

Request for Proposal (RFP)

No. TRAVEL13

Travel Management

Prepared by Short's Travel Management

Megan Howard, Sales Manager

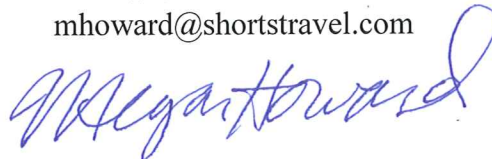
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A handwritten signature in blue ink, reading 'Megan Howard', written over the printed contact information.

Submitted June 13, 2013 1:30 P.M. EST



SHORTS
T R A V E L M A N A G E M E N T

06/13/13 09:43:39 AM
West Virginia Purchasing Division

ADDENDUM ACKNOWLEDGEMENT FORM**SOLICITATION NO.:** Travel13

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

<input checked="" type="checkbox"/> Addendum No. 1	<input type="checkbox"/> Addendum No. 6
<input type="checkbox"/> Addendum No. 2	<input type="checkbox"/> Addendum No. 7
<input type="checkbox"/> Addendum No. 3	<input type="checkbox"/> Addendum No. 8
<input type="checkbox"/> Addendum No. 4	<input type="checkbox"/> Addendum No. 9
<input type="checkbox"/> Addendum No. 5	<input type="checkbox"/> Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Shorts Travel Management
Company
Megan Howard
Authorized Signature
6/12/13
Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.

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Attachment A: Vendor Response Sheet

Vendors responding to this solicitation should provide detailed narrative descriptions of the following:

4.3 Qualifications and Experience:

4.3.1 Organization

Vendor should submit any pertinent data relating to the Vendor's organization, personnel and experience that would substantiate the vendor's qualifications and capabilities to perform the services described herein. The vendor should state the name(s), title(s), phone number(s) and email address(s) of each.

Headquartered in Waterloo, Iowa, Short's is an expert in providing travel management services to state government accounts. Today we provide travel management services for several states including the State of Texas, the State of Louisiana, the State of Iowa, the State of Rhode Island and the State of Kansas.



All of these programs are complex and include multiple policies, forms of payment and complex pre-trip approval requirements. Short's has delivered excellent service and have created unique technologies to effectively manage these programs further streamlining efficiencies resulting in increased savings.

Perhaps one of our biggest differentiators is our flat organization structure. We empower all of our employees to make their own decisions and present new ideas to make our company great! Our CEO is a phone call away and encourages all employees to reach out to him at any time.

David LeCompte, CEO, 319-433-0711, david@shortstravel.com

CEO and part owner of the family-owned business, David LeCompte graduated from the University of Northern Iowa, Cedar Falls, IA, with a bachelor's degree in marketing. He subsequently pursued a master's degree from the University of Iowa, Iowa City. After launching his business career in sales with Baxter Healthcare Corporation, David joined Short's in 1995 as Executive Vice President. Four years later he was named President and later promoted to CEO in 2007.



David relished the challenge of finding new and better solutions to operations bottlenecks and business roadblocks. He has been the architect behind many of the company's technological breakthroughs. David has been the driving force and inspiration, which has seen the company grow from \$25 million to \$219 million since 1995. LeCompte propelled Short's Travel Management into one of the country's top 20 travel agencies. He keeps Short's Travel Management ahead of the competition by prioritizing innovation and technology development,

including a Web-based system for team rosters and equipment lists, online travel authorization, meeting registration & event management tools and a paperless invoicing system. Complementing its major client wins and culture of innovation, Short's Travel Management continues to grow through strategically timed acquisitions, including the Kansas City, regional mega-agency Passport Travel in 2001, Blackhawk World Travel in 2004, Executive Travel in 2006 and most recently, Groopie, Inc., an internet group hotel reservation company in 2008.

Active in the travel industry, David is a member of Association of Corporate Travel Executives, Society of Collegiate Travel Managers, Society of Government Travel Professionals and the National Business Travel Association. The State of West Virginia will have Executive level support from David as he empowers his team and ensures the talent he manages at Short's is focused towards achieving the State's travel program goals.

DeAnne Dale, Chief Sales Officer, 630-853-6166, ddale@shortstravel.com

DeAnne has over 28 years of experience in the travel industry including global travel management consulting, account management, sales, and corporate travel management. During her career, DeAnne worked as the Global Travel Manager for accounts such as Waste Management, Illinois Tool Works, and ABN AMRO; Global General Manager for Merck Pharmaceuticals; and a lead consultant for Partnership Travel Consulting. Prior to joining Short's Travel Management, DeAnne spent five years as VP of Global Sales, Account Management and Consulting Services at Travelocity Business. While there, she managed global travel programs for numerous clients including Lockheed Martin, McKesson CA, Wyndham Worldwide, and WellPoint. Active in the travel industry, DeAnne regularly speaks at SCTEM, GBTA, ISM, and ACTE functions and is a frequent contributor to industry press. At Short's, DeAnne is responsible for Global Sales, Account Management and Implementation and will be the Executive Sponsor of State of West Virginia's travel program.

Chadd Elsen, Strategic Account Manager, 913-220-2744, celsen@shortstravel.com

Chadd will serve as the 'CEO' of your travel program and the single point of contact for the State of West Virginia travel team. He will be responsible for ensuring the success of the program from every aspect including service delivery, optimization of available technologies, providing effective communication and marketing materials for State of West Virginia travelers and travel arrangers, and driving cost savings. Chadd thrives on analyzing reports, working with his clients to find the best way to ensure they are maximizing and leveraging travel dollars. Chadd is a graduate of the University of Kansas with a B.S. in Economics and a graduate from Baker University with a Master's in Business Administration. He has 6 years of previous experience in the logistics industry, focused in customer response environment and sales and account management.

Stephanie Schmidt, Implementation Manager, 319-433-0708, stephanie@shortstravel.com

Stephanie has been with Short's Travel for over 17 years, with extensive experience in operations and the technology offerings of Short's Travel. Beginning her career in travel as an on-site agent, Stephanie was later promoted to manager of the NCAA Championships, a Short's unit which manages travel for the NCAA Men's and Women's sports tournaments. Stephanie will lead the implementation as project manager to ensure a seamless and successful process including end-to-end technology integration, customizing all online technology to support your travel policy, preferred supplier agreements and market based preferencing, agent training and customized messaging.

Kerri Goblirsch, Site Optimization Manager, 913-220-2772 kgoblirsch@shortstravel.com

Keri has worked in corporate travel for 22 years, beginning in production and delivery before becoming a corporate travel agent. She recently celebrated her sixth anniversary with Short's Travel, where she has served as lead agent on one of our major account teams. Kerri has been Short's online Site Optimization Manager since December of 2010.

4.3.2 Eligibility of Vendor

The vendor should supply a statement and documentation describing the Vendor's business and ability to provide services required:

a. Provide a brief history of the company and include the latest audited statements, annual or quarterly reports, rating from a nationally recognized credit rating organization or any other acceptable proof of financial responsibility.

Recognized as the most innovative travel management company in the industry, Short's Travel Management, Inc. is a family-owned private corporation established in 1946. Our growth is largely due to our high client retention, our focus on service, and our rapid development of new innovative technology. We are experts in specialized segments including State and Government Travel, Corporate Travel, Sports Travel, Groups and Meetings, and Air Charters and have developed unique innovative technology solutions for even the most complex travel programs.

We own 80% of our technology offerings including our own proprietary online booking tool, which provides our clients with unique functionality not available anywhere else in the marketplace. Short's prides itself on automating the impossible! We believe in clever design, providing control offering our clients and travel agents with easy, convenient, cost-efficient tools. We also believe that customer service is the number one priority in providing the best solution for our client's needs, a philosophy instilled and executed by all Short's employees. Realizing that every business is different, we customize our travel program offerings to best maximize the value of our products and services.



Please see **Appendix A-1** for Short's 2010-2012 Consolidated Financials.

b. Vendor should submit evidence of the transaction capacity currently being utilized as well as any additional capacity to be acquired to provide the specific work requirements.

Short's standard productivity requirement is approximately 5,200 annual transactions per agent. This is based on average of 2.5 calls per transaction. Please see Appendix A-2 for Agent Productivity Statistics supporting the transaction capacity.

c. Supply current organizational chart identifying the structure and size of the vendor in relation to the scope of work.

Short's flat organizational structure provides our clients with speed of execution and direct access to our senior executives. Our Executive team, led by David LeCompte, Owner/CEO; Dave Hughes, Chief Financial Officer; and DeAnne Dale, Chief Sales Officer/Account Management, believes in an open door policy and encourages employees to share their ideas. State of West Virginia's Strategic Account Manager will report directly to DeAnne Dale who will serve as the Executive Sponsor for State of West Virginia's travel management team.

Please see **Appendix A-3** for Short's Organizational Chart.

d. Provide thorough and detailed proposals so that the state may properly evaluate the vendor's capabilities to provide the required services. This should include a written narrative of the vendors experience in providing travel services described herein.

Shorts will put decades of experience in state government travel management to work for the State. Five other states (Louisiana, Iowa, Kansas, Rhode Island and Texas) already rely upon Short's as their valued travel management partner, along with the Federal Reserve Bank of Kansas City. Over the past 20 years, as the industry has changed, Short's relationship with each public client has changed, moving from on-site offices to off-site dedicated offices, incorporating self-booking services and modifying existing vendor relationships (especially airline contracts).

- Short's has been contracted by the State of Iowa since 1988 and the State of Kansas since 1998 as a travel management supplier. Adapting to changes as the travel industry continuously evolves has been a challenge met by Short's with these two particular clients.
- Beginning January 1, 2009, Short's was designated by the State of Rhode Island to provide a statewide travel management program to all government agencies and public higher-education institutions within Rhode Island.
- Short's conducted hotel negotiations that made Iowa the first state government in the nation eligible to participate in the Federal Hotel Rate Program. Short's also received a National Award for the project at the SGTP 1992 National Conference in Arlington, VA. More important, this has been an ongoing, maintained service that Short's has quietly provided state travelers in subsequent years, averaging the State a **savings of \$15,000 to \$20,000 a year.**

- Additionally, Short's has a very strong recent record in cost containment for the State of Kansas. At a time when the industry average ticket price rose 18%, Short's was able to decrease the State's average ticket price. By utilizing Short's aggressive non-refundable and soft dollar benefit management programs, the State of Kansas **saved over \$70,000** (on spend of approximately \$1M).

