PROCEDURE MANUAL FOR
COLLEGIATE ATHLETIC TRAVEL

by

Joseph P. Witt

Project submitted to the faculty of
Virginia Polytechnic Institute and State University
in partial fulfillment of the requirements for the
degree of

MASTERS OF SCIENCE IN EDUCATION

in

Health and in Physical Education

APPROVED:

[Signatures]

Dr. Margaret L. Driscoll, Chairperson

Dr. Elyabeth Holford

Mr. Jimmy Lawrence

February, 1991

Blacksburg, Virginia
Table of Contents

Introduction.......................................................... 1
Purpose......................................................................... 2
Design......................................................................... 2
Procedure...................................................................... 3
Travel Coordinator...................................................... 5
Budgetary Considerations............................................ 8
Scheduling Contests..................................................... 8
Travel......................................................................... 9
  Ground transportation............................................... 10
  Air transportation.................................................... 10
  Equipment transfer................................................... 11
Team Meals.................................................................... 12
Lodging........................................................................ 12
Scheduling Considerations......................................... 13
Legal Considerations.................................................. 17
Travel Plan.................................................................... 22
Transportation............................................................ 24
  Commercial Airlines................................................ 25
  Charter Flights......................................................... 26
  Baggage..................................................................... 28
  Ground Transportation............................................. 30
Bus Chartering............................................................. 31
Van Transportation..................................................... 32
Appendix H
  Travel Itinerary........................................55
Appendix I
  Travel Agency’s Option List............................56
Appendix J
  Charter Bus Quote Sheet................................57
Appendix K
  Charter Bus Confirmation...............................58
Appendix L
  University Motor Pool Order Form......................59
Appendix M
  Truck Rental Cost Estimate............................60
Appendix N
  University Purchase Order for Truck Rental........61
Appendix O
  Hotel Reference List.....................................62
Appendix P
  Hotel Service Evaluation................................63
Appendix Q
  Hotel Contract...........................................64
Appendix R
  Hotel Room List..........................................65
Appendix S
  Dining Room Set-Up......................................66
Appendix T

Catering Contract.................................67

Appendix U

Cash Advance Form...............................68

Appendix V

Meal Money Receipt Form..........................69
Introduction

The need for athletic teams to travel has become common in this day and age. Athletic teams are now able to travel great distances to compete, unlike the distances traveled earlier in the century (Zeigler & Bowie, 1983). In today's society athletic contests are viewed as entertainment. Knowing this, athletic schedulers try to develop schedules that match opponents that will entice spectators to attend their event. This situation demands that the sport's manager understand the details of planning trips, ensuring safety, minimizing loss, and working within a budget (Zeigler & Bowie, 1983).

Most athletic teams belong to regional athletic conferences which have the effect of establishing a set number of athletic contests. In sports like basketball, the teams will play each opponent in the conference twice. One of these events will be held at the other team's arena. As for football, the site usually alternates between the schools every year. The scheduler realizes that at least half of the contests will be played away from the home site which will require the team to travel. Athletic teams that are not a member of a conference also play about half of their events away from the home site. The fact that there is no conference affiliation requires that this team will be
traveling to different sites from year to year as opposed to the established sites of a conference team.

The budgets of athletic team travel differ greatly from the other budgeting aspects of an athletic team (Maser, 1990). This difference comes about from the many variables involved and the unpredictability of certain travel costs (Maser, 1990). Poor planning can jeopardize the safety of the group. Problems during travel can ruin the morale of the participants, and thereby destroy the entire impact of the trip or contest (Zeigler & Bowie, 1983).

**Purpose**

The purpose of this project was to develop a set procedure for collegiate athletic travel. These procedures cover the areas of scheduling, budget, transportation, lodging, meals and post-season travel considerations. Also, the purpose of this project was to provide a manual by which a person who is interested in athletic management or coaching can acquire the basics of athletic travel.

**Design**

The design of the manual utilized descriptive research techniques. This manual is a theoretical example that can be used by students, coaches, and administrators. The manual is designed so that the general ideas and concepts can be applied to the collegiate athletic level with implications for secondary schools.
Procedure

Information was secured by researching articles on athletic travel. Further, a mail request was conducted to obtain information on team travel from commissioners of athletic conferences, business managers of individual universities, hotel managers, and managers of transportation companies.

The hotel managers that were contacted were the managers of the hotels that the athletic teams at Virginia Tech have used in the past. Specifically, they were the ones used by the football team. The hotels used by the football team are the New Orleans Marriott, the Columbia, South Carolina Ramada Hotel, the Hattiesburg, Mississippi Holiday Inn, the Cincinnati Clarion Hotel, and the Syracuse Marriott (Appendix A).

There are two reasons for contacting these hotels. The first is that there is already an existing file of these addresses with contact persons for each. The second reason is that these hotels specialize in servicing athletic teams which is why the Virginia Tech football team uses them.

The transportation services that were contacted and the justification for them is the same as for the hotels. The services that were contacted were the Abbott Bus Lines of Roanoke, Blacksburg Limo Service, and the U.S. Airlines formerly Piedmont (Appendix B).
The individual schools that were contacted were schools belonging to the National Collegiate Athletic Association (NCAA) Division I classification. With this in mind the conferences that were contacted were members of the NCAA Division I. The specific conferences contacted were the Metropolitan Collegiate Athletic Conference (Metro), the Atlantic Coast Conference (ACC), the Pacific Ten (Pac Ten), the Big Sky, and the Colonial Athletic Conference (CAA) (Appendix C).

The reasoning behind these choices is that they are conferences from each area of the United States. The conferences themselves are known for their different types of travel requirements. For example the ACC is well known to be an easy travel conference, along with the CAA because most schools within these conferences can be reached with relatively short bus trips. This is the opposite for the Pac Ten and Metro conferences which have member schools spread over large geographical regions.

Three specific schools were randomly chosen from each conference. The choices were made by writing the name of each school in a conference on a slip of paper and placing these names in a box. The slips were drawn and replaced until three different schools had been selected. This procedure was repeated for each of the five conferences chosen.
The justification for the small number of schools is that most schools within a conference basically follow the same guidelines. The differences are found in the size of the budgets and whether or not the school is public or private. The letters sent to conference commissioners and athletic business managers was to request information on travel procedures and office forms that must be filled out to travel. The business managers of athletic departments were asked if there was an individual at their university who is specifically assigned as a designated travel coordinator (Appendix D). The letters sent to transportation managers were to request the procedures and forms that are filled out when a travel coordinator requests service.

Travel Coordinator

The latest trend in athletic departments is to appoint an individual to act as the departments travel coordinator. In the past the accountability for travel plans in athletic departments floated from place to place and person to person. Often, secretaries or administrative assistants in the athletic department took on the duties of a travel planner (Barks, 1990).

The main reason for appointing an individual to act as the travel coordinator should be to obtain the greatest savings for the athletic department. The savings occur from
using the high volume of athletic travel to obtain the greatest overall savings for the entire athletic department.

By allowing the travel coordinator to consolidate the department’s buying power he or she may take advantage of the sizeable discounts that airlines, hotels, car rental companies, bus lines, and equipment movers routinely extend to high volume customers (Barks, 1990).

The consolidation according to Barks (1990), takes place at many levels. First, the traffic of all teams within an athletic department may be combined. By doing this, the "non-revenue" teams which may travel more infrequently (over shorter distances or with fewer players than the revenue teams) may also command the services and rate given to high powered customers.

The second step the travel coordinator may do is to work with other school departments to combine the travel planning of the athletic department with those of other departments. The addition of admissions recruiters', administrators', and professors' travel could increase the school's negotiating clout (Barks, 1990).

Appointing a travel coordinator does not mean that the athletic department should do everything itself. Having a travel coordinator allows the department to develop strong relationships with experienced travel professionals. These professionals handle the more time consuming or specialized
tasks such as searching rates to the billing and credit hassle's that linger even after a trip is completed (Barks, 1990). It is much easier for a travel service to deal with one individual, the travel coordinator, at an athletic department than to have ten coaches or secretaries dealing with ten different travel agencies. When considering that the total dollars spent on travel by athletic departments numbers in the hundreds of thousands of dollars, the travel coordinators ability to work with a single travel agency is very important. Of the fifteen schools contacted in the mailings only one athletic department indicated that they have a specific travel coordinator.

Wachter (1989) stated that a travel agent will save time. The time a travel coordinator spends on the phone acquiring price quotes and figuring out which company has the best deal can be delegated to the travel agent. This as Wachter (1989) pointed out, does not mean that the travel coordinator will lose control of the decision making process. The travel agent may obtain all of the bids and the travel coordinator along with the head coach of that sport in question can still make the final decision on which services to utilize and at what cost.

The travel coordinator does not have to deal with one travel agency exclusively. Coordinators may deal with both local and national travel agencies depending on such factors
as distance of trip, number of people involved and whether an exchange of services is being used instead of actual money (Wachter, 1989).

**Budgetary Considerations**

Budgeting for athletic team travel involves a different approach than the other budgets in collegiate athletics. These differences occur because of the many variables involved and the unpredictability of certain travel costs (Maser, 1990).

When the allocations for all operations of athletic departments are being made, most coaches and administrators do not know the specifics of their trips for the next school year. Because of the many uncertainties there is a need to estimate the majority of the costs associated with each trip. This as Maser (1990) states, is the main reason for planning ahead so as to project expenses as accurately as possible.

**Scheduling Contests**

The first step according to Maser (1990), in the travel budgeting process is the scheduling of contests. Athletic schedules are developed one or two years in advance. When arrangements are being made both conference and nonconference contests are discussed. Dates, times, and sites are also finalized. Specific scheduling considerations will be discussed in the next section.
Travel

Once the schedules for the team are determined, the budget process for team travel may become more detailed. Travel coordinators may normally use the team travel budgets from the previous year as general guidelines for planning new budgets. Maser (1990) states that certain contests scheduled such as foreign tours, invitations to specific tournaments, and regional and national competitions, may involve additional expenditures. Supplementary sources of revenue, such as fund-raising, contest guarantees, contest sponsorships, and gate receipts may help cover the expenses incurred by these special events.

The most important thing according to Barks and Muller (1989) is to make as many arrangements as possible early. Whenever possible, arrangements should be made as soon as game schedules are available. This holds true with sports like football in which schedules may be made up to ten years in advance. The sooner air or bus service are obtained the sooner "supersaver" rates and other discount packages can be locked up. The main idea is to obtain as many estimates of each service requested so the overall travel budget can be determined.

When developing the transportation portion of the travel budget it is a good idea to refer to previous years trips in order to determine the transportation costs for
playing teams that appear on the schedules every year (Maser, 1990). For making trips to new cities, estimates may be obtained by calling a local travel agency or bus company.

**Ground transportation.** With ground transportation, the travel coordinator must work with coaches individually to decide what mode of transportation best fits the team's budget and trip requirements. Assistant Athletic Director Joan Maser (1990), prefers to use professional transportation whenever possible.

College athletic department teams put millions of miles on large passenger vans. Before a department uses a van, it must decide whether it wants to rent them from the school’s motor pool, lease them, or purchase them (Lyke, 1989c). There are advantages and disadvantages of each. The deciding factor for most schools will be cost. If the decision is to rent or lease a van, allocations must be made for the daily rental or lease rates, milage, insurance, gas, and tolls.

**Air transportation.** Air transportation tends to be the hardest mode of transportation to determine budgetary estimates. The best prices can be estimated by using a travel agency or by calling the airline companies, but it should be realized that the rates are changing daily. There are no formulas for predicting air-fares. The difficulty of
budgeting air transportation is yet another reason to have close contact with a travel agency. The agency can give projections to each of the cities that a team will be visiting in the upcoming year. The agent can also negotiate with the airline for group rates that reflect the best possible discount, and for waivers on restrictions, such as not requiring a team to stay-over on a Saturday night to obtain "supersaver rates". The travel agent should also be able to have fees and penalties waived if an overtime game causes a team to take a later flight (Maser, 1990).

Although athletic department administrators have several options when booking group airline travel, most travel coordinators and airline representatives agree that it is best to book as much travel as possible with one carrier under a single contract. This is the easiest way to receive the best service and the lowest rate (Lyke, 1989b).

Most airlines will grant group rates to a traveling party of four or more people. This may be useful for recruiting trips or when only a handful of athletes are traveling to compete in a championship event (Lyke, 1989b).

**Equipment transfer.** In addition, teams with extensive equipment may need to rent cargo vans or small trucks for equipment transfer. These services can be obtained from local transportation companies or rental agencies. These
companies will provide detailed estimates from which budget projections can be made (Maser, 1990).

**Team Meals**

The next budgeting consideration covers team meals. Allocations for food are usually determined on a per diem basis. Per diems should be standard for all teams in the entire athletic department. They should be broken down into breakfast, lunch, dinner, and possibly a snack. The prices need to vary according to the destination of each trip (Maser, 1990). A meal in Blacksburg, Virginia will cost less than the same meal in Syracuse, New York.

Larger teams such as football require the use of catering services in hotels or restaurants, and thus the per diem for the trip may have to be increased. Also, when food costs are being determined allocations must also be made for taxes, service charges, and gratuities. In some cases, academic institutions will be tax-exempt when using restaurants and hotels; if this is the case, tax-exempt certificates need to be sent prior to making the trip (Maser, 1990).

**Lodging**

The last area to be discussed concerning budgeting is that of lodging. Within this area there are several factors that help determine costs. These factors include the number of nights that lodging is required, the number of persons
per room, and the price of the potential hotel to be used. The travel coordinator can obtain accurate costs for each trip by receiving recommendations on where to stay from the host institution and calling hotels in the area for price quotes (Maser, 1990).

Maser (1990) suggests allocating money for a "travel contingency" fund within either the travel budget for each team or the total budget for the athletic department. Prices for both local and long-distance travel are bound to rise, and this contingency fund can be used to cover any price increases that occur during the year.

Another idea expressed by Maser (1990) is to have separate line item in the overall athletic department budget for travel to NCAA postseason competition. This will be a rough estimate, but should consider a half-dozen individual athletes and one medium sized team will qualify to compete in championship events during each school year. The NCAA reimburses athletic departments for costs incurred in sending athletes to these events, but the funds will be available to cover the initial costs.

Scheduling Considerations

As mentioned in the previous section the first step in the travel budget is the scheduling of events. According to Kahrs (1989), before planning a schedule it is critical that the athletic department establish policies which pertain to
scheduling for all of its varsity teams. Policies should include guidelines on how many consecutive days a team can be away from campus, and how many class days a squad can miss during a week or semester. Guidelines should also be developed for starting times. Starting times should mention the earliest and the latest an athletic event can begin during a weekday or weekend. The athletic director must determine the maximum number of home events that can be accommodated during a weekend, and whether it is desirable to have revenue-producing teams avoid scheduling events that are held during the same time period.

Prior to actually scheduling competition, the business manager should create a way to illustrate the team travel expenses for each away contest that is under consideration. The categories should include mileage between institutions and the cost to transport the team by most applicable means. In addition, the cost estimates for lodging and meals should be gathered (Gladchuk, 1989).

This illustration will provide the athletic business manager with reasonably accurate figures on what each trip may cost the department. The business manager can then evaluate which of the proposed road trips actually fit within the team's travel budget (Gladchuk, 1989).

According to Kahrs (1989), parameters must be established on what areas a coach may alter in order to
achieve a scheduling objective. For example, a coach whose program faces a budget limitations may seek to down-size spending on hotel rooms and meals in order to come up with the proper funds for a special road trip. The athletic department should have guidelines in place to prevent such an occurrence, and to ensure that all of its teams provide athletes with more than adequate lodging and meal accommodations when they are on the road.

Problems occur according to Gladchuk (1989) if a coach is intent on scheduling that one extra game that exceeds the budget. When this is the case the athletic director must be consulted. It then becomes the athletic director’s decision as to whether the game be canceled or if a compromise should be made.

If the athletic department’s schedule illustration indicates that two teams both have away games at the same time in the same vicinity, the time of one game should be moved up and then the two teams could travel on the same bus, thereby splitting the travel expenses. If there are double the amount of games in one city as compared with most years, the business manager should attempt to obtain a better rate at the hotel where the athletic teams will be staying (Gladchuk, 1989).

Kahrs (1989) states that a program with serious budget limitations can achieve several objectives through
scheduling. For example, teams in revenue-producing sports can play opponents on the road if they are guaranteed a certain dollar amount or specific percentage of the gate. For non-revenue programs, a very expensive recruiting trip can be accomplished in conjunction with scheduling competition in that area.

The first step in the travel budgeting process is the scheduling of contests. Most athletic schedules, according to Maser (1990), are developed one or two years in advance when conference and non-league contests are discussed and dates, times, and sites are finalized.

Kahrs (1989) states that planning athletic schedules varies with each sport. Football schedules may be planned ten years in advance. For non-revenue programs, the department's schedular should begin planning one to two years before that actual season. This is especially true if a team must work within a predetermined conference schedule, because conference schedules usually limit additional options.

After the department schedular has confirmed schedules or made any minor adjustments, verbal agreements should be finalized and formal contracts should be drawn. (Appendix E). A formal contract is required to ensure that information such as date, time, location, and conditions for
each scheduled competition is accurate and properly documented.

At this time rough projections of a team's travel budget should be determined. Game worksheets should be created for each contracted event. Game worksheets are discussed in the Travel Plan section of this manual. Each athletic team needs to create a file for its travel worksheets. As estimated amounts such as transportation, meals, lodging are determined, they can be recorded on the worksheet.

Legal Considerations

Transporting athletes to athletic games and tournaments requires the athletic director and all of his or her assistants to develop a risk management plan. The plan must try to identify and respond to all risks involved with transporting athletes to and from athletic events.

Risk management plans according to Lubell (1987), put athletic programs in a better position to launch an effective defense should they be sued. They create a positive safety image, educate sports personnel about their expanding legal duties, and improve safety procedures and informed consent guidelines.

Keller and Forsythe (1984), state that it is important that athletic directors, coaches and all those involved with transporting athletes have a thorough understanding of state
and local laws. This will provide a foundation from which a risk management plan can be implemented. Since every state and locality may have different laws that apply, the athletic director must make decisions based on the laws in their location.

All sports activities involve some inherent risks, some more so than others. Until recent decades, the doctrine was that an athlete assumed those risks when he or she participated in a sport. Increasingly, though, manufacturers, coaches, universities, team physicians, and athletic trainers are held legally responsible for warning an athlete of the dangers of a sport and for instructing the athlete about how to avoid those risks (Lubell, 1987).

Knowing this, the athletic director needs to warn all athletes in their department of all the risks involved in the transportation to and from athletic events. Members of athletic teams should be cautioned regarding adherence to safety regulations that are established by the university and the chartered transportation company (Keller and Forsythe, 1984).

Roos (1987) indicates that waivers and releases can be effective. The waivers and releases encompass the principle of exculpatory contracts and of assumption of risk. In general, the law holds that participants in a sport assume
all risks that are obvious and foreseeable, but none that are not normally part of the sport, unless the participants have been informed of such special risks, and have voluntarily accepted them.

Having identified and warned student athletes of the potential risks involved in transportation, the athletic director needs to minimize risks. One way to accomplish this is to select transportation companies based not only on cost, but also on their past safety records. Other guidelines that apply to choosing the best transportation equipment are mentioned in the transportation section of this manual.