- In March 2010, Short's launched a new and innovative travel program for the State of Texas. One of the first and most measurable results was a ten-fold increase in the self-booking adoption rate, from 3-30%, in the first month. In addition to fee savings of over 80%, self-booked reservations on average are 5-10% lower fares, resulting in multiple cost savings opportunities on each self-booked reservation. Short's proactive marketing and communication strategy, paired with an intentional pricing plan, gave State agencies the impetus to make the switch to self-booking. **Today, the State of Texas enjoys an 88% on-line adoption.**

- Short's is the official travel management company for the State of Louisiana. We have been servicing the State of Louisiana for over 3 years and recently renewed our partnership for an additional three years. **In 2012 the State of Louisiana's on-line adoption rate was 68% and they realized incremental savings of \$7,348,438.**

e. Provide proof of at least five years' experience as a full service, licensed ARC (Airline Reporting Corporation) and IATA (International Association of Travel Agents) entity. The vendor should submit evidence of at least two (2) customer profiles. These customer profiles should include, but are not limited to: similar size, total booking amounts, and services (within+/- 20%) which would be required by the State of West Virginia.

Please see **Appendix A-4** for Short's ARC and IATAN Authorizations and **Appendix A-5** for two Customer Profiles.

f. Provide a minimum of two (2) current references including individual name, company name, address and telephone number of the individual named.

State of Texas, Melissa Hernandez, P.O. Box 13186 Austin, TX 78711-3186 512-463-3254

Short's implemented travel services and our proprietary online booking tool for the State of Texas in 2010. Short's is supporting the travel needs of State of Texas travelers through our dedicated State Travel Department in our Waterloo, IA headquarters.

State of Louisiana, Tammy Toups, 1201 N. Third St., Suite 2-160 Baton Rouge, LA 70804 225-342-8053

Short's is providing all government, university and collegiate athletic travel for the State of Louisiana and its state colleges and universities. Short's has implemented Short's Travel Online (STO) as the online booking solution for the State with great success, today over 54% of reservations are booked online. Short's has been providing services to the State of Louisiana since 2010.

State of Rhode Island, Louise Anderson, Dept. of Administration One Capitol Hill Providence, RI 02908
401-222-2704

Short's has been providing travel services for all government travelers as well as all university and collegiate athletic travelers for the State of Rhode Island since 2009. Short's has implemented Concur Travel for State travelers to utilize as well.

g. Provide data regarding the previous three years total air volume.

	Corporate Domestic	Corporate International	Groups and Meetings	Leisure
2012	\$153.7M	\$12.1M	\$9.6M	\$2.0M
2011	\$142.9M	\$10.3M	\$4.8M	\$2.4M
2010	\$118.3M	\$7.6M	\$19.8M	\$2.0M

h. Identify what percentage of the business bookings is corporate or leisure.

As shown above, Short's Travel is 99% corporate bookings.

i. List the number of corporate accounts with annual air volume exceeding \$5 million.

Short's currently services 8 accounts exceeding \$5 million in annual air volume.

j. Identify location(s) that will service the State account with preferences given to locations in West Virginia. Indicate whether the locations identified are company owned, affiliated, franchised, etc. and list the physical location of employees assigned to this account.

Leveraging the experience and positive results delivered to existing state clients, Short's will service the State of West Virginia at our fully owned and operated full-service fulfillment center located at our headquarters, 1203 West Ridgeway Waterloo, IA 50701.

k. List the current operating hours for each location and number of employees at each location.

Short's hours of operation for the location servicing the State of West Virginia are 7AM-7PM CST. Short's currently employees 110 employees, 35 which are located at our headquarters fulfillment center in Waterloo, IA.

l. The vendor should provide sufficient information to establish that adequate personnel resources are available to support various travel needs of the State of West Virginia.

Our staffing models based on productivity per agent, calls per transaction and the percentage of online touchless bookings. Short's will provide the State of West Virginia the following agent resources for fulfillment and support:

1. A designated team of 3 Travel Agents

2. A designated Back-Up team of 4 Agents

Travelers will be provided with both a dedicated 800# for your agent team as well as direct dial phone numbers and email addresses if they prefer to work with a particular agent. We believe that this model will provide the State of West Virginia with the highest quality of service.

EXPERIENCE

Both teams of agents will have a minimum of 5 years of corporate travel experience for domestic agents and a minimum of 8 years corporate travel experience for the International agents. These agents will be trained and certified to take calls for the State of West Virginia. Our certification process is unique to Short's and includes not only basic policy information and program requirements but delves into the culture and is continually updated as policies and procedures change.

m. Proposal should state the number of employees currently assigned to government travel accounts.

Short's currently has 20 employees servicing our state and government client's needs.

n. The vendor should address the number of positions that would be assigned to the states travel program and the number of hours each position will be assigned for implementation and on-going operations for the duration of the contract.

1. Three Designated Travel Agents
2. Four Designated Back-Up Agents
3. One Operations Manager
4. One Designated Strategic Account Manager
5. One Implementation Manager
6. One Executive Director
7. One Site Optimization Manager

Short's agent team servicing the State of West Virginia will emulate the state's core hour of operation to assist travelers with their travel needs. All other members of Short's Travel will be accessible to the State's Travel Management Team whenever necessary during implementation and throughout the partnership. We estimate the implementation would take anywhere from 120-160 hours of work for the team throughout the proposed timeline of 90 days.

4.4 Project and Goals

4.4.1 Customer Support

The relationship between the travel agents and the State's travelers is critical to the success of this contract. The State needs to understand how your agents will respond to our travelers and their needs. The vendor should employ proficient travel agents in sufficient numbers with appropriate training to manage the State's travel needs. The vendor should provide customer support to users of this contract. Please describe this support including:

4.4.1.1 Hours of operation:

a. 8:00A.M. through 5:00P.M., Monday through Friday, excluding legal holidays via toll-free telephone number. Please include a description of hours and days of coverage for domestic and international travel.

The State of West Virginia's designated agent team will be available to take calls for domestic and international travel from 8:00 AM- 5:00PM EST. Short's will also provide a designated back up team of agents that are trained and certified on the State of West Virginia's account to be available during peak periods, on sick days, and for scheduled vacations. Short's will provide the State with a dedicate 800# available 24/7 for travelers to utilize.

b. 24 hours per day, 7 days per week availability to assist State travelers with any travel emergency that may arise regardless of the time or location via toll-free telephone number. Describe how emergency situations will be handled.

After-hours and emergency staffing services are seamlessly integrated with the services available during normal business hours. State travelers will dial the same toll-free number they use during normal hours of operation when making an after-hours call. After core hours, State of West Virginia travelers will be supported 24/7 through our after-hours partner Emergency Travel Service (ETS). ETS staffs highly experienced virtual travel agents located throughout the country, averaging 10 years of emergency travel experience. ETS agents have access to Short's reservations and profile information, providing timely assistance to your travelers. State of West Virginia travelers use the same dedicated 800 number 24/7, regardless of the time they are calling for assistance. ETS has been a highly successful partner for Short's, and we have received numerous compliments on the service they have provided.

4.4.1.2 Staffing requirements:

a. Fully trained reservationists who have the ability to retrieve the caller's reservation records and/or caller's itinerary to promptly advise and assist the traveler. Please describe the mechanisms utilized to assist customers in a timely manner.

State of West Virginia's itineraries and passenger name records will be housed in the GDS flagged under the state's account and along with travel policy and pertinent state information. This is readily available for the State's agents to access within seconds to assist travelers.

b. Employees' capability to answer questions and provide assistance in solving any travel related problems that may arise. In the vendor response, identify what staff training that is made available to your agents to keep them knowledgeable of industry trends and changes and to promote customer service. Detail any programs provided to your agents that increases or maintains the level of morale and avoids or is a deterrent to agent burnout.

Initially our certification program includes training on State of West Virginia's policies, frequently traveled destinations, preferred suppliers and corporate culture. In addition, both our agent desktop and online bookings tools incorporate travel policy throughout the booking path. This includes the ability to highlight preferred vendors, filter search parameters and incorporate dynamic messaging to further influence choice and increase policy compliance.

We also post information regarding your account on an internal agent portal that can be quickly accessed by any agent. Ongoing updates regarding the State of West Virginia's program will be posted to the portal and sent out via email daily to all agents. These daily posts also include any industry alerts, news, and travel related issues.

Continuing education is encouraged for all personnel and customized training courses are arranged as needed. Each employee is encouraged to complete at least two continuing education courses per year. Topics vary depending upon current performance evaluations and client feedback. Short's customizes training according to customer requirements and include topics such as the following:

- Short's and client-specific expectations for service
- Client-specific information
- Review of Short's reservations procedures manual
- Formatting procedures for Short's automated quality control programs
- Methods for entering information for management reports
- Use of all Short's software
- Faring updates
- GDS formatting and function updates

Effectiveness of the training and performance of the support team is evaluated through performance reviews to make sure they are exceeding expectations and obtaining personal growth. These performance reviews included assessment of the employee's morale. Short's also provides our employees numerous benefits that promote positive energy throughout the company. These programs include quarterly all company meetings assessing the company's performance with a question and answer session and social events including ice cream Fridays, family days at the ball park, and themed lunches.

c. Adequate staffing to assure all calls are handled promptly and should have a continual quality control program in service. Detail the number of agents the vendor will dedicate to the State account and provide the level of experience and number of years each representative has as the vendor's employee. Specify the number of agents on each shift, their minimum experience level and shift average experience level and describe the quality control program implemented. Detail the current monthly productivity of travel agents in your organization (What performance measures do you employ to measure the productivity of your agents?) Describe all products and services that will be provided by contract employment rather than full time agency employees.

Short's will provide the State of West Virginia the following agent resources for fulfillment and support:

1. Three Designated Travel Agents
2. Four Designated Back-Up Agents available during peak periods, on sick days, and for scheduled vacations

Currently our state agents average 16 years industry experience and have over 7 years of tenure at Short's Travel. Each agent averages 16 transactions per day, which include air reservations (including hotel/car) and hotel/car only reservations. Our international agents produce an average of 7 international

transactions per day. Short's monitor's performance service levels and agent productivity through our Avaya virtual office phone system, which includes real-time reporting and service level call monitoring. State of West Virginia's Operations Manager will be responsible monitoring phone statistics and service levels on a daily basis. Our phone system's reportable data includes: number of calls, average speed of answer, average % of calls abandon, average talk time, average hold time and average abandon length of time. This information can be reported and sent to the travel management team on a daily, monthly and quarterly basis as requested.

AUTOMATED QUALITY CONTROL

Once completed, all reservations pass through our quality control system, GDSX COMPLEAT. This automated system performs multiple tasks that are necessary to ensure PNR integrity and compliance. This automated process can be customized for the State of West Virginia and ensures that every reservation is uniform in a number of areas including: low fare accuracy, unused electronic tickets, travel policy compliance, preferred vendor agreements, traveler preferences, seat assignments and overall reservation integrity. If COMPLEAT identifies a discrepancy in any of the pre-defined fields the reservation will be sent to our agent team for review and any corrections that need to be made prior to ticketing.

d. Emergency staffing to assist should the need arise. Describe how after hours staffing is determined and how other accounts of similar size are managed in regards to emergency situations.