Keller and Forsythe (1984), state that athletic directors should make certain that any car, van, bus, or plane in which athletes are transported is fully insured with the type of coverage needed in that institution's state to protect himself or herself and the school from liability. All motor vehicles owned by the university or college should also be covered by the college or university.

When using either commercial or charter airlines the travel coordinator needs to be sure that the carrier is certified by the Department of Transportation and the Federal Aviation Association. The carrier must carry the standard dollar liability/property damage insurance (Gregory, 1990).
The athletic director must also check with charter bus service to make sure that the company has proof that the minimum of insurance, per vehicle, required by their local laws. They should also have an International Commerce Commission license number (Gregory, 1990).

Most universities have some type of insurance policy that has liability coverage. This coverage is usually extended to all employees and students of the university. This generally includes athletic coaches and athletes. The coverage is written on what is known as an "excess basis". This means that the person must have some form of personal coverage and what the policy does not pay the "excess basis" picks up (F. Weaver, personal communication, July 2, 1990).

Sports travel insurance has become so specialized and risky that many big-name insurance companies will not provide coverage. According to Barks and Muller (1989), large insurance companies like Chubb, Lloyd's and Equitable will always be found when other options run out, because they are the only firms that can bear the huge liabilities involved. It is not unusual for a National Football League team to be insured for $50 million per trip. Increasingly, travel insurance for college and professional teams is being arranged either through small, specialized underwriting agencies which can devise inventive approaches to teams' unique needs, or through specialty risk departments of
brokerages that can wrap travel coverage into larger benefit programs of property/casualty packages that address the full range of team insurance needs.

One insurance plan that athletic directors may consider is offered by the National Association of Collegiate Directors of Athletics (NACDA). This insurance plan is offered to all member institutions of the NACDA. This policy covers accidental death, dismemberment and permanent disability as the result of an injury incurred during athletic related travel (NACDA, 1990).

As for post season play, member institutions of the National Collegiate Athletic Association (NCAA) whose tickets are obtained through Worldtek and charged to the NCAA are covered by travel accident insurance. The principle sum is $350,000 (Summers, 1990). Other NCAA post season information is discussed in the section of this manual dealing with post season travel.

The athletic director needs to develop a policy regarding drivers of transportation vehicles. When a transportation service is contracted the drivers are included in the contract. The athletic director needs to determine what the company's qualifications are for a driver to determine if it is in accordance to the university's policies and current insurance policies. In the Commonwealth of Virginia, for example, the requirements to
operate a state vehicle is a valid driver's license and the approval of the college department's chairperson. In the athletic department, the athletic director will need to determine if any other restrictions should apply in order to comply with the department's risk management plan (F. Weaver, personal communication, July 2, 1990).

Travel Plan

The travel coordinator must understand the details of planning trips, ensuring safety, minimizing time lost, and working within a budget. Even though most of the work originates from the specific sport, the coordinator must remember that his or her supervision is important. One small error could leave the team stranded in the middle of nowhere or jeopardize the safety of the group. Most problems that occur during athletic travel can be traced to poor initial planning (Zeigler & Bowie, 1983).

The travel coordinator and a representative from the team in charge of travel need to work together when planning trips. One way to avoid problems is to use a travel budget worksheet. This worksheet should be prepared well in advance and constantly updated as arrangements are completed. The list should include transportation, lodging, and meal arrangements. A worksheet should be developed for each trip a team will take. (Appendix F). Once all worksheets for a season are completed they should be
compiled into a master list that can be submitted to the athletic business manager to record. (Appendix G).

In conjunction with the worksheet the coordinator should maintain a list of all companies with which the department is working. This list should include the name, day and night number of a contact person at each destination. The list should also include practice times, game time, equipment inventories, security arrangements, and names of all persons in the travel party (Zeigler & Bowie, 1983). This is done so in the case of an emergency or if a problem arises the travel coordinator knows who to contact and where they can be contacted at.

From this master list a travel itinerary will be developed. (Appendix H). An itinerary outlining the plans to be followed is essential for good organization. There should be an itinerary developed for each trip that will be taken. Copies should be distributed to each person making the trip or to those who will be involved in the event. There should be a copy posted in the locker room or appropriate office. A copy should be delivered to the athletic director’s office, the business manager’s office and one copy should be kept by the travel coordinator.

According to Garland (1987), the items covered in an itinerary include, but are not limited to, the following:
1. date(s) of the trip,
2. time to report (loading),
3. departure time,
4. return time,
5. practice time(s),
6. schedule to be followed (meal times, lights out),
7. restaurant(s) (name and location),
8. motel (name, address, phone number),
9. travel assignments (bus, plane),
10. rooming list.

The itinerary will not be completed all at once. It will be filled in as specific plans are finalized. It should be completed at least one week prior to the trip. The next three sections of the this manual will deal with the specific plans involved with transportation, meals, and lodging.

Transportation

Travel plans differ for different athletic teams, depending upon the level of competitions, the distance to travel and the type of team. College and university sports teams normally travel by commercial or charter plane or bus, depending upon the distance to travel, the number of members on the team, and the level of competition (Mason & Paul, 1988).
There are many considerations that must be made when selecting specific types of transportation for athletic teams. This section will deal with both commercial and charter airlines, charter buses, rental and university vans, and a small section on cargo trucks.

**Commercial Airlines**

An athletic travel coordinator should work closely with the airline’s group sale’s office. This allows the travel coordinator to use the groups large size to save money by obtaining special discount rates for groups (Lyke, 1989b). Couzens (1989) states that colleges most often use commercial flights for their athletic teams, except for their football teams, which seldom play more than five regular season road games.

When discussing the use of commercial airlines one must keep in mind that no two trips are the same. The size of the group, the destination, the length of the trip, and regularly scheduled flight times will vary from one away contest to the next. As a result, flights should be booked no later than six to nine months in advance. The sooner the flights are booked, the earlier a price will be determined. This will help in filling in one of the blanks in the department’s travel budget (Lyke, 1988b).
The coordinator may negotiate with the airlines through a travel agent for low rates in return for travel at non-peak times. This avoids the usual tourist and business passenger crunch. Booking teams on normally scheduled flights is a money saver.

Lyke (1989b) mentions that many times the airlines schedule does not fit the team's schedule, and obviously airlines will not change the departure times of their commercial flights. If a team cannot make scheduled flight times due to academic commitments or because a game has a late starting time, the travel coordinator may wish to consider the usage of a charter airline.

There are several considerations that should be considered when traveling by air. Many coaches want their teams to sit together while on commercial air flights. They may also want to sit in certain areas of the plane or have all aisle seats for more leg room. Travel coordinators should plan seating months in advance with the airlines group sales office (Lyke, 1989b).

**Charter Flights**

There are two main advantages of using a charter flight service. The first is that many schools are not located within fifteen minutes of an airport in which the major airlines normally fly. The second is that on commercial
flights passengers can not always get from one point to another in one day. By charter, the teams can take off when desired and land where desired (Gregory, 1990).

Gregory (1990) states that quite often it is less expensive for a large-size team, such as a football squad, to travel by chartered flight. This is especially true if the team is flying to a location that the airlines do not fly to on a regular basis, or if there is not a lot of competition among airlines in that area.

Most institutions using airline charter companies must go through some form of formal bidding for the service. Nearly every charter company works in the following manner: It receives the pertinent information from the athletic department, such as the size of the traveling party, the amount of equipment to be transported, the desired arrival and departure times, and then contacts the airline companies in the region for bids. In bidding on a service, the airline company often has to make some adjustment in the arrival and departure times or in the flight pattern requested. The charter company and or travel agency collects all of the information from the airlines and presents the athletic department travel coordinator with all of the various options and prices, (Appendix I) making recommendations on which carrier will best suit the team’s needs (Gregory, 1990).
The charter company, according to Gregory (1990), coordinates the activities between the athletic department coordinator and the carrier. It should provide the charter information to both parties, work with the air and ground handlers, monitor the loading of equipment into the plane, and deal with any problems that arise. The charter company should also be able to arrange bus service to transport the team from the airport to the game site and hotel.

Last-minute changes are a big part of team road trips. The coordinator needs to build time into flight schedules to account for emergencies and the possibility of playing an overtime game. The airline with which the travel coordinator is working must understand that there may be a sudden change in the team's itinerary.

Baggage

A major concern when using airlines is the handling of baggage. Most airlines are willing to work with teams to best serve the special needs. With commercial flights it is usually a good idea to collect all luggage and equipment, except for take on items, and have them checked in and loaded without the team and coaches having to deal with baggage and equipment. It is also a good idea for this advance person to check all tickets through to their final destination. This leaves one person with the receipts for
all tickets. The coordinator can simply give a ticket and boarding pass to each individual at each connection. By doing this the coordinator can keep track of all tickets and members in the travel party. It also speeds up the recovery of any lost tickets. The coordinator should also keep track of all baggage claim checks. This helps, in the event that baggage is lost, by making sure the claim ticket is not also misplaced (J. Lawrence, Personal communication, July 2, 1990).

Passengers are normally allowed up to 70 pounds of luggage per person on domestic flights. Lyke (1989b) stated that team equipment and trainer's equipment can sometimes add up to more than the 70 pound limit. Most airlines will bend this rule as long as each player's personal baggage is kept to a minimum.

Weight is a major concern on charter flights according to Gregory (1990). The average weight of a football player is 210 pounds, and there is generally 4,000 to 5,000 pounds of equipment. If the athletic department coordinator wants a small plane, the athletic equipment may have to be trucked to the destination.

Many times the athletic department coordinator will require the airlines to provide meal service during the flight. If this is the case, it is up to the charter company to make sure meals are served to the players and
that the airline has plenty of beverages on board because the athletes will be dehydrated after a game. Not every airline has the capabilities on their planes to provide a hot meal, so this is an important consideration for the charter company individual to investigate (Gregory, 1990).

**Ground Transportation**

If a college or university team is traveling by air, transportation to the airport is needed. In most cases, college teams travel from the campus to the airport by bus. Upon arrival at the city where the contest is to be played, bus transportation will be needed to deliver the team to its hotel or motel and or to the game site for practice. Also, transportation will be needed between the hotel and the game site, and then to the airport for the flight home. Once again the team will need transportation back to the campus from the airport.

While some departments can use charter airlines services to travel to far-away competitions, a bus is still the primary means of transportation for athletic teams (Gregory, 1990). The advantage of traveling by bus is economics. Buses, according to Gregory (1990), cost ten to twelve dollars per individual on a forty-or-more passenger bus.
Bus Charter

Chartering a bus is similar to chartering a plane. The athletic department travel coordinator will again need companies to bid on the services. The coordinator should specify the following when asking for a price quote from a charter service (Appendix J):

1. the number of passengers that will be carried,
2. how many total buses will be needed,
3. the space requirements for equipment,
4. pick up and return times,
5. and whether there is any meal stop along the way.

It is very important to make sure that the charter bus company has quality motorcoaches because valuable time can be lost if the bus breaks down. A department representative should look at the vehicles before they are used to make sure they are what the department wants. The buses should be less than six years old. They should be equipped with restrooms. They should have heat and air conditioning. Further, the storage space should be lockable. Other amenities such as videotape players and radios must also be negotiated (Gregory, 1990).

Other considerations to keep in mind, according to Barks and Muller (1989), include detailing payment terms, driver’s food and lodging payments, and the initial deposit. The coordinator needs to make sure there are contingencies
for backup equipment in case of breakdowns. The last step before signing the charter confirmation (Appendix K) is to lock into a rate and have it in writing. The travel coordinator should make sure the contract does not provide any loopholes for extra charges such as overtime, fuel, and other expenses that should be part of the initial contract (Barks & Muller, 1989). The travel planner can cut down on the risk of doing business with poor bus service companies by asking the company for references from other athletic departments, schools, and tour groups that have used the service (Lyke, 1989a).

**Van Transportation**

The third type of transportation an athletic team may use is a van. They are usually used by teams of a smaller number that are traveling shorter distances. The first option in obtaining a van will be for the coordinator to check with the college’s or university’s motor pool to determine what type of vans are available. If vans are available from the motor pool a department order form will have to be processed and properly authorized (Appendix L).

If the college or university does not have proper equipment available in its motor pool the travel coordinator will have to look into leasing a van. Leasing a van is similar to chartering a bus. A complete list of the needs
must be submitted to the leasing agent. All fees, deposits, and restrictions need to be placed into writing before any contracts are signed.

**Cargo Truck**

The last type of vehicle to consider in transportation is a cargo truck. As mentioned earlier in the air travel section, smaller planes are unable to carry large amounts of equipment due to weight restrictions. If this is the case the travel coordinator must work with the equipment manager to obtain a rental truck. As with other services, truck rentals must sometimes go through a bidding process. In order to determine what services are needed, the travel coordinator must have already determined which flights require truck service. The equipment manager usually writes up the type and size of truck needed to carry the equipment. The destinations, dates of use, and approximate mileage is given to determine an estimated cost (Appendix M). This should be figured for each trip that will require truck service. Once the bid is awarded a purchase order for the entire years service is drawn up and approved (Appendix N).

**Over Packing**

Barks and Muller (1990) suggest one rule to remember when packing equipment and personnel for a road trip. Their suggestion is do not over pack. The main reason for
avoiding this is that when it comes to travel, over packing can be costly.

The first area that must be looked at is over packing personnel. This is a touchy area because taking someone on a trip is a nice perk. Try to only take people that will have a purpose on the trip, this will help justify the expense. Many colleges and universities usually reserve a space for someone who has contributed a service for the team and the trip is their "payment".

The second area of over packing involves the coach. Try to keep the coach apprised of the per-player tab for each trip. This is done so he or she will think twice about bringing the third-string catcher or the fifth-string punter. The same applies to packing baggage and equipment. Major airlines, as mentioned earlier, usually waive excess baggage charges for large, equipment heavy teams. That luxury, however, can lead to bad over packing habits. Consider borrowing or renting equipment at the other site. The equipment manager must realize what is available at the game site. If the team is playing indoors, the rain coats should not be packed.

Lodging

Picking the correct hotel for the team is a lot like preparing for a game. If the slightest detail is overlooked the team can come out a loser. There are many factors to
remember when booking rooms but the most important one is this: hotels very much want athletic department business and will go to great lengths to get it. The main reason that hotels like athletic business is that teams book rooms on weekends, which is when hotels need business (St. Lifer, 1989).

According to Bertlet (1989) the travel coordinator needs to be prepared and not leave any stones unturned. As with other planning procedures the hotel reservations should be made as soon as schedules are finalized. The lodging decision should be based on adequate meeting space, bedroom space, quietness, dependability, reliability, and cost. It is also best to find a hotel that is not a popular spot for the fans of the home team. This is done so opposing teams fans do not disturb the team or keep them up with noise and other distractions.

Perhaps the best way to avoid problems is by making sure the hotel dealt with a sports representative who is experienced in sports travel. If they do not they should be able to call someone else in their chain to help with some of the guidelines to best serve the account (St. Lifer, 1989). Most hotels maintain a list of other colleges and universities that have stayed with them (Appendix 0). A
hotel should be able to provide the travel coordinator with a service rating of groups that have used their services (Appendix P).

A good way to get a good rate is by looking over bills brought back by coaches from recruiting trips. If a hotel is charging a coach $50 for an individual room, they should only be charging around $40 a room for a group. Another way to acquire estimates is to call other athletic travel coordinators and athletic directors and inquire if they could obtain information from local hotel (St. Lifer, 1989).

Before the travel coordinator begins to negotiate complimentary items (comps), the price for the rooms should already be set. The norm is one free suite for every ten rooms for basketball and every 50 rooms for football. The coordinator should also ask if the hotel will include comps for an advance person from the athletic department (St. Lifer, 1989). The advance person can either be the travel coordinator or another administrator from the university. The advance person arrives one day to one week early to oversee the hotel and restaurant set up procedures for the incoming team.

If the college or university has a large fan following it is good to use their potential business as a bargaining tool. This according to Bertelt (1989), depends on the coach’s philosophy. In order to keep a team from
distraction many coaches prefer a hotel that is about a half-hour away from the stadium. Some travel coordinators also try to provide for the band, cheerleaders, and other university personnel at a separate hotel.

Once the hotel is decided on, Bertlet (1980) suggests the travel coordinator send a tentative schedule to the hotel manager so that he or she can begin to make room arrangements. The coordinator then needs to keep in touch with the specific coach in order to find out if the coach has made decisions on when the team will arrive, when the team will check out, and what other services will be required.

**Hotel Contracts**

It is important to keep in constant contact with the hotel manager to keep them apprised of any new additions or service changes as they occur. Once the travel party size has been determined, a contract should be drawn up with the hotel (Appendix Q). This contract should cover all arrangements that have been agreed upon.

Another major concern in developing the contract is the need for meeting rooms at the hotel. Large teams such as football require several rooms so they can divide up by positions. Special consideration should be given for pre-game athlete taping. Some schools also like a room to use
as a player chapel. Meeting rooms need to be equipped with chairs, backboards, chalk, projection screens, and water. Most hotels will provide these rooms at no additional charge but they must be discussed before contracts are signed (Bertlet, 1989).

Hotel Procedures

It is important to establish procedures for athletic teams which are involved in travel. Before a team arrives at the hotel the travel coordinator should talk with the hotel manager and set up certain procedures. The coordinator needs to determine:

1. appropriate check-in and check-out times,
2. what methods of payment are accepted,
3. if a room is available for equipment storage and
4. if all outside phone service is terminated in the players room along with pay television channels and room service (Warzecka, 1989).

Check in procedures. To make check the check-in procedures go faster Warzecka (1989), suggests several ideas. First, submit a travel squad list to the hotel manager. Include first and last names of all players, coaches and support staff (Appendix R). Specify room assignments for everyone in the travel party and request that the room keys be in individual envelopes per room number. For larger teams, such as football, it is a good
idea to have the keys laid out on tables in an area set off to the side of the main check-in area. This should be done 30 minutes prior to the teams arrival.

Upon check-in, the travel coordinator should go over the details of the team’s stay with the hotel management. The coordinator should remind the hotel of the financial agreement established, and request one bill at the check-out time with a breakdown of all room charges. Do not let the hotel confuse the team bill with the room charges for parents, alumni, or anyone who also received the group rate (Warzecka, 1989).

Check-out procedures. Check-out procedures should actually begin the night before the team leaves. The coordinator should remind the front desk clerk of the team’s departure time and request to see the bill the night before the team departs. Viewing the bill at this time is highly recommended. This procedure will provide the necessary time to notify members of the travel party to pay all personal incidental room charges before the final check-out (Warzecka, 1989).

In addition, viewing the bill ahead of time provides the travel coordinator with an opportunity to eliminate any erroneous charges or accounting errors before the team is ready to depart. The last aspect of checkouts is room key
collection. The best method is to have a basket by each team bus door. This allows players to drop off their keys as they board to leave (Warzecka, 1989).

**Team Meals**

There are several decisions to be made when planning an athletic team's meals. These include where, when, and what the team will eat, as well as how the meal will be served. The key to planning any meal is knowing exactly what the coach wants, what the restaurant or hotel will provide, and how to incorporate both factors (Herzog, 1989).

Hotels present various systems for setting up the team meal. Some provide services through a centralized athletic sales manager, while others employ a catering director who may be reached through a sales office. If the restaurant is not affiliated with a hotel, the travel coordinator must contact the restaurant manager (Herzog, 1989).