Should the need arise for additional staffing during core business hours, we would first route the calls to our in-house agents assigned to other accounts in our corporate or sports department. All offices and home-based travel agents are linked virtually via an Avaya VOIP phone system. In case of an unexpected disaster at one and/or both offices, calls will be directed to an alternative office or our team of home-based travel agents, ensuring no lapse in service will be made to State of West Virginia travelers. If a catastrophic event takes place and additional staffing is needed, we would reach out to ETS to provide additional services.

4.4.1.3 Phone queue system:

a. Should not route outside calls to answering machines. In the event the phone system is out of service, reservations should be handled manually. How are high call volumes and system outages dealt with? What formal contingency plan do you have to sustain the reservation process in ease of a system failure or outage? Do you have an alternate facility available to sustain operations in case of a major service disruption at your main computer center?

In the event of a disaster at one of Short's offices, a disaster recovery plan is in place to ensure that service to clients is maintained. Short's operates offices in Overland Park, KS and Waterloo, IA, as well as an ample number of home-based agents. Maintaining two main locations at least 300 miles apart from each other minimizes the possibility that one catastrophic event may take out all of our capacity at one time. These offices and agents are linked virtually via an Avaya VOIP phone system which allows the office manager and the fulfillment manager to monitor call statistics including answer speed, agent availability and hold times in real-time. In case of an unexpected disaster at one of these offices, calls will be directed to another office in the phone network to ensure that calls are answered immediately and service levels remain high.

A few examples of Short's capability in this area include:

- Drills and practice sessions to handle a power outage to the NCAA department in the middle of March Madness
- An on-site generator and redundant Internet connections to ensure uninterrupted phone and data traffic in case of a natural or man-made disaster
- Short's has supplemented its existing staff with a network of home-based agents equipped with telephone and booking software
- Based on spikes in business, Short's routinely shuffles its agent configuration to double, triple or even quadruple capacity for its customers

4.4.2 Air Fares/Auto Rentals/Limousine Services/Ground Transportation & Lodging Accommodations

The vendor should explain their capabilities to offer the following service(s) in regards to Air Fares/Auto Rentals/Limousine Services & Lodging Accommodations:

- a. Explain your standard for ticket delivery, cancellations, changes and refunds.

Once a reservation is complete a Short's Travel Virtual Invoice (VI) containing the electronic airline tickets, itineraries, invoices, confirmation numbers and seat assignment is delivered to the email address in the traveler's profile in a message with a PDF attachment. Short's Virtual Invoice makes it easy to access and organize travel details and expenses before, during and after your trip. State of West Virginia's travelers can access a trip from their computer or mobile device when they are coordinating schedules with other coaches or recruits, scheduling airport pick-ups, or checking-in for flights or hotels.



Key features of the Short's Virtual Invoice include:

- All trip information in one itinerary – team travel too!
- Group name changes clearly noted
- Easily downloaded to calendars
- Check-in for flights from your online invoice
- Managers and travel arrangers have easy access to their traveler's itineraries
- Full access to past trip invoices

Please see **Appendix A-6** for a Sample Virtual Itinerary.

Short's agents and accounting staff will process all ticket exchanges and void tickets within the ARC-specified void window; typically completed within 24 hours. A confirmation email will be sent to the traveler advising that a void and/or refund was processed. The email will include pertinent information including ticket number and date processed.

When a ticket is cancelled, we will confirm the rules of the fare paid and advise if the ticket is refundable or non-refundable. If the ticket is deemed refundable, we will request a refund with our accounting department, which will send the request to the airline. The airlines' general rule is to allow 1-2 billing cycles to see the refund.

b. Define your capability to reconcile corporate charge card billings to your own billings.

Credit card reconciliation information and other travel data can be accessed 24/7/365 through our online travel portal, TravelMATE. This data will also be provided in your monthly, quarterly and annual reports and statements. If the State of West Virginia requests full reconciliation services, we will provide this service at a cost at an additional monthly fee.

c. Describe and provide an example of any standard management reports you propose to submit to the State Travel Management Office.

Short's will provide the State of West Virginia with GraspIt! our data on demand, real-time, web-based management reporting tool that includes 30+ dashboard reports and over 25 standard reports. All reports can be filtered and provide drill-down capabilities. The tool also includes a quick report writer for custom report requests.

Features and Benefits of GraspIt! include:

- Incredibly easy to use - just point and click
- Totally mobile and tablet, smart phone, iPad, iPhone, etc. compatible
- Balances to the penny due to our real-time sync process
- User ability to choose and customize their own dashboards
- Schedule reports for auto delivery on required frequency
- Create report batches specific to your organization's hierarchy
- Data Café allows users to view and print invoices & transactional data 24/7/365

Please See **Appendix A-7** for Sample Reports.

d. Describe the hotel reservation process. Indicate the standard response time for confirmation of reservations. How do you assure the traveler receives the best available rate when faced with issues such as agency negotiated rates, government contract rates and best market/corporate rates? What, if any, incentives can you offer such as late check-in, express check-out, etc. at certain facilities?

The State of West Virginia travelers will be able to make hotel reservations through an agent or on the online booking tool. Upon implementation, Short's will request that the State's existing hotel rates be loaded into the agent- and self-booking systems. This will ensure that those negotiated rates are available for future bookings by Short's on behalf of the State. Short's Hotel Program - which produces

an average daily rate savings of 10-15% - will supplement the State hotel program. State travelers will then be able to utilize the best rates and value on each reservation.

Short's 2012 edition of our Preferred Hotel Rate Program offers comprehensive listings for over 14,000 properties located in 137 countries participating in the program. All of the hotels offer the best room rates available on the commercial market, as well as additional amenities and services such as last room availability, complimentary breakfast, early check in/late checkout, and space available upgrades. These amenities help Short's Travel offer our clients the very best in value and service.

e. Describe the car rental process. How do you assure the traveler receives the best available rate when faced with issues such as agency negotiated rates, government contract rates and best market corporate rates? Can you reserve express service for travelers? What, if any, incentives can you offer such as late pick-up, express check-in and out from certain rental carriers?

The State of West Virginia travelers will also be able to make car reservations through an agent or on the online booking tool. To complete a reservation when needed, Short's agents will look for and book the most economical car reservations. Upon implementation, Short's will request the State CD numbers and contract rates, which will then be loaded into the agent booking system and the self-booking system. Additionally, the State will have access to Short's preferred supplier status with National Car Rental and Enterprise. This program offers our clients competitive rates, class of service upgrades, unlimited mileage, frequent flyer points, free rental days and complimentary enrollment of premier service programs. National's award-winning loyalty club, Emerald Club, provides: vehicle choice, expedited service, emailed pre-arrival instructions, emailed rental receipts, reward choice, online rental history, dedicated toll-free reservations, three tiers (plus VIP), status match based on tiers, and member recognition and credit at participating Enterprise locations.

f. Describe your ability to secure additional ground transportation arrangements including limo/shuttle and negotiated rack rail rates.

Short's agents have the ability to book additional ground transportation including bus, limo, and rail. Our partnership with RideCentric provides our clients with discounted black car transportation throughout the globe. Through our partnership our agents have the ability to access and reserve all ground transportation via the GDS and include all details on the traveler's itinerary. With its seamless GDS interface, online pricing, reservations, and confirmations personalized ground transportation becomes effortless, manageable, and reportable.

Short's also has a preferred supplier relationship with TrueNorth, an experienced industry leader in providing a single-source for chartering quality equipment throughout the country, and will utilize them to negotiate the best rates possible. TrueNorth, based in Chicago, only works with motor coach operators who put the same premium on safety and service. The pre-qualified, national network of operators gives TrueNorth hundreds of options and access to thousands of buses to help create the value equation of price and quality that's right for each client.

4.4.2.1 First consideration should be given firms that have existing contracts/agreements.

We do not have an existing contract/agreement with the State of West Virginia

4.4.2.2 Vendor should offer all reservations at the most economical rate. Please describe appropriate hardware and software to book fares at the lowest possible price, change and cancel fares as requested, reconcile billings regularly, and profile traveler preferences electronically.

Short's Travel Online Short's is proposing the use of our proprietary online booking solution: Short's Travel Online (STO). This tool was developed in-house by Short's technology team and is an easy to use, safe and secure tool for travelers to conveniently book online. In addition, STO includes unique functionality that is designed to help travelers make better buying decisions when booking travel.

Benefits of STO include:

- Unique badge view
- Multiple search
- Interactive hotel search map
- Simple policy controls
- Bag fee cost comparison
- Unique Slide filters
- Automatic search result updates
- Industry Leading Innovation



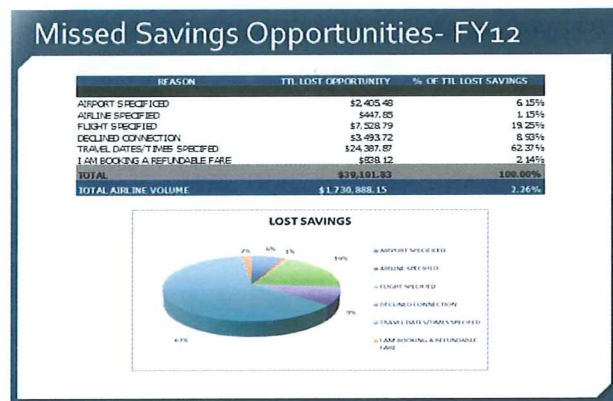
Short's traveler profiles manage all critical information including reward program numbers, seating preferences, preferred airports, and special assistance needs. The traveler or travel arranger can update all profile information at any time in TravelMATE. The information is applied when utilizing STO and when making a reservation with the agent team.

Short's will ensure State of West Virginia travelers are receiving the lowest applicable rates online through our GDS connection and mid-office quality control system. Through the use of Travelport GDS technology, Short's Travel provides our clients with full content for an additional seventy-seven non-GDS airlines with access from both a travel consultant or directly through the online booking tool. Short's agents also utilize BookingBuilder technology, which integrates all non-GDS airline content into the booking path. FareChecker, part of Short's GDSX COMPLEAT, searches for lower fares that may become available after the reservation is made. FareChecker identifies price drops on identical itineraries and then sends the reservations to our travel agents for rebooking and ticketing, finding our clients savings opportunities even after the reservation process is complete!

a. Describe how the will be vendor will be in compliance with the State Travel Regulations and work with the State's travelers in order to keep within the limitations and policies established while traveling. Describe automated and manual tools to assist with processing the State's negotiated discount contracts, group rates, and government contracted rates.