One of the first steps is to make sure the person being dealt with has had experience dealing with athletic teams. Having previous experience in this area is essential. Recommendations can be acquired in the same way as the hotel information was obtained.

The next step is to determine if the hotel or restaurant has enough space available to accommodate the team in question. If the coach requires a private room to reduce distraction during a meal, make sure the restaurant
can provide this. In addition, seating arrangements should be discussed. Smaller teams often desire to eat together at one table, while larger squads may require several tables (Herzog, 1989).

The travel coordinator should provide an outline to the hotel representative including exactly how the meal is to be served. Perhaps the biggest decision is choosing between serving a buffet or a plated meal. The main difference between each method is the amount of food available to players. A buffet can provide more food, but some coaches prefer sit-down meals in order to limit players' consumption (Herzog, 1989).

Once the decision between a buffet or a plated meal is reached it needs to be written and included in the contract that spells out exactly what will be served (Appendix S). Regardless of the manner in which the meal is served, the service should be quick and efficient. The hotel representative should be informed that the meal is to be ready and waiting when the team arrives. Experts agree that most of the food should already be present on the table, including drinks, butter, salads, rolls, and even dessert. The entree should be heated, covered, and ready to be served. If the meal is buffet style, all buffet tables should be double sided to speed up the process (Herzog, 1989).
After planning the meal with the hotel representative or restaurant manager, the travel coordinator should ask for a cost estimate. It is vital to have as much information as possible in writing. By having facts, written refunds or service adjustments are possible if the meal is not what was agreed on. Many hotels have separate banquet or catering contract forms (Appendix T). The travel coordinator needs to understand the hotel’s position on taxing the meal and on charging an automatic gratuity. Most price estimates will include sales tax and a 15-18 percent gratuity charge, but the coordinator should always inquire if this is the case. The travel coordinator should be certain that an estimate of $12 per person does not mean $15 after sales tax and gratuity are added in (Herzog, 1989).

As with most arrangements the meal plans need to be completed well in advance of the actual event. Larger teams such as a football team will require more details and time. This creates the need to book their arrangements far in advance.

Smaller squads sometimes rely on cash advances from the athletic department to pay for meals. This money is divided into daily per diems. The per diem is used when the choice of restaurant is not specified or to allow players on long trips to eat on their own. The cash advance is requested from the department (Appendix U) in which a breakdown of
amounts are listed. When a player receives the money in either a lump sum or set amount he or she needs to sign a receipt form (Appendix V).

Division III and junior college teams, as well as non-revenue programs at larger universities, may arrange to eat their meals at other campus dining facilities. In this case, there may not be a private dining room or many comforts offered by hotels or restaurants. It can, however, work out quite well (Herzog, 1989).

Post Season Considerations

To members of the National Collegiate Athletic Association (NCAA) championship events are the most visible and exciting element of an athletic season. During the 1989-90 academic year, 77 championships were held in locations from California to Maine. The NCAA directors spend millions to transport student-athletes to and from their destination (Summers, 1989).

To keep travel costs down, the NCAA directors have entered into agreements with Worltek Travel of New Haven, Connecticut; American Airlines; National Car Rental System; and Greyhound Travel Services. These companies provide reduced rates and special services to persons traveling on NCAA business (Summers, 1989).

In general, member institutions do not need to advance funds to purchase airline tickets for championships; these
expenses are billed directly to the NCAA. Institutions must make reservations and acquire tickets through Worldtek to receive the NCAA guarantee for air travel. It is still a good idea to have money set aside in the budget to cover any initial costs until the NCAA guarantee is received (Summers, 1989).

The NCAA directors also have continued agreements with National Car Rental and Greyhound Bus Lines to control and reduce ground transportation expenses at NCAA championships, as well as during the regular season. National Car Rental arranges rented automobile and van transportation for championships, and Greyhound provides charter bus travel. Again to receive the NCAA guarantee for ground travel, institutions must make their arrangements through National Car Rental or Greyhound as specified in the NCAA Travel Handbook (Summers, 1989).

Summary

Athletic team travel must be considered very carefully by athletic departments. Team travel involves various aspects that must be well thought out so that every detail is followed through. However, many individual who are placed in management roles do not always possess the knowledge or skills required to effectively fulfill the responsibilities. Assistance can come in various forms, one being an established policy and procedure manual.
Long term planning and organization are very important aspects of athletic travel. The travel coordinator or in reality the person assigned to do a team’s travel should make every effort to provide athletes with the safest and most convenient method of transportation available.

The purpose of this project was to provide a procedure manual for organizing and planning collegiate travel. This manual covers scheduling, budgeting, legal, and post-season travel considerations. It also provides specific information on the three basic aspects of team travel. These aspects are transportation, lodging, and team meals.
References


Appendix A
Letter to Hotel Managers

Joseph P. Witt
520 Prices Fork Road
Pack Apts. C-2
Blacksburg, Virginia 24060
June 5, 1990

Hotel Manager

Dear Manager,

I am currently working towards my masters degree in Sports Management at Virginia Tech. My masters project involves creating an athletic travel manual. This letter is to ask for your assistance. If it is possible would you please send me copies of the forms and procedures required for an athletic team to make arrangements with your hotel. (Examples of contracts for rooms, meals, post-stay critiques and other policies.) I realize that this is a lot to ask, but any help would be greatly appreciated.

Thank you,

Joseph P. Witt A.T., C.
Appendix B
Letter to Charter Directors

Joseph P. Witt
520 Prices Fork Road
Pack Apts. C-2
Blacksburg, Virginia 24060
June 5, 1990

Charter Director

Dear Director,

I am currently working towards my masters degree at Virginia Tech. My masters project involves creating a travel manual for collegiate athletic teams. This letter is to ask for your assistance. If possible, would you please send me copies of the forms and/or procedures required by your department for a university athletic team to obtain your services. (Examples such as contracts, manifests, and procedures). I realize that this is a lot to ask, but any help would be greatly appreciated.

Thank you,

Joseph P. Witt, A.T.C.
Appendix C
Letter to Conference Commissioners

Joseph P. Witt
520 Prices Fork Road
Pack Apts. C-2
Blacksburg, Virginia 24060
June 5, 1990

Conference Commissioner

Dear Sir,

I am currently working towards a masters degree in Sports Management at Virginia Tech. My masters project involves creating an athletic travel manual that will discuss the several phases of team travel in college athletics.

To accomplish this I would like to request assistance from your department. Basically I would like copies of the forms and procedures required by your conference concerning post season tournament or championship travel. I realize that this is a lost to ask, but any help you can give would be mostly appreciated.

Thank you,

Joseph P. Witt, A.T.,C.
Appendix D

Letter to Athletic Business Managers

Joseph P. Witt, A.T.C.
520 Prices Fork Road
Pack Apts. C-2
Blacksburg, Virginia 24060
June 5, 1990

Athletic Business Manager
University of

Dear Sir,

I am currently working towards my masters degree in Sports Management at Virginia Tech. My masters project involves creating an athletic travel manual that will discuss the several phases of team travel in college athletics.

To accomplish this I would like to request assistance from your department. If possible I would like copies of the forms and procedures required by your institution or department for a team to travel. (Examples such as expense vouchers, budget worksheets, authorization forms, set procedures, etc.) Secondly, I would like to know if there is one set person who coordinates travel for the whole department or is it left up to each coach. I realize that this is a lot to ask, but any help that you can give would be mostly appreciated.

Thank you,

Joseph P. Witt, A.T.C.
Appendix E

Game Contract

ATLANTIC COAST CONFERENCE
NON-CONFERENCE FOOTBALL CONTRACT

THIS AGREEMENT entered into the 35th day of July, 1989, by and between North Carolina State University hereafter designated as the HOME TEAM and Virginia Polytechnic Institute & State University hereafter designated as the VISITING TEAM.

WITNESSETH that:

1. The said parties mutually agree to cause their respective varsity teams to meet in the city of Raleigh, N. C., on the 18th day of November, 1989, and then and there engage in the game of Football, said game to be called at 1:00 o'clock P.M. time.

2. The eligibility of all players in said game shall be determined by the rules and regulations of his institution as well as the rules of the athletic conference of which his institution is a member, if such affiliation is held.

3. The HOME TEAM agrees to pay to the VISITING TEAM the minimum sum of $175,000.00 as a guarantee for playing said game, or in lieu thereof as an option W/A percent of the net receipts from ticket sales, whichever is greater. Net receipts shall be defined as gross receipts from ticket sales less State, Federal, and local taxes, less officials fees and expenses, less W/A percent of the balance for game expenses.

4. If the guarantee in Article 3 is other than a fixed amount, the HOME TEAM shall furnish the VISITING TEAM with a game report audited by the institution's auditor or Certified Public Accountant. Complete settlement shall be made by February 15 succeeding the Football game.

5. The HOME TEAM shall be allowed 1500 complimentary tickets (including President’s box and press tickets outside press box) and the VISITING TEAM 600 complimentary tickets. Any complimentary tickets given in excess of the above stated allowance shall be included in the game report at the price which would have been used if the tickets had been sold.

6. The HOME TEAM shall be allowed 150 sideline passes and the VISITING TEAM shall be allowed 75 sideline passes.

7. The VISITING TEAM shall be allowed 5,000 tickets for sale to its followers, said tickets to be in location on attached diagram. (Please attach copy of diagram to back)

8. The student of the HOME TEAM will be included at W/A in the game report.

9. Faculty and staff will be included at W/A in the game report.

10. The bands and cheerleaders of each team shall be admitted in uniform and shall not be included in Article 8.

11. Ticket prices shall be set by the HOME TEAM.

12. All game workers shall be admitted free of charge and such admissions shall not be regarded as complimentary under Article 8. Game workers shall be admitted as those who have a specific and necessary duty to perform at the game and who do not occupy saleable seats.