Short's will review State of West Virginia's travel policies and make recommendations for improvement based on industry best practices. Once the initial review is completed, Short's configured the online booking tool, travel agent desktop, and other automated systems with all policy information. A review of

trends is also conducted to identify target groups who are not complying and develop a detailed action plan that assists in increasing compliance to further reduce lost savings. Short's can also provide out-of-policy email notifications that will be auto-generated and sent to the traveler's manager detailing why the traveler booked out of policy and the lost savings prior to the trip.



Short's also utilizes a set of tools at the point of reservation to promote compliance and support the State of West Virginia's travel policy:

- **Influencing Choice at the Point of Sale** Short's will configure both the online booking tool and agent desktop to display preferred suppliers highlighted throughout the booking process. We also incorporate pop-up communication and dynamic messaging throughout the booking process.
- **Out of Policy Notifications** Short's can send auto-generated emails to the traveler and/or their manager detailing the lost savings from booking outside of policy prior to the trip.
- **Preferred Suppliers** Short's identifies preferred suppliers throughout the booking path as well as through the agent desktop. We also utilize dynamic preferencing strategies so that specific airlines by market and hotels by city are always listed first.

b. Describe your quality control software that guarantees lowest fares. Does the process differ for domestic v/s international?

Short's will ensure State of West Virginia travelers are receiving the lowest applicable rates through our GDS connection and mid-office quality control system that processes all domestic and international flights. Through the use of Travelport GDS technology, Short's Travel provides our clients with full content for an additional seventy-seven non-GDS airlines with access from both a travel consultant or directly through the online booking tool. Short's agents also utilize BookingBuilder technology, which integrates all non-GDS airline content into the booking path.

Every completed reservation is automatically routed to Short's quality control software program, GDSX COMPLEAT for file finishing and quality. COMPLEAT is a fully automated system that frees our travel agents to focus on service and automatically inserts traveler information into the reservation. Because this information is entered automatically, reservations are completed more accurately. This process also ensures that every reservation is uniform in a number of areas including: low fare accuracy, unused electronic tickets, travel policy compliance, preferred vendor agreements, traveler preferences, seat assignments and overall reservation integrity.

Short's uses COMPLEAT's FareChecker solution to automatically search for lower fares that may become available after the reservation is initially made. FareChecker accesses the reservation system for up-to-the-second pricing on the booked reservation, up to the day prior to departure. FareChecker identifies price drops on identical itineraries and then sends the reservations to our travel agents for rebooking and ticketing. FareChecker allows travelers to take advantage of savings opportunities while maintaining the same carrier, travel dates, departure times, seat classes and preferences!

4.4.2.3 Vendor should advise travelers of the availability of different flight options which may produce lower fare flights plus or minus three hours of the requested departure time that produce lower fares or flights are available with one stop in lieu of more expensive on-stop flights.

Yes, Short's agents, as well as individual travelers will have the ability to search for airfare plus or minus three hours of the requested departure time through the previously mentioned booking tool, Short's Travel Online. This policy requirement will be incorporated into the state's account as a standard service offering.

a. Please describe the vendor's ability to book airfares up to 180 days in advance of the departure.

Short's agents and the online booking tool will have the ability to book airfares up to 180 days in advance of departure. Additionally, advance purchase reports are available for the travel management team to utilize to evaluate.

b. Describe the airline reservation system you now employ. Which is your primary system? Identify which system you recommend for use with your contract.

Short's recommends the State of West Virginia utilize Travelport Short's primary GDS. For more than 30 years, Travelport has operated one of the largest global distribution systems in the world. Travelport offers more itinerary/fare choices, more customized itineraries, and Web fare content that is 15-18% lower compared to traditional GDS booking methods, providing cost-savings through efficiencies.

Through Travelport, Short's utilizes BookingBuilder to integrate all non-GDS airline content into the offline booking path so our consultants can access Web fares. To enhance productivity, BookingBuilder automatically notifies a travel agent when a supplier serves a market, opens the supplier site, fills in the request, copies traveler profile data into the site, and puts the confirmation details into the GDS. Instant Fare Quote even accesses numerous Web sites in the background, gathers flights and fares, and shows them in a consolidated display. BookingBuilder Desktop with Instant Fare Quote is the fastest way to book many suppliers such as Southwest Airlines, and is a major productivity enhancer. Through this technology all bookings are integrated into our online reporting tool and portal for ease of access.

c. Describe your abilities to provide airline reservations and services including bulk ticket purchases, promotional coupons, consolidator tickets, frequent flyer mileage, airline two-for-one promotional fares, etc.

The State of West Virginia travelers will be able to make airline reservations through an agent or on the online booking tool, applying frequent flyer miles stored in the traveler's profile to all reservations made. Short's agents will provide service to all travelers for the additional requests listed above according to the State of West Virginia's travel policy.

d. Describe your ability to secure special airline services for travelers including seat clearance in preferred seating areas, automated flyer upgrades, assistance for physically impaired travelers, etc.

Short's traveler profiles manage all critical information including reward program numbers, seating preferences, preferred airports, and special assistance needs. The traveler or travel arranger can update

all profile information at any time in TravelMATE. The information is applied when utilizing the booking tool and when making a reservation with the agent team.

All Short's reservations are monitored through SeatChecker, part of the GDSX COMPLEAT program. SeatChecker continually monitors live seat maps and attempts to secure preferred seating or improve existing seat assignments on domestic and international airlines when available. Seat requests can be made for aisles, window, right or left side, front or back of the plane.

In addition, our new innovation, Seat Map Emails, will continue to search for better seats (based on your preferences) and when found we will send the traveler a seat map showing their current seat assignment and any better seats that have opened up. The traveler then simply clicks on the map in their email to confirm a better seat.

The State of West Virginia's agent team will be available to assist travelers with frequent flyer reservations and upgrades, in addition to assisting disabled or impaired travelers.

4.4.3 Document Services

The vendor should describe if the following are included in their proposal and how they will be treated:

4.4.3.1 Visa information and applications.

For travelers requesting international itineraries, Short's travel portal profile and invoicing systems will connect to our preferred partner, CIBT's web service to obtain visa/passport requirements relevant to that invoice. For example, if a traveler has booked a reservation to Brazil, Short's invoicing system will query the CIBT web service to determine if a visa document is required for the trip. On the traveler invoice, the traveler will be alerted to the required documentation and directed to the CIBT online ordering service for automated document request and processing. All of this is provided at a 25% discount and the process is 100% transparent throughout the entire processing period via the CIBT web site.

4.4.3.2 Database of travelers' visa(s) and passport numbers with expiration dates.

Short's TravelMATE stores all pertinent traveler information in their individual profile including travelers' passport numbers and expiration dates in traveler profiles, and apply those numbers to international reservations.

Short's also provides visa requirements on invoices and have a partnership with CIBT – whom travelers can contact for Visa services.



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Employees

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- General Information
- Business Contact
- Personal Contact
- Travel Preferences
- Request Account Numbers
- Forms Of Payment
- Passport Information
- Travel Numbers
- Itinerary Notifications
- Travel Arrangers
- Email Subscriptions

[Profile Summary - 56144](#)
= denotes required information

PASSPORT INFORMATION

Country Issuing Passport: United States

Passport Number: [Redacted]

Place of Issue: [Redacted]

Date of Issue (m/d/yyyy): January 1 2003

Expiration Date (m/d/yyyy): January 1 2013

Gender: [Redacted]

[Save](#)

4.4.3.3 Reminders to the individual travelers six (6) months prior to expiration (of visa).

Short's automatically sends reminders to travelers 6 months and 3 months prior to expiration.

4.4.4 Security Issue Awareness

The vendor should make travelers aware of any possible security issues concerning destination or carriers. Vendor should explain how the following will be accomplished:

4.4.4.1 Inform travelers as to the areas of the world where travel may be unsafe due to international terrorism as well as specific carriers that should be avoided as advised by the State Department.

When assisting travelers embarking on an international trip, Short's travel agents will research and provide supplemental materials that is requested that can help elevate the experience. Short's is enrolled in two global security and advisory services that agents will access to share pertinent information along with a checklist of all necessary requirements regarding the traveler's destinations. Short's has communication templates that can be handed out to the travelers before the departure to ensure they are equipped to reach us in case of a travel emergency.

4.4.4.2 In the event of loss/theft of traveler's passport, the Vendor being required to provide assistance in obtaining an emergency renewal.

In the event of the need for emergency passport assistance Short's travel portal profile and invoicing systems will connect to our preferred partner, CIBT's, to provide assistance in obtaining a passport.

Our en-route solution can also include travel risk management services provided by International SOS (iSOS), the world's leading provider of integrated medical assistance, international healthcare, security services, and online travel risk management solutions. With iSOS State of West Virginia travelers will have access to any of the 27 International SOS global Alarm Centers all of which are staffed 24/7/365 with multilingual capabilities in over 90 languages and dialects. State of West Virginia travelers are provided communications before, during and after a trip to provide duty of care support for increased security and safety during their travels. When travelers book a trip, they receive a pre-trip advisory email including destination-specific medical, security and travel information. These services would incur an additional fee directly from International SOS, with no mark-up from Short's.

4.4.5 Fees

The vendor should disclose any fees; describe how the following will be accomplished:

4.4.5.1 The transaction fee should only be charged at the time of the ticketing of an airline reservation or when a reservation is confirmed with a confirmation number and fee should not be charged regardless of the number of changes made to an itinerary until the airline ticket is issued.

Our transaction fee is charged at the time of ticketing and/or confirming a hotel and/or car rental reservation. Changes to existing reservations will be included in the initial transaction fee but are not to exceed 2 calls per transaction.

4.4.5.2 For reservations with multiple travel suppliers such as rental car, hotel, and airline reservations, there should be only a single fee for one reservation or trip.

Short's agrees to this requirement, when making an airline reservation that includes a hotel and car rental only the airline transaction fee will be charged.

4.4.6 Reports & Training Services

4.4.6.1 A representative of the vendor who is familiar with the State account should provide:

(1) consultation services, (2) assistance to identify and resolve all service problems and advise, with suggestions, to the Travel Management Office staff through reports and observations of methods or procedures to improve services or correct problems in the following areas:

a. Assistance in monitoring and enforcing the State's travel policies to reduce travel expenses without reducing quality of customer service. b. Advising the State of current changes and trends in the travel industry, in addition to, offering continuous process improvements.

Please elaborate on how the above will be met.

Short's Travel will provide the State of West Virginia with a Strategic Account Manager, who reports directly to DeAnne Dale, a member of our executive team, to serve as a single point of contact for the State of West Virginia travel program. The Strategic Account Manager is empowered and encouraged to make all decisions regarding his/her client's travel program. The Strategic Account Manager will be highly involved with the State of West Virginia Travel Manager on an ongoing basis. They will be the 'CEO' of the travel program and will be responsible for ensuring the success of the program from every aspect including: overall service delivery, measuring customer satisfaction, optimization of available technologies, and providing effective communication, training and marketing materials for travelers and travel arrangers.