13. The radio broadcast of the game shall be under the control of the HOME TEAM. The rights of each team are as follows: The HOME TEAM shall retain the revenue from and full control of radio rights, but with the understanding that the VISITING TEAM shall have one outlet free-of-charge and the revenue derived therefrom. The game(s) conducted for in this agreement may be televised only with the mutual consent of the competing institutions.

14. Either party failing to comply with the conditions of Article 1, either by cancellation or failure to appear, shall forfeit money in the amount of $100,000.00 unless such cancellation shall be by mutual consent in which case this agreement shall be null and void.
Appendix F
Travel Budget Worksheet

SPORT: ____________________________

DESTINATION: ____________________________

Date:
Leave: (time & date) ____________________________
Return: (time & date) ____________________________
Number of overnights: ____________________________

TRANSPORTATION:

Airplane:
Name of Airline: ____________________________
Number in party: ____________________________
Cost per ticket: ____________________________ x number in travel party ____________________________

Buses needed local:
Dates buses needed: ____________________________
Number of buses: ____________________________ Cost per bus ____________________________
Mileage: ____________________________ x rate per mile ____________________________

Buses needed at location:
Dates buses needed: ____________________________
Number of buses: ____________________________ Cost per bus ____________________________
Mileage: ____________________________ x rate per mile ____________________________

Rental Car: (If Applicable)

TOTAL TRANSPORTATION COST: ____________________________

LOGGING:
Cost per room: ____________________________
Number of rooms required: ____________________________ single ____________________________
__________________ double ____________________________
__________________ complimentary ____________________________ triple ____________________________
__________________ quad ____________________________
plus 5% tax: ____________________________

TOTAL LODGING COST: ____________________________

MEALS:
Date: __________________ Breakfast: __________________ Lunch: __________________ Dinner: __________________
Date: __________________ Breakfast: __________________ Lunch: __________________ Dinner: __________________
Date: __________________ Pre-Game Meal: __________________

TOTAL MEAL COST: ____________________________

MISCELLANEOUS:

Explain: ____________________________

TOTAL MISCELLANEOUS COST: ____________________________

TOTAL ESTIMATED COST OF TRIP: ____________________________

Virginia Tech Athletic Department Form
### Team Travel Budget Summary for [YEAR]

<table>
<thead>
<tr>
<th>Destination/Opponent</th>
<th>Deposit</th>
<th>Return</th>
<th>No. of People</th>
<th>Airfare</th>
<th>Car/Van/Vox</th>
<th>Rental</th>
<th>Lodging</th>
<th>Meals</th>
<th>MiscExp</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Memphis Tournament</td>
<td>11-23</td>
<td>11-26</td>
<td>26</td>
<td>$6,500</td>
<td>$2,250</td>
<td>$1,710</td>
<td>$3,100</td>
<td>$692</td>
<td>$15,000</td>
<td></td>
</tr>
<tr>
<td>William &amp; Mary</td>
<td>12-4</td>
<td>12-10</td>
<td>27</td>
<td></td>
<td>1,300</td>
<td>1,540</td>
<td>1,954</td>
<td>306</td>
<td>5,000</td>
<td></td>
</tr>
<tr>
<td>Georgetown</td>
<td>12-19</td>
<td>12-20</td>
<td>26</td>
<td></td>
<td>1,500</td>
<td>1,690</td>
<td>2,197</td>
<td>853</td>
<td>5,300</td>
<td></td>
</tr>
<tr>
<td>Memphis State</td>
<td>1-5</td>
<td>1-6</td>
<td>25</td>
<td>6,250</td>
<td>850</td>
<td>780</td>
<td>1,134</td>
<td>306</td>
<td>9,400</td>
<td></td>
</tr>
<tr>
<td>Southern Miss             Tulane</td>
<td>1-10</td>
<td>1-14</td>
<td>26</td>
<td>7,900</td>
<td>2,260</td>
<td>3,080</td>
<td>4,112</td>
<td>350</td>
<td>17,800</td>
<td></td>
</tr>
<tr>
<td>Virginia/Roanoke</td>
<td>1-24</td>
<td>1-24</td>
<td>27</td>
<td></td>
<td>650</td>
<td></td>
<td>194</td>
<td>156</td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Florida State</td>
<td>1-26</td>
<td>1-27/28</td>
<td>27</td>
<td>9,400</td>
<td>1,050</td>
<td>1,760</td>
<td>2,080</td>
<td>201</td>
<td>10,500</td>
<td></td>
</tr>
<tr>
<td>Richmond</td>
<td>2-4</td>
<td>2-5</td>
<td>28</td>
<td></td>
<td>1,000</td>
<td>1,700</td>
<td>1,613</td>
<td>217</td>
<td>4,200</td>
<td></td>
</tr>
<tr>
<td>Louisville/Cincinnati</td>
<td>2-14</td>
<td>2-18</td>
<td>27</td>
<td>9,400</td>
<td>2,050</td>
<td>3,600</td>
<td>3,614</td>
<td>426</td>
<td>15,400</td>
<td></td>
</tr>
<tr>
<td>South Carolina</td>
<td>2-28</td>
<td>3-1</td>
<td>20</td>
<td></td>
<td>1,000</td>
<td>1,350</td>
<td>1,564</td>
<td>286</td>
<td>4,400</td>
<td></td>
</tr>
<tr>
<td>Metro Tournament</td>
<td>3-8</td>
<td>3-12</td>
<td>40</td>
<td>14,000</td>
<td>2,500</td>
<td>5,040</td>
<td>4,706</td>
<td>674</td>
<td>27,000</td>
<td></td>
</tr>
<tr>
<td>High School Trip</td>
<td>TBA</td>
<td>25</td>
<td></td>
<td>400</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>High School Trip</td>
<td>TBA</td>
<td>25</td>
<td></td>
<td>400</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td>500</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>$117,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

Virginia Tech Athletic Department Form
Appendix H

Travel Itinerary

Sport: ________________________________

Destination: __________________________

Departure Date: _______________________

Time of Departure: ____________________

Method of Travel: _____________________

Accommodations: _______________________

(Motel) (Telephone)

Return Date: __________________________

Time of Departure: ____________________

Estimated Time of Arrival: ______________

Complete list of all persons in travelling party:
(Indicate non-team members such as coach, trainer, etc.)

1. ____________________________ 21. ____________________________
2. ____________________________ 22. ____________________________
3. ____________________________ 23. ____________________________
4. ____________________________ 24. ____________________________
5. ____________________________ 25. ____________________________
6. ____________________________ 26. ____________________________
7. ____________________________ 27. ____________________________
8. ____________________________ 28. ____________________________
9. ____________________________ 29. ____________________________
10. _____________________________ 30. ___________________________
11. _____________________________ 31. ___________________________
12. _____________________________ 32. ___________________________
13. _____________________________ 33. ___________________________
14. _____________________________ 34. ___________________________
15. _____________________________ 35. ___________________________
16. _____________________________ 36. ___________________________
17. _____________________________ 37. ___________________________
18. _____________________________ 38. ___________________________
19. _____________________________ 39. ___________________________
20. _____________________________ 40. ___________________________

Virginia Tech Athletic Department Form
<table>
<thead>
<tr>
<th>Vendor</th>
<th>Type</th>
<th>Equip</th>
<th>Tns</th>
<th>M.S.</th>
<th>N.S.</th>
<th>E C U</th>
<th>P S U</th>
<th>Temple</th>
<th>GA Tech</th>
<th>PMG</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air FAX, INC. (Bid 1)</td>
<td>MD-90</td>
<td>146</td>
<td>2:40</td>
<td>121:00</td>
<td>HRS</td>
<td>AS RED</td>
<td>$22,882.96</td>
<td>$20,694.96</td>
<td>$28,967.44</td>
<td>$24,477.32</td>
<td>$25,230.04</td>
</tr>
<tr>
<td>Air FAX, INC. (Bid 2)</td>
<td>MD-90</td>
<td>146</td>
<td>AS RED</td>
<td>AS RED</td>
<td>$20,850.00</td>
<td>$35,993.00</td>
<td>$41,314.00</td>
<td>$32,294.00</td>
<td>$38,111.00</td>
<td>$176,562.0</td>
<td></td>
</tr>
<tr>
<td>Eastern Airlines, Inc.</td>
<td>DC-9</td>
<td>120</td>
<td>AS RED</td>
<td>AS RED</td>
<td>$24,981.24</td>
<td>$27,356.68</td>
<td>$31,568.36</td>
<td>$32,061.20</td>
<td>$22,470.20</td>
<td>$143,049.6</td>
<td></td>
</tr>
<tr>
<td>Travelaire Inc of Va</td>
<td>D-737</td>
<td>139</td>
<td>AS RED</td>
<td>AS RED</td>
<td>$32,450.00</td>
<td>$33,500.00</td>
<td>$31,400.00</td>
<td>$48,200.04</td>
<td>$45,525.00</td>
<td>$191,075.0</td>
<td></td>
</tr>
<tr>
<td>Charter Search (Prop)</td>
<td>CU-589</td>
<td>100</td>
<td>40-2 HRS</td>
<td>AS RED</td>
<td>$20,849.77</td>
<td>$27,607.71</td>
<td>$42,225.62</td>
<td>$34,852.96</td>
<td>$34,957.99</td>
<td>$167,624.0</td>
<td></td>
</tr>
<tr>
<td>Charter Search (Jet)</td>
<td>B-727</td>
<td>146</td>
<td>40-2 HRS</td>
<td>AS RED</td>
<td>$30,501.42</td>
<td>$39,143.36</td>
<td>$43,749.47</td>
<td>$34,077.90</td>
<td>$40,232.00</td>
<td>$186,503.1</td>
<td></td>
</tr>
<tr>
<td>Best with 10pm Departures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$119,452.8</td>
</tr>
<tr>
<td>Best with Normal Departures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$142,150.0</td>
</tr>
</tbody>
</table>

**Remarks:**
1. Charter Search is a package deal and must be taken all or none.
2. Travelaire of Va - the E C U flight must be into and out of Rocky Mount Airport. 35 miles NH
Appendix J
Charter Bus Quote Sheet

ABBOTT BUS LINES, INC.
1701 BRABY ST., N.E.
ROANOKE, VIRGINIA 24012
PHONE: (703) 343-1123
(304) 343-8661

STATEMENT FOR CHARTER BUS SERVICE

DATE OF TRIP ______________________________

PERSON IN CHARGE ____________________________

GROUP OR COMPANY NAME _______________________

ADDRESS ______________________________________

TELEPHONE _________________________________

ORIGIN ______________________________________

DESTINATION ________________________________

PLACE OF PICK UP ____________________________

DEPARTURE TIME ______________________________ LEAVING TIME OF RETURN __________________

PRICE ________________________________

COMMENTS __________________________________

NOTIFIED _______________________________
Appendix K
Charter Bus Confirmation

- CHARTER CONFIRMATION -

Thank you for making your group travel arrangements with Abbott Bus Lines. We are looking forward to making your trip as pleasant as possible.