State of West Virginia's Strategic Account Manager, will provide a monthly and quarterly reporting package to the State as well meet with your travel management team on an annual basis to present a formal review of the travel initiatives and help identify opportunities to streamline travel policies and identify programs to help optimize your travel budget. The reviews include industry benchmarks to ensure the State of West Virginia is performing at best-in-class standards compared to your peers.

Your Strategic Account Manager will also be responsible for the following (but not limited to):

- Hold Monthly calls with Travel Management Team and Operations Manager
- Conduct formal annual reviews with Travel Management Team
- Work closely with preferred suppliers to ensure optimization of programs
- Provide reporting packages assessing travel policy compliance
- Work with Travel Management Team on Special Projects
- Maintain On-going traveler and travel arranger marketing, training and communication
- Conduct traveler satisfaction surveys and review results with State of West Virginia
- Communicate travel industry trends and pertinent information

4.4.6.2 The vendor should provide, at the vendor's expense, a specific number of annual training sessions to designated State agencies. The training sessions should include guidelines and procedures for booking travel reservations directly with the vendor and troubleshooting. Please describe how this need would be met.

During implementation and throughout the life of the contract, Short's will work with State of West Virginia to determine the best method to communicate, market and train travelers and travel arrangers.

These training sessions ensure traveler readiness, and on an on-going basis as a refresher or when new products become available:

In Person Training Sessions: During implementation Short's can present live training sessions at the State of West Virginia's larger facilities. These sessions can also be recorded and provided to employees not in attendance as training videos.

Webinars: During Implementation Short's will set up several GoToMeeting Live events to demo and showcase your new travel tools. Webinars will vary based on the employee's role with the travel program and will focus on travel manager, arranger, and traveler specific aspects of the online booking tool. The implementation manager will set up webinars at several times to give all employees a variety of options.

Electronic Communication: The implementation manager will also provide the State of West Virginia with communication templates to promote the arrival of Short's Travel and the benefits that will come along with the program, focusing on the positive value travelers will see rather than on 'change'.

Print Communication: State of West Virginia will be provided with templates for posters, wallet cards, and tri-fold user guides among other tools to help promote our services to your travelers.

YouTube: Short's has a variety of standard videos available at all times on YouTube to assist general inquires on functionality of our tools. <http://www.youtube.com/shortstravel>

Online and in person training sessions are typically conducted towards the end of the 90 day implementation period as we are preparing to launch the program. Our goal is to create a sense of excitement about the change so that your travelers are looking forward to the new services and technology prior to launch!

4.4.7 Consulting

The vendor may be required to provide consulting services; vendor should explain their capabilities for the following:

4.4.7.1 The vendor should be qualified and prepared to assist any State agency with consultation and staff support to arrange for meetings, conferences, seminars, and regional meetings. Describe examples of consultation provided to customers of similar size and characteristics, citing references and providing relevant contact information. This contact information should include name, address(s), phone number(s), and email address(s). Additionally, identify any fee associated with this service if applicable. Describe the training that will be offered to State Travel Coordinators upon assumption of the contract. Examples of training subject matter should include travel safety issues, tips on traveling alone, etc.

Every year, Short's is responsible for planning over 1,300 meetings ranging from 5 to 500 attendees. Additionally, Short's manages an annual convention for the NCAA with over 3,000 attendees, and was the official housing bureau provider for over 300,000 room nights for the 2010 World Equestrian Games in Lexington, KY. Short's provides these services at an additional charge, quoted based on the scope of work. The contact information for several of Short's meeting clients are referenced below:

NCAA Juanita Sheely, Director of Travel and Insurance
700 W Washington St. PO Box 6222 Indianapolis, IN 46206 317-917-6425

Mutual Med, Inc. Jason White, Vice President
4321 E. 60th St. Davenport, IA 52807 563-344-2890

Short's meeting, incentive and event services include a comprehensive suite of capabilities:

Destination Consultation

The destination often plays a big part in the success of any meeting; thus, destination knowledge is a required element in the process. Short's meeting planners work with the client to understand the meeting objectives of each event. Staff members then research and select destinations that will fit the program and budget. Additionally, Short's assists in the selection of hotels and recommends other pertinent suppliers as necessary.

On-Site Assistance

Short's routinely assists clients with on-site services management. This includes tasks such as name badges, signage, etc. And can also include travel staff being available during the meeting and arranging professional speakers, entertainment and celebrity appearances.

Budget Preparation

The next step in the planning process is to negotiate a tentative contract with the selected hotel(s). This produces a preliminary budget for the event, which is adjusted as necessary during the planning process. This step of the process allows the client to compare actual charges with the initial budget, ensuring the event is staying on target.

Registration Services

Before meetings of any size, attendees are provided with a registration form that collects attendee general and specific information such as name, address, shirt size and golf clubs needs. To help streamline the meeting planning and management process, Short's has developed a meeting management software product called PlanningPoint.

Registration/Management Software

PlanningPoint is a proprietary, Web-based, end-to-end meeting and event management tool developed by Short's. PlanningPoint is designed to be configured and administered by a company's meeting manager or any administrative staff with a working knowledge of how a meeting or event is organized and managed. It provides an end-to-end solution for all phases of a meeting or event from registration through departure for home. Because it is a Web-based product, PlanningPoint can be accessed by all authorized individuals who have Internet access. Configuration and administration of the site are executed and controlled by client staff, however, all server and web connectivity is managed by Short's IT staff.



One of the most useful features is the vigorous reporting engine. Pre-defined reports are always available for every event setup within PlanningPoint. These reports include a registration list, event summary of statistics, hotel waitlist report, full housing report, incremental housing report and schedule

of events. There are additional, user-specified custom reporting capabilities as well, allowing a meeting planner to create event-specific reports. Examples include tee-time, spa schedule or banquet seating reporting.

4.4.7.2 The vendor must act as a consultant to the State to secure/negotiate net or reduced airfares on behalf of the State at no additional cost. Describe how the vendor will act as a liaison for the State of West Virginia.

Armed with Travel GPA, a powerful benchmarking tool, that consists of over 46,000 corporation's data, State of West Virginia's Account Manager has the ability to benchmark by industry, specific airline markets by airline, hotels by city and individual property, car rental daily rates by city and vendor as well as against our other clients to help with negotiating contracts for net or reduced airfare.

4.4.8 Implementation Plan

The state intends to implement the program statewide. Implementation should be seamless to the traveler with no disruption in service. Vendor should work with all existing contracts for air, car rental, hotels, etc. and be familiar with all State Travel Regulations before implementation. Please provide how this need will be met, and elaborate on the following:

4.4.8.1 Provide a proposed implementation timetable and schedule of events.

Short's will develop a project plan incorporating the specific tasks, timelines and project tasks required for successful 90 day implementation. Our Implementation team is comprised of highly skilled and knowledgeable individuals with an average of 20 years of corporate travel experience. Upon contract award Short's will assign an implementation manager who will be responsible for managing timeline and project deliverables to ensure a seamless and timely implementation. This person will also serve as an expert consultant ensuring that all aspects of the implementation process are managed effectively. Acting as the liaison between all departments ensuring all processes are integrated and consistent. The implementation manager will also provide consultation to State of West Virginia including travel policy recommendations, sharing of best practices and optimization of available technologies and processes, etc.

Short's will include the following milestone events during the implementation process:

Kick-off call - Short's Sales Manager will schedule a call with the State of West Virginia's travel management team. This call introduces the current travel policy, company organization/hierarchy, current vendor contracts, previous agency contacts, and reviews the basics of the contract and RFP.

Weekly calls - Short's Implementation Team will meet weekly with the State of West Virginia travel management team. The agenda for this meeting will be updated weekly and will reflect the next steps of the implementation process.

Travel policy review call – This is an in-depth discussion of the organization's travel policy and how it will be implemented both within the travel consultant and self-booking processes.

Site review call - This is an in-depth review of the on-line-booking tool with State of West Virginia to review what has been configured, how it ties to operational and policy requirements and concludes with a final client sign-off of the site configuration.

See **Appendix A-8** for a Sample Implementation Timeline.

4.4.8.2 Identify the number and type of personnel that will be dedicated to the implementation plan.

Upon contract award, we will work with State of West Virginia to develop a project plan incorporating the specific tasks, timelines and project dependencies required for successful program implementation. To ensure a seamless transition when switching agencies, Short's employs a full-time Implementation Manager to lead as project manager to successfully integrate the processes including end-to-end technology, customizing the online booking tool to support State of West Virginia's travel policy, preferred supplier agreements and market-based preferencing, agent training and customized messaging. The Implementation Manager's team will consist of:

- The Strategic Account Manager, who will work with State of West Virginia to review travel policy and management reporting requirements, develop a communication and marketing program to create excitement for travelers.
- The Operations Manager who will be responsible for all aspects of consultant training, SLA management and overall service delivery.
- The Site Optimization Manager who will be responsible for the development and customization of the online booking tool as well as ongoing support after implementation.

4.4.8.3 Describe the Agent's experience at implementation of service for accounts of similar size and annual bookings.

State of Louisiana

The State of Louisiana selected Short's Travel Management in 2010 to provide travel services for all state government travel as well as travel services for the state's 21 colleges and universities. The State of Louisiana elected to implement our proprietary online booking tool, Short's Travel Online (STO), to assist in the goal of cost savings and convenience for the travelers. Short's was also able to identify an opportunity to streamline the State's approval process during implementation, developing a customized pre-trip approval process that allowed for a fast and painless approval process for Louisiana travelers. Please see the attached case study on the success the State of Louisiana has enjoyed by working with Short's Travel Management.

Texas A&M University System

Texas A&M University System selected Short's Travel as their travel management company to support their purchase of Concur Travel and Expense because of our extensive experience in the university travel market and our strong partnership with Concur. We were able to successful match our implementation timeline with that of TAMU's Concur Travel and Expense implementation, leading to a successful launch of the program to their 12 system Universities. Short's was also able to partner with TAMU's risk management partner, International SOS, to provide itinerary details for overseas travelers. this integration has helped meet the risk management goals of the University System and ensure all traveler are safe around the globe.

Georgetown University

To achieve the goal of building online adoption and loyalty to the travel program Georgetown University and Short's Travel partnered to create Georgetown Travel Online (GTO), a Georgetown branded version of our proprietary online booking solution, Short's Travel Online. This unique site has resulted in more travelers booking online and within compliance of the travel program. Additionally, Georgetown has realized cost savings and significantly increased risk management compliance as all traveler itineraries booked with Short's are automatically synced with International SOS, Georgetown's risk management partner.

4.4.8.4 Identify the key person responsible for implementation of the State account.

Stephanie Schmidt, Implementation Manager, 319-433-0708, stephanie@shortstravel.com

Stephanie has been with Short's Travel for over 17 years, with extensive experience in operations and the technology offerings of Short's Travel. Beginning her career in travel as an on-site agent, Stephanie was later promoted to manager of the NCAA Championships, a Short's unit that manages travel for the NCAA Men's and Women's sports tournaments. Stephanie will lead the implementation as project manager to ensure a seamless and successful process including end-to-end technology integration, customizing all online technology to support your travel policy, preferred supplier agreements and market based preferencing, agent training and customized messaging.

4.4.8.5 Describe how the vendor will educate the State's travelers with the procedures for making reservations and obtaining other services offered by the Agent. Details should include offering an information packet to the State traveler.

To facilitate the change in agency Short's provides a myriad of tools to help obtain traveler-readiness. The Implementation Manager will provide the State of West Virginia travel team with communication templates to promote the arrival of Short's Travel and the benefits that will come along with the program, focusing on the positive value travelers will see rather than on 'change'. State of West Virginia will be provided with templates for posters, wallet cards, and tri-fold user guides among other tools to help promote our services to your travelers.

As stated earlier Short's offers training options during implementation as well as throughout the life of our partnership to ensure administrator, coordinator and traveler readiness, and on an on-going basis as a refresher or when new products become available. These include in person training, webinars, YouTube videos and electronic communication.



4.4.8.6 Vendor should assist the state with an implementation plan, i.e., recommendations about the implementation of the pilots, suggesting the number of agencies to be used in pilot, recommended periods of benchmarking and success measurement techniques.

The Strategic Account Manager will be available for assisting and managing special projects for the State of West Virginia including implementation of pilots. The program will be monitored to ensure that all results are calculated and include quantifiable metrics to ensure proper analysis of the program's success.

4.4.9 Automation Capabilities

4.4.9.1 Vendor should summarize the automation capabilities offered. The following topics should be addressed: a. Online inquiries b. Upload and Download Capabilities c. Internet Access

Short's Travel Online is completely automated for the traveler's ease of use when creating an online reservation, ending with a virtual itinerary automatically being sent to the traveler's inbox. Short's also offers several areas on the tool for the travel to submit inquiries where someone will contact them to resolve any questions. STO and Short's TravelMATE are available via the Internet 24/7 for the State of West Virginia to access booking options, reporting, profiles and more. All updates are automatically synchronized without any traveler interference resulting in no need for uploading or downloading.

4.4.9.2 Vendor should explain plans to retain the high level of expertise, addressing, but not limited to the following topics: a. Research and development commitment b. Continuing education of staff c. Association/memberships of vendor staff.

Short's maintains our high levels of industry superiority through innovation, continuing education and involvement of our staff in industry committees and associations.

Innovation - "It's not just in our marketing materials, it's in our DNA." This motto helps drive the new innovations and solutions we are developing at Short's Travel. It is our goal to be the 'innovative TMC' and we have received praise for our proprietary technology including TravelMATE, STO, and BookIt. We are never satisfied with the work we have done and continue to drive new technology to meet the current and future needs of our clients.

Continuing education is encouraged for all personnel and customized training courses are arranged as needed. Each employee is encouraged to complete at least two continuing education courses per year. Topics vary depending upon current performance evaluations and client feedback. Short's customizes training according to customer requirements and include topics such as the following:

- Short's and client-specific expectations for service
- Client-specific information
- Review of Short's reservations procedures manual
- Formatting procedures for Short's automated quality control programs
- Methods for entering information for management reports
- Use of all Short's software
- Faring updates
- GDS formatting and function updates

Short's Travel Management is an active member of the industry's leading associations including, the Global Business Travel Association (GBTA), the Association of Corporate Travel Executives (ACTE),

the International Supply Chain Management Association (ISM), and the Society for Collegiate Travel and Expense Management (SCTEM). We are also a certified member of IATAN, the International Association of Travel Agents Network and an approved ARC travel agency. Short's is also an affiliate of HRG, one of the world's largest corporation travel companies in the world. HRG provides Short's with global solutions, technology and a robust discount global hotel program.

As part of our memberships, members of our Senior Management Team are active participants on select committees as well as frequent speakers at local, regional and global chapter events. Our CEO, David LeCompte currently sits on the GBTA Sports committee and DeAnne Dale, our CSO currently sits on the GBTA Risk Management Committee.

4.4.9.3 The system should be able to support policy and procedure enforcement at the State, Agency, and Department/Division level. It is highly desirable for a system to be able to track and manage travelers whose trips are subject to rules that vary. The system should be able to identify rules for acceptable travel types by traveler, by agency or department. System capabilities must include mechanisms to manage and/or change traveler choices to ensure compliance with preset rules. Describe how the system would provide such support and describe the system capabilities.

Short's travel portal, profile and online reporting systems are designed to accommodate a customer of the State's complexity and scale. For example, the State of Kansas maintains over 350 agencies' data within their portal. Each of these agencies maintains a separate set of policies and forms of payment, all of which is automated through Short's policy and profile database. Short's also manages over 150 customers' data through unique travel portal instances.

4.4.9.4 It is desirable for a system to integrate with the State's payroll system to create and maintain a traveler profile information while offering a method of the traveler to maintain the personal demographic information contained in the profile (such a birth date, gender, and desired seating assignments), while at the same time disallowing the maintenance of some travel parameters (changing name, updating home address, or changing class of service. Describe how the proposed system would integrate with current State systems.

Yes, can integrate profile data created though a data feed with the state's payroll system, allowing specific parameters to be manually disallowed. While other online booking tools take 6-10 weeks to populate an HR feed, Short's takes an average of only 2 days. If profile information is received through a secure data feed on an automated basis the State of West Virginia can simply program a trigger or routine into your database to send an update file to the Short's system upon hire, termination or reassignment, and that change is then automatically recorded in Short's database. This process can be completed as frequently as desired, and without any staff intervention once configured and implemented. Travelers will have access to their profiles via the portal and can make updates as necessary. These updates will be captured in both the online and telephonic reservation process.

4.4.9.5 The vendor should provide a robust, configurable online booking tool that can integrate with an expense management tool. (I.e. profile creation/maintenance, passing of itinerary choices and status updates). Describe how the proposed online booking tool would satisfy the following requirements:

a. The system should support the ability to book airfare, lodging, rail, and ground transportation for domestic and international travel.

Yes, Short's Travel can support this request.

b. The system should have the capability to integrate with the state's expense management tool to facilitate pre-trip approvals of the proposed itinerary. Some agencies require travelers to obtain multiple levels of approval for a trip in advance of the final booking.

Short's Travel Online can support a pre-trip approval process with up to two levels of approvers. The two internal approval processes include:

1. Active Pre-Trip Notification - Based on your organizational structure and internal approval process, Short's can support an active approval process that would require the traveler's manager to approve a trip reservation prior to ticketing or invoice. This system can manage up to 2 levels of approvers. If the trip is declined it will automatically cancel, and alert the traveler the trip has not only been declined for approval, but also canceled. All activity is integrated into our reporting tool.

2. Passive Pre-Trip Notification - Similar to the current configuration of pre-trip approval Short's can configure both the online booking tool and the agent desktop to send notification of any non-compliant reservation to the traveler's manager. The manager can then notify your agent team and/or the traveler to cancel the booking. If no notification is received the booking will be confirmed and ticketed.

c. The system should be able to support the need of the State to enforce the use of the authorized transportation, lodging provider(s) and other approved travel service related suppliers for business travel. Exception reporting and informational alerts are desired.

During implementation and throughout our partnership we will work with the State of West Virginia to implement travel policy controls throughout the online and telephonic booking process to support the use of authorized and preferred suppliers. This includes filtering airline search parameters, highlighting and preferencing preferred vendors and the use of reason codes for out of policy selections that are then reported and analyzed to identify trends, areas of opportunity and training needs.

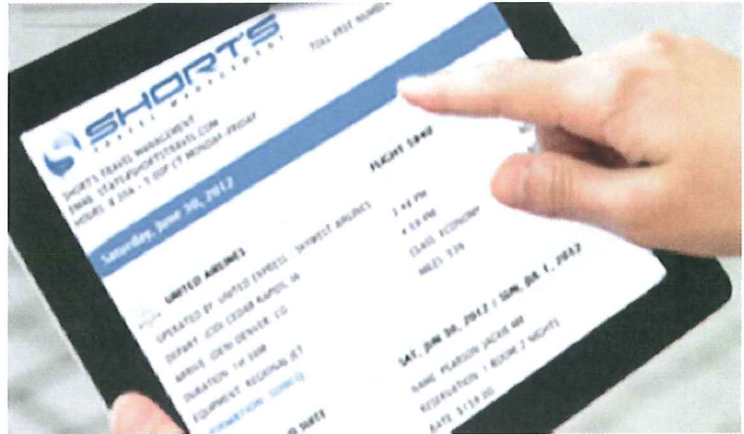
d. The vendor should provide access to online accounting services such as invoice search, refund status and MIS reports to the Travel management office, coordinators, and travelers.

The State of West Virginia's travel management team, travelers and travel arrangers will enjoy a myriad of value added tools via our customized travel portal, TravelMATE. TravelMATE includes over 40 dashboard reports and online accounting services that can be customized by the individual user's homepage, providing timely and relevant information to each user including travel managers, travel arrangers and travelers. Key features include profile management, real-time reporting, unused ticket management, expense report look-up, custom dashboards by individual user and other travel tools.



4.4.9.6 Vendor should explain their ability to issue electronic tickets to travelers regardless of their location, during normal work hours, after work hours, and on weekends if necessary. All tickets should be delivered in a timely matter according to the employee's needs. The vendor should state their nationwide "800" (or equivalent national toll-free number) that travelers can call 24 hours per day/7 days per week to receive full service. Please describe whether this service is an agency operated function or a contracted function of your Agency. If contracted, describe the company and services available. Describe your ability to accommodate electronic ticketing.

Once a reservation is complete a Short's Travel Virtual Invoice (VI) containing the electronic airline tickets, itineraries, invoices, confirmation numbers and seat assignment is delivered to the email address in the traveler's profile in a message with a PDF attachment. Short's Virtual Invoice makes it easy to access and organize travel details and expenses before, during and after your trip. State of West Virginia's travelers can access a trip from their computer or mobile device when they are coordinating schedules with other coaches or recruits, scheduling airport pick-ups, or checking-in for flights or hotels.