CONFIRMATION DATE __________

1-800-433-1111 Outside (VA)

In regard to your charter, we request that you confirm the following information:

DEPARTURE DATE: ________________ RETURN DATE: ________________

DEPARTURE TIME: ________________ TIME LEAVING TO RETURN: ________________

FROM: ________________ DESTINATION: ________________

NUMBER AND SIZE OF BUS: ________________ TOTAL COST OF CHARTER: ________________ (per bus)

PICK UP AT: ________________ TELEPHONE NO. ________________

ORDERED BY: ________________

When planning your itinerary, please keep in mind that a driver cannot drive more than 10 hours and must have 9 consecutive hours of sleep in each 24 hour period.

Full payment must be made 14 days prior to departure. Reservations will be cancelled if payment is not received by due date. A cancellation fee for busses cancelled less than 24 hours prior to departure time shall be $75.00 per bus plus dead head mileage.

Baggage and all other property will be handled at owner's risk and only in an amount that can conveniently be carried in the chartered bus. Any damage to the vehicle, caused by the charter party, will be charged to the charter party. Abbott Bus Lines is not responsible for any delays due to mechanical failure nor acts of God or man, or any conditions beyond the carrier's control.

Please complete, make additions or corrections to the above information, sign and return one copy. An itinerary should be attached.

SIGNATURE: ________________________ DATE ________________________
Appendix L
University Motor Pool Order Form

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY
PHYSICAL PLANT DEPARTMENT

MOTOR POOL FACILITY
AUTOMOBILE ORDER FORM

DATE: 19

Request is hereby made for assignment to:
(Mr., Mrs., Miss) __________________________ of the __________________________ Department

Please enter other operator's name below:
1. __________________________
2. __________________________
3. __________________________
4. __________________________

For State Automobile for the following approved travel:
DATE: __________________________
TIME: __________________________

Destination: __________________________

Agent No. __________________________
Activity No. __________________________

Dept. No. __________________________
Project No. __________________________

Travel will terminate and car will be returned to Motor Pool on:
DATE: __________________________
A.M. __________________________
P.M. __________________________

(Please estimate time of return as accurately as possible)

SIGNATURE: __________________________
(Department Head) __________________________
(Dean or Vice President)

NOTE: Automobile will not be released to anyone unless this form properly filled in is presented at time traveler calls at Motor Pool for car.
Appendix M

Truck Rental Cost Estimate

Listed Sheet

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Description of Articles</th>
<th>Quantity</th>
<th>Unit</th>
<th>Unit Price</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rental of an 18 foot truck as follows:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Blacksburg to Columbia, SC and back</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>September 7, - September 10, 1989</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approximately 500 miles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 rental</td>
<td></td>
<td></td>
<td>$240.00</td>
<td>$240.00</td>
</tr>
<tr>
<td>2</td>
<td>Blacksburg to Morgantown, WV and back</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>October 5 - October 8, 1989</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approximately 500 miles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 rental</td>
<td></td>
<td></td>
<td>$220.00</td>
<td>$220.00</td>
</tr>
<tr>
<td>3</td>
<td>Blacksburg to Greenville, SC and back</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>October 19 - October 31, 1989</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approximately 500 miles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 rental</td>
<td></td>
<td></td>
<td>$240.00</td>
<td>$240.00</td>
</tr>
<tr>
<td>4</td>
<td>Blacksburg to Charlottesville, VA and back</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>November 9 - November 12, 1989</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approximately 300 miles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 rental</td>
<td></td>
<td></td>
<td>$241.07</td>
<td>$241.07</td>
</tr>
<tr>
<td>5</td>
<td>Blacksburg to Raleigh, NC and back</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>November 16 - November 19, 1989</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approximately 450 miles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1 rental</td>
<td></td>
<td></td>
<td>$210.00</td>
<td>$210.00</td>
</tr>
<tr>
<td></td>
<td>Daily rate - $48 - 20 cents per mile</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approx 1,090.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This list to be attached to the usual Department Requisition for Purchase. The requisition form should be filled out complete except for the listing of items above. Original and one copy of the list must be furnished to Purchasing Agent by the requisitioning department.

Form 103
Revised 11/82
## Appendix N

### University Purchase Order for Truck Rental

![Image of purchase order]

**Commonwealth of Virginia**  
**Virginia Polytechnic Institute and State University**  
**Virginia Tech Collision**  
**Blackburn, VA 20033**

**Contract Number:**  
**Date Ordered:** 7/30/89  
**P.O. Manager:**  
**Purchase Order No.:**  
**P.O. Number:**  
**To:**  
**From:**  
**Place of Delivery:**  
**Receiving Agent:**  
**Receiving Agent Signature:**  
**Page:**

---

### Truck Rental

**Company:**  
**Address:**  
**Telephone:**

---

### Voucher

<table>
<thead>
<tr>
<th>Voucher No.</th>
<th>Date Voucher Issued</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>72-006-00</td>
<td>10/14/89</td>
<td>31,200.00</td>
</tr>
<tr>
<td>625045</td>
<td>10/14/89</td>
<td>480.00</td>
</tr>
<tr>
<td>625046</td>
<td>10/14/89</td>
<td>480.00</td>
</tr>
</tbody>
</table>

**Total Voucher:** 61,216

---

**Note:** This voucher represents compliance with Federal Procurement Regulations, ensuring proper procedures are followed.

---

**Certified:**  
**Date:**  
**Approval:**  
**Signature:**
## Appendix O

### Hotel Reference List

#### Basketball (Men)

<table>
<thead>
<tr>
<th>Team</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clemson</td>
<td>79, 80, 82, 83, 84</td>
</tr>
<tr>
<td>Temple</td>
<td>79</td>
</tr>
<tr>
<td>St. Johns</td>
<td>79</td>
</tr>
<tr>
<td>Virginia</td>
<td>79, 80, 81, 82, 83, 84, 85, 86, 87</td>
</tr>
<tr>
<td>Memphis State</td>
<td>82</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>81, 82, 83</td>
</tr>
<tr>
<td>Maryland</td>
<td>82, 83, 84, 85, 86, 87, 88</td>
</tr>
<tr>
<td>Western Carolina</td>
<td>82</td>
</tr>
<tr>
<td>Mercer College</td>
<td>75</td>
</tr>
</tbody>
</table>

#### Basketball (Women)

<table>
<thead>
<tr>
<th>Team</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgia Tech</td>
<td>81, 82, 84, 85, 86, 87, 88</td>
</tr>
<tr>
<td>Maryland</td>
<td>82, 83, 84, 85, 86, 87</td>
</tr>
<tr>
<td>Virginia</td>
<td>80, 81, 82, 83, 84, 85, 86</td>
</tr>
<tr>
<td>Clemson</td>
<td>79, 80, 81, 82, 83, 84, 85, 86, 87</td>
</tr>
<tr>
<td>Wake Forest</td>
<td>80, 81, 82, 83, 84</td>
</tr>
<tr>
<td>Russia</td>
<td>79</td>
</tr>
</tbody>
</table>

#### Football

<table>
<thead>
<tr>
<th>Team</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clemson</td>
<td>75, 76, 77, 78, 79, 80, 81, 82, 83</td>
</tr>
<tr>
<td>Penn State</td>
<td>74, 77</td>
</tr>
<tr>
<td>William and Mary</td>
<td>80</td>
</tr>
<tr>
<td>Syracuse</td>
<td>78</td>
</tr>
<tr>
<td>Appalachian</td>
<td>80</td>
</tr>
<tr>
<td>Virginia</td>
<td>79, 81, 83, 84, 85, 87</td>
</tr>
<tr>
<td>Maryland</td>
<td>81, 83, 89</td>
</tr>
<tr>
<td>Army</td>
<td>82</td>
</tr>
<tr>
<td>West Virginia</td>
<td>78</td>
</tr>
<tr>
<td>Citadel</td>
<td>83, 86, 88</td>
</tr>
<tr>
<td>Furman</td>
<td>82, 84, 85</td>
</tr>
<tr>
<td>Richmond</td>
<td>81</td>
</tr>
</tbody>
</table>
# Appendix P

## Hotel Service Evaluation

![Holiday Inn Logo]

# Service Evaluation

Please help us learn how to serve you better in the future.