Key features of the Short's Virtual Invoice include:

- All trip information in one itinerary – team travel too!
- Group name changes clearly noted
- Easily downloaded to calendars
- Check-in for flights from your online invoice
- Managers and travel arrangers have easy access to their traveler's itineraries
- Full access to past trip invoices

Short's will support State of West Virginia travelers 24/7 for emergency assistance with a dedicated 800 number. Outside of our core hours, calls will be managed by our 24/7 service provider, Emergency Travel Services (ETS). ETS works under a contracted SLA and has exceeded our standards over the last 2 years. ETS has access to all of Short's client's reservations, traveler profiles and travel policies and their staff will be trained and certified on State of West Virginia's program requirements. ETS has a highly experienced team of virtual agents located throughout the United States with an average of 10 years of emergency travel experience and. For a client the size of State of West Virginia, we will work with ETS to identify a core group of certified agents to assist State of West Virginia travelers and configure State of West Virginia's dedicated 800# to route to these individuals after our core hours.

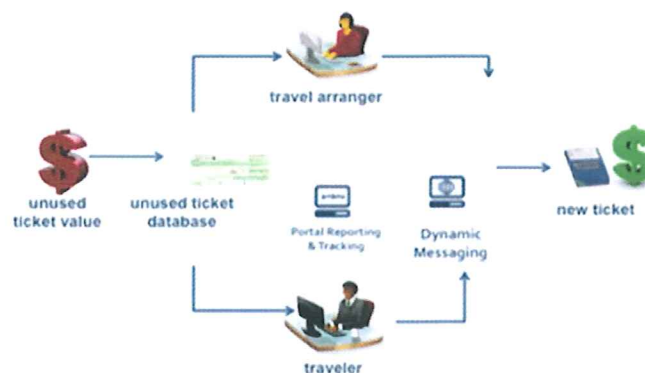
4.4.9.7 Vendor should have an Internet connection and electronic mail address that can be used by the State to make reservations, service requests, travel waivers and assist with other travel related business (written instructions should be made available by the vendor as part of the State Travel Coordinator's training). System should permit Travel Coordinators or travelers to query a reservation system for airlines, car rentals, and hotels and permit online booking or reservations. System should provide a confirmation in a secure electronic environment, including transmission of confidential information such

as credit card and traveler personal profiles. Describe your current supporting software capabilities (low fare search, e-mail, fax, reservations, etc.) and any future automation plans. Do you employ your own programming staff or is this function contracted? Describe your internet service capability in detail (management reports, etc.).

As stated in earlier responses Short's is prepared to provide a full service configuration to the State of West Virginia utilizing an agent team with a dedicated 800# and email access to book all reservations. Additionally Short's will provide STO, our proprietary online booking tool to complete all online reservations and TravelMATE, the online portal to house all traveler profile information and travel management reporting, for instant access for travelers and management. All reservations will automatically complete a rigorous quality control process through, GDSX COMPLEAT.

Short's employs an experienced IT team to manage and develop our technology offerings. Short's innovative mentality has led to continually evolving technologies to help supplement our clients travel programs making them easy to use and cost efficient. The following presents current and future innovations that State of West Virginia can implement with Short's Travel to further enhance the traveler experience and optimize travel spend. These solutions were designed to make the traveler experience as simple as possible, while offering State of West Virginia powerful reporting and management tools. We believe our solutions will increase efficiencies of State of West Virginia's travel program, increase traveler satisfaction and offer new and unique savings opportunities.

Unused Ticket Management Short's Travel Management offers a fully automated, end-to-end unused ticket tracking solution, which includes tracking, reporting and technology to utilize the appropriate unused ticket. This full automated system eliminates the waste of travel dollars and has provided proven results for our clients with an average reuse rate of 89.5%, saving our clients as much as 7% of their annual air-spend, *resulting in an estimated \$350,000 in savings* based on the State of West Virginia's annual air volume



Our system automatically determines whether tickets we issue have been used. If specific tickets have not been used, the reservation is tracked for further review per carrier policy. The residual value of that ticket, after airline fees and penalties, is stored in the quality control system. The next time the traveler books a reservation – online or offline – our system automatically checks if the reservation qualifies under the rules of the applicable airline, and the residual value is applied to the price of the new trip.

Finally, to ensure these valuable assets are utilized, email reminders are sent to travelers with unused tickets near expiration: 90, 60, 30, and 14 days prior to ticket expiration.

SAMPLE UNUSED TICKET EMAIL REMINDER



SAMPLE UNUSED TICKET DASHBOARD

UNUSED TICKETS

TRAVELER	AIR	EXP	AMOUNT
ATCHOO/MICHAEL ...	AA	MAY 11	\$507.30
DUNN/JASON MICH...	AA	MAY 11	\$507.30
HARRELSON/MATTH...	AA	MAY 11	\$507.30
NINOW/ANDREW SC...	AA	MAY 11	\$507.30
TABOR/GEOFFREY ...	AA	MAY 11	\$507.30
WILLIS/DARTIS E...	FL	MAY 28	\$184.10
WILLIS/DARTISEX...	UA	MAY 28	\$400.65

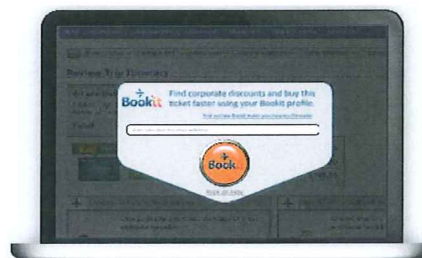


BookIt© Innovative Online Search Solution Short's can offer the State of West Virginia unique online 'Open Search' tools to help guarantee your travelers are finding the lowest fares on their flights by allowing them to search their favorite Internet sites. BookIt and the BookIt App will provide your travelers the freedom to search the sites where they believe they will find the lowest fares. Our patent pending BookIt process will then apply your discounts to the selected flight, and show lower priced options to ensure the travelers are truly booking the lowest fares for their trip!

How it works



BookIt© Application With our BookIt App, the traveler can search on nearly any airline, OTA or meta-search site. Once the traveler selects their flight on a consumer site, they will be given the option to automatically send those selected flights to BookIt without having to send a separate email. The new BookIt App opens up literally unlimited other sites for BookIt and is the "Easy" button for travelers. Using either option, the traveler only needs to manage one profile (with Short's Travel) to store all of the credit card and frequent flyer numbers, instead of having multiple profiles across supplier websites.



CouldYou?© Look BEFORE you book! CouldYou? helps travelers search for the best day to fly before confirming meeting dates. Once the reservation process is complete, the traveler will receive a virtual invoice from Short's that also includes a calendar showing cheaper days to take the exact same flight! Travelers can select the cheaper option directly from the calendar and complete the booking process. CouldYou? is currently saving an **average of \$285** per ticket for our clients!

CouldYou beat your budget?

Select a different weekday and save up to \$157 for this flight.

Select any date from the calendar.

Su	Mo	Tu	We	Th	Fr	Sa
4	5	6	7	8	9	10
					\$581	n/a
11	12	13	14	15	16	17
\$191	\$476	\$319	\$319	\$476	\$476	n/a
18	19	20	21	22	23	24
\$321	\$428	\$428	\$428	\$428	\$321	

TwoPlus© tells you who is traveling to the same destination, on the same flight, staying at the same hotel, and booking separate cars. TwoPlus makes it simple to identify and drill-down to reservations to see who is traveling together, making it easy to re-accommodate these executives to comply with your policy and risk management practice as well as reduce the number of unnecessary car rentals.

TWO PLUS

FLIGHT	ARVL DATE	ARVL CTY	TRVLRS
DL192	7/7 7:50AM	VCE	2
UA1239	7/7 11:00AM	LAX	3
LH1106	7/7 6:00PM	SZG	3
DL210	7/8 10:35AM	PRG	2
AA1352	7/8 9:55AM	OKC	2
AF1642	7/8 9:10AM	GVA	2
UA794	7/8 12:04PM	SFO	2

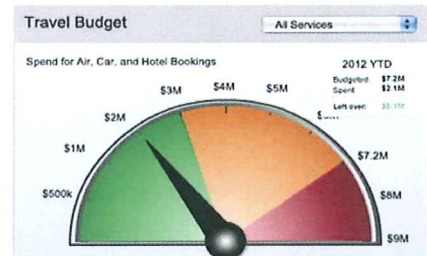
[View All...](#)

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FUTURE INNOVATIONS

Innovation - "It's not just in our marketing materials, it's in our DNA." This motto helps drive the new innovations and solutions we are developing at Short's Travel. It is our goal to be the 'innovative TMC' and we have received praise for our proprietary technology including TravelMATE, STO, and BookIt. We are never satisfied with the work we have done and continue to drive new technology to meet the current and future needs of our clients. A few solutions that are in progress now include:

Budget Tracker We are building an interactive dashboard that will help managers instantly track their department's travel budget. As trips are booked by the department's travelers, Budget Tracker will update spend compared to their department's budget so that the manager will be able to effectively manage their budget. It is our goal to empower managers to actively manage their expenses and strive to come in under budget!



Traveler Gaming Dashboards With our new traveler gaming dashboard travelers and departments will be able to compete against each other, or benchmarked averages, to 'beat the rate' when making their travel arrangements. These dashboards, along with information integrated into the online booking process, will provide travelers real time information on their trip cost compared to others within the company, or the industry average. Providing deeper, more actionable information will allow travelers to make better buying decision and drive new savings without restrictive mandates or policies.



Seat Map Emails Don't get stuck with a middle seat. Whether your travelers book online or over the phone, we keep searching for better seats to open up (based on profile preferences). Short's will send the traveler a seat map showing current seat assignment and any better seats that have opened up. Just click on the map in the email to confirm a better seat.



Trip Social Circle Do your travelers often find themselves waiting on coworkers when traveling together? The Trip Social Circle allows travelers to share trip status information with each other right from their smart phone. Know when others have arrived at the airport with flight alerts, or if their flight is delayed. Send group text messages to coordinate at the airport or throughout the trip.



4.4.9.8 Define your automation for business travel reservations, in-house reporting and accounting.

Today 96% of online transactions are processed as touch-less and are automatically completed through STO. All reservations sent through our fully automated system to ensure that every reservation is uniform in a number of areas including low fare accuracy, unused tickets, travel policy compliance and traveler preferences. COMPLEAT also ensure preferred vendor agreements and the traveler's frequent account numbers are applied to every reservation.

Besides accessibility on Short's TravelMATE on through on-demand custom dashboard, GraspIt reports have the capability to be automatically sent to members of the State of West Virginia travel management team on a pre-defined scheduled (monthly, quarterly and annual) basis via PDF, HTML or excel.

Short's uses the Agresso Central Command back-office accounting system. This system fully integrates with the Travelport GDS and electronic ARC reporting. Agresso's robust database technology is coupled with state-of-the-art analytical processing technology. The result enables Short's to quickly perform multidimensional analysis of large volumes of data. Agresso's fully integrated suite of analysis and reporting tools provides global capabilities, enhanced reporting and efficiencies. Reports are available 10-15 days after month end and a myriad of detailed reports are available with the ability to drill down to the individual traveler level.