<table>
<thead>
<tr>
<th>Company Name</th>
<th>USH-Converse Basketball Clinic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td>M.B. 2056, Mobile, AL</td>
</tr>
<tr>
<td>Contact Name</td>
<td></td>
</tr>
<tr>
<td>Location</td>
<td>Mobile, AL</td>
</tr>
<tr>
<td>Date of Meeting</td>
<td>1989</td>
</tr>
</tbody>
</table>

### A. Front Office

<table>
<thead>
<tr>
<th>Category</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room Clerk Cooperation &amp; Service</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Cashier Cooperation &amp; Service</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Bellman</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Telephone Service</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Employee Attitude</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
</tbody>
</table>

### B. Restaurant & Lounge

<table>
<thead>
<tr>
<th>Category</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurant Food &amp; Beverage Quality</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Restaurant Food &amp; Beverage Service</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Lounge Food &amp; Beverage Quality</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Lounge Food &amp; Beverage Service</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Entertainment</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Room Service</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Employee Attitude</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
</tbody>
</table>

### C. Housekeeping

<table>
<thead>
<tr>
<th>Category</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guest Rooms</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Restaurant &amp; Lounge</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Public Areas</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Meeting &amp; Banquet Rooms</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
</tbody>
</table>

### D. Meeting & Banquet Facilities

<table>
<thead>
<tr>
<th>Category</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room Setup On Time?</td>
<td>1 2 3 4 5 6 7 8 9</td>
<td></td>
</tr>
<tr>
<td>All Necessary Equipment Provided</td>
<td>1 2 3 4 5 6 7 8 9</td>
<td></td>
</tr>
<tr>
<td>Lighting</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Air Conditioning/Heat</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Banquet Meal Service Quality</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Banquet Meal Service Service</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Coffee Breaks</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>Employee Attitudes Sales Staff</td>
<td>1 2 3 4 5 6 7 8 9</td>
<td></td>
</tr>
<tr>
<td>Service Staff</td>
<td>1 2 3 4 5 6 7 8 9</td>
<td></td>
</tr>
</tbody>
</table>

### Additional Comments
Appendix Q
Hotel Contract

Holiday Inn
Haslesburg

GROUP ROOM BLOCK

Group Name: ____________________________

Name of Meeting (How Posted): ____________________________

Contact: ____________________________ Title: ____________________________

Address: ____________________________

Telephone Number: ____________________________

Date of Meeting: ___________ No. of Rooms: ___________

FORECAST AS FOLLOWS:

<table>
<thead>
<tr>
<th>Day</th>
<th>Sunday</th>
<th>Monday</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Friday</th>
<th>Saturday</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rooms Blocked</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rooms Reserved</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rooms Used</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Singles:</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Doubles:</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Kings:</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Suites:</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Club Level</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Banquet Functions:</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

Meeting/Conference Rooms: ____________________________ Dates: ___________

Reservations: □ List □ Individual □ Cards

Billing: Rooms - □ Individual □ Master Account
         Incidents - □ Individual □ Master ACCOUNT

Booked by: ____________________________ Date: ___________ Approved by: ____________________________

Accepted by Company: ____________________________ Date: ___________

Signature: ____________________________ Date: ___________

DISTRIBUTION: White-Reservation; Yellow-File; Pink-Catering; Goldenrod-Sales
Appendix R

Hotel Room List

ROOMING LIST
UNIVERSITY OF SOUTH CAROLINA
BASKETBALL TEAM
ARRIVE FEBRUARY 5, AFTER 1:00 P.M. WILL DEPART FEBRUARY 5, 5:30 P.M.

PLAYERS: (TWO DOUBLE BEDS PER ROOM) (ALL ON SAME FLOOR)

STEFAN YEGERS
STEFEN ENGLISH

MICHAEL GLOVER
BOJAN POPOVIC

BILLY IGNJATOVIC
ERIC SYKES

JEFF ROULTON
JOE BRITT

CHRIS LEGO
CLATTON WATTS

 CRAIG CURTIS, MGR. (NEAR ELEVATOR/PLAYERS FLOOR)
 CHRIS BURGIN
 JERRY HENDRICK

COACHES, STAFF AND OTHERS:

COACH GEORGE FELTON (COMP. SUITE) (SEPARATE FLOOR)

COACH EDDIE PATHE (NEAR FELTON) (TWO DOUBLE BEDS)
COACH BRIAN ELLERBE

COACH SCOTT RIGOT (NEAR FELTON) (TWO DOUBLE BEDS)
COACH JOE DOOLEY

BRIAN BINETTE, S.I.D. (TWO DOUBLE BEDS)
RANDI HERALD, TV.

SHAWN BURKE, TICKET MGR. (SINGLE)

JIM PRICE, ATH. TRAINER (NEAR ELEVATOR ON PLAYERS FLOOR) (SINGLE)

BOB FULTON, RADIO (SINGLE)

DON WILLIAMS, RADIO (WILL PAY OWN BILL) (SINGLE)

CHARLES CREWS, M.D. (WILL PAY OWN BILL) (NEAR FELTON) (SINGLE)

ALL CHARGES TO BE MASTER BILLED.
I WILL COLLECT FOR ANY INCIDENTAL CHARGES TO PLAYERS ROOMS.
Appendix S

Dining Room Set-Up

FRIDAY NIGHT

Serving approximately 75 - line should be open 10 minutes before planned time.

PRE-SET - (on each table)
1. Pitchers of 7 Up (use 1 or 2 liter bottles), Milk (2 qts), water
2. Cans or bottles of Gatorade (any flavor)
3. Buckets of ice
4. Honey and butter
5. Baskets of dinner rolls (at least 2-3 per person)
6. The table should be set with necessary knives, forks, etc. and glasses for at least two types of drinks.

COFFEE TABLE - should be set with at least ten cups of coffee (set to one side of room)

BUFFET LINE - (serving line on both sides)
1. Lasagna (6-7 pans) - chafing dishes in Sterno
2. Fried chicken - deep fried - 2½ lb chicken cut in one-eighths (three pieces each, 4 oz)
3. Potatoes - (real potatoes) - parsley, whole
4. Vegetables (fresh - mixed or green beans)
5. Fresh fruit slices (slices of fruit in season - canteloupe, melons, strawberries, etc.) - on trays

DESSERT TABLE - Sundae bar - vanilla and chocolate ice cream

Price $13.00 per person
Appendix T

Catering Contract

3400 U.S. Highway 49 North
Hattiesburg, Mississippi 39401

CONVENTION & CATERING PROSPECTUS
601/268-2850

as of Organization: UNIVERSITY OF SOUTH CAROLINA - BASKETBALL

use of Function: PRE-GAME MEAL

Date: 2/5/94

MADON

Time: 3 PM

Contact: Rental

Rental: COMPLIMENTARY

Place: 549 ST. ANDREW'S RD

COLUMBIA, SC 29110

Phone: 803-733-0387

per Person: $15.95 Service Charge: 15% Tax: 6% No Guarantee 20PP Set: ROUNDS

30 MENU:

HAND-SERVED 3 3PM

FRESH FRUIT CUP

TOSSSED SALAD W/DRESSING

6 OZ. PRIME FILLET (ROASTED)

BAKED POTATO (ALL Condiments)

BROCCOLI WITH CHEESE SAUCE

HOT ROLLS & BUTTER

FRUIT PUNCH

ICED TEA

ICE WATER

SCOOP OF VANILLA ICE CREAM W/ CHOCOLATE SAUCE

Attendance Banquet Captain:

Please note the following set-up requirements:

Table Arrangements:

Head:

Podium:

Stage:

Decor Floor:

Music:

Cost Check:

Chairs:

Squares:

Entrée:

Extension Cords:

Flowers:

Linen:

Audio/Visual Equipment

Payment: DIRECT BILL

Rental Information

COMMENTS:

67.
# Appendix U

## Cash Advance Form

![Image of the form]

**ARMY ACCOUNTING VOUCHER**

**ALLOCATION NUMBER:**

**AGENCY MANAGER/ACCOUNT:**
Virginia Tech Athletic Department
Men's Basketball
P. O. Box 158
270 Jamerson Center
Blacksburg, Va. 24063-0158

**DATE OF VOUCHER:**
December 6, 1989

**SIGNATURES:**

**PAYMENT ACCOUNT #:**

**NOTE:**

**PLEASE BE SURE TO INCLUDE ZIP CODE IN ALL ADDRESSES**

**DATE TO NAME:****

## VENDOR NAME

**F.D.I. NUMBER:**

**INACCESSIBILITY CONTACT:**

**TELEPHONE:**

## BILLING CODE

### Description

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
<th>Quantity</th>
<th>Unit</th>
<th>Unit Price</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/17/89</td>
<td>Lunch per diem</td>
<td>23</td>
<td>ea</td>
<td>5.00</td>
<td>115.00</td>
</tr>
<tr>
<td></td>
<td>Post game per diem</td>
<td>23</td>
<td>ea</td>
<td>5.00</td>
<td>115.00</td>
</tr>
<tr>
<td>12/18/89</td>
<td>Dinner per diem</td>
<td>23</td>
<td>ea</td>
<td>10.00</td>
<td>230.00</td>
</tr>
<tr>
<td>12/19/89</td>
<td>Lunch per diem</td>
<td>23</td>
<td>ea</td>
<td>5.00</td>
<td>115.00</td>
</tr>
<tr>
<td></td>
<td>Box dinners post game</td>
<td>30</td>
<td>ea</td>
<td>10.00</td>
<td>300.00</td>
</tr>
<tr>
<td></td>
<td>Laundry expense</td>
<td></td>
<td></td>
<td></td>
<td>50.00</td>
</tr>
<tr>
<td></td>
<td>(will pick up December 6, 1989)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL AMOUNT:**

1025.00

**Note:** This is a scanned document. The text is readable, and the layout is preserved. The document contains a form with fields for billing information, descriptions, quantities, unit prices, and amounts. The total amount is calculated at the bottom of the form. The form appears to be related to a cash advance for expenses incurred during a trip. The vendor name, phone number, and contact information are also listed.
Appendix V

Meal Money Receipt Form

The following have received $______ for meal money on the trip.

<table>
<thead>
<tr>
<th>Amount</th>
<th>Number</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>