4.4.10 Disaster Recovery Plan

The vendor should describe its disaster recovery plan in detail and indicate the length of time required to restore full service assuming the Vendor's primary operation site is unavailable due to either man made or natural disaster.

In the event of a disaster at one of Short's offices, a disaster recovery plan is in place to ensure that service to clients is maintained. Short's operates offices in Overland Park, KS and Waterloo, IA, as well as an ample number of home-based agents. Maintaining two main locations at least 300 miles apart from each other minimizes the possibility that one catastrophic event may take out all of our capacity at one time. These offices and agents are linked virtually via an Avaya VOIP phone system which allows the office manager and the fulfillment manager to monitor call statistics including answer speed, agent availability and hold times in real-time. In case of an unexpected disaster at one of these offices, calls will be directed to another office in the phone network to ensure that calls are answered immediately and service levels remain high.

Appendix A-1

2010-2012

Consolidated Financials

- Confidential -
Internal Use Only
Please Do Not Distribute



Consolidated Financials

2010-2012

Short's Travel Management Inc. is a privately held company owned by the LeCompte's and Hogan's. We are not required by our bank to have audited financial statements. Our financials are internally developed for management purposes only.

Enbankment Inc. is a real estate holding company owned by the LeCompte's and Hogan's. Enbankment owns the buildings that Short's Travel Management operate out of. Enbankment Inc. financials are prepared annually.

David LeCompte, CEO
DeAnne Dale, CSO
Dave Hughes, CFO
319-433-0859



Short's Consolidated Balance Sheet *
12/31/2012

**- Confidential -
Internal Use Only
Please Do Not
Distribute**

	2010	2011	2012
Assets:			
Cash & Cash Equivalents	308,390	400,564	1,374,557
Investments	-		
Account Receivable Trade (net)	524,558	904,878	1,650,185
Future Group Receivable	326,945	1,157,488	364,278
Other Receivables	652,736	280,361	-
Prepaid Expenses	146,094	111,337	98,543
Fixed Assets	3,957,977	3,705,479	3,768,998
CSV Life Insurance	160,438	187,498	193,165
Capitalized Project Costs	171,910	129,340	116,517
Goodwill	2,309,625	2,309,625	2,321,348
Total Assets	8,558,673	9,186,570	9,887,592
Liabilities:			
Accounts Payable	1,008,865	1,583,151	3,257,708
Other Payables	238,200	313,348	371,623
Unearned Revenue/Customer Deposits	964,838	457,500	362,200
Future Group Revenue	412,362	1,723,430	640,591
US Bank Note	1,169,095	832,198	264,102
MidwestOne Bank Note	560,801	-	-
Square 1 - Groopie Note	-	-	-
Groopie - Stacy Note	-	-	-
Total Liabilities	4,354,161	4,909,628	4,896,224
Equity	4,204,512	4,276,942	4,991,368
Total Liabilities & Equity	8,558,673	9,186,570	9,887,592

* STM Inc, STM Charters Inc., STO Inc., & Enbankment, L.L.C.



Short's Consolidated P&L *

For the 12 Months Ending 12/31/12

- Confidential -
Internal Use Only
Please Do Not
Distribute

	2010	2011	2012
Revenue:			
Sales	86,048,924	112,983,283	125,623,567
COG	76,359,694	104,035,550	115,985,865
Net Revenue - Fees for Service	9,689,229	8,947,733	9,637,702

Expenses

600 - Professional Fees	408,966	459,499	390,267
601 - Marketing Expenses	48,864	43,103	23,094
602 - Bank Charges & Bad Debts	237,155	43,651	43,874
603 - Depreciation & Amortization Expense	263,220	339,201	327,570
637 - Deferred Acquisition Costs-net		34,516	(3,181)
604 - Dues & Subscriptions	72,242	90,804	108,743
605 - Meals & Entertainment Expense	67,291	53,336	54,074
606 - Interest Expense	141,048	79,408	31,559
607 - Administrative Supplies	54,635	57,166	47,278
608 - Travelers Insurance Exp.	21,227	22,905	23,885
609 - Rent & Maintenance Expense	166,884	120,912	145,309
610 - Salaries Expense	4,717,922	5,071,581	5,323,637
611 - Insurance Expense	53,705	45,848	54,047
612 - Utilities	43,199	47,409	47,434
613 - Telephone	151,924	222,771	194,335
615 - Taxes & Licenses	56,222	56,026	44,886
616 - Employee Travel & Training Expense	357,191	401,251	340,290
617 - Misc. Operating Expense	55,052	66,246	46,986
620 - Employee Benefits & Taxes	723,872	812,140	767,825
626 - Loss on Sales of Assets	(40)	-	69,880
629 - Shared Services Allocation	(59,761)	(48,819)	(43,202)
630 - Overhead	85,177	65,460	-
631 - GDS & Computer Expense	512,757	560,838	514,920
632 - Automobile Expenses	14,370	14,041	24,048
633 - Delivery/Courier Services	3,746	712	981
634 - Donations & Penalties	10,754	1,873	1,896
635 - Subservicing Fees			-
636 - Agent Error Cost	74,296	36,240	32,264
637 - Supplier Commissions	4,359	-	3,309
60 - General & Administrative Expenses	8,286,277	8,698,118	8,616,011

Profit (Loss) b/4 Dissolution 1,402,952 249,615 1,021,691

Gain on Groopie Dissolution 158,712

Profit (Loss) b/4 Tax 1,561,664 249,615 1,021,691

STM Inc. 1,466,613 135,651 861,619

Enbankment Inc. 95,051 113,964 160,072

Consolidated Entities 1,561,664 249,615 1,021,691

* STM Inc, SGM Inc, & Enbankment, L.L.C.

Appendix A-2

Agent Productivity

Statistics

Travel Counselor Productivity

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total
Dept Totals:																																
1 Tickets Issu Domestic	36	74	40			27	67	34	80	52			51	85	41	58	59			36	32	32	29	36				37	49	45	59	1,059
International	14	8	12			42	40	13	24	41			18	8	10	36	22			7	10	6	35	60				11	10	18	8	453
Total	50	82	52			69	107	47	104	93			69	93	51	94	81			43	42	38	64	96				48	59	63	67	1,512
% Intl	28%	10%	23%	0%	0%	61%	37%	28%	23%	44%	0%	0%	26%	9%	20%	38%	27%	0%	0%	16%	24%	16%	55%	63%	0%	0%	0%	23%	17%	29%	12%	30%
																												6				
2 # of Phone Calls	135	154	157			174	150	155	133	123			139	137	88	155	100			135	132	110	142	52				132	116	130	122	2,871
6 Call per Ticket Issued	2.7	1.9	3			2.5	1.4	3.3	1.3	1.3			2	1.5	1.7	1.6	1.2			3.1	3.1	2.9	2.2	0.5				2.8	2	2.1	1.8	1.9
7 Tickets Per Day Avg	15.7	18.7	12.2			16.2	25.4	11.4	25	21.6			16.4	23.3	12.6	24	21.8			10.7	10.4	9.4	16	32.4				11.9	14.8	15.8	15.8	17.2

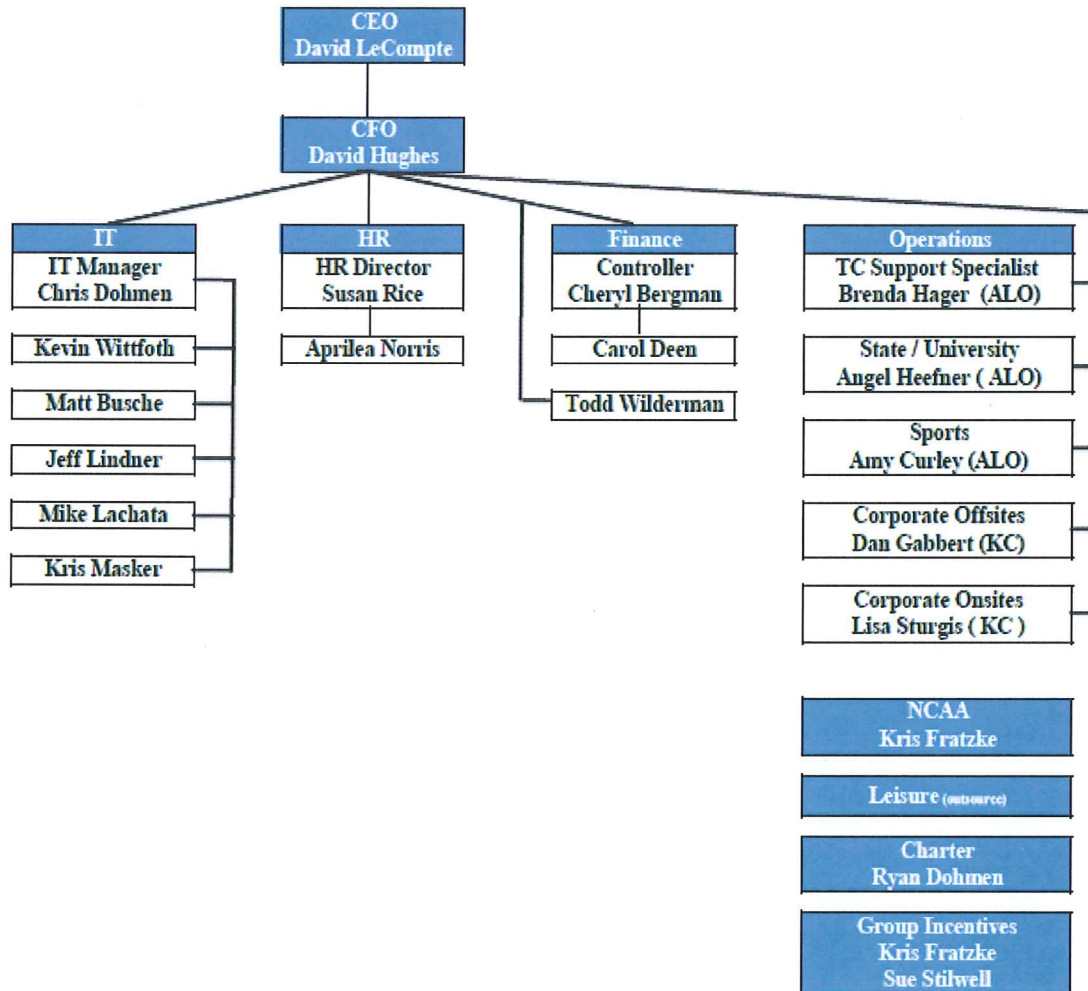
Appendix A-3

Organizational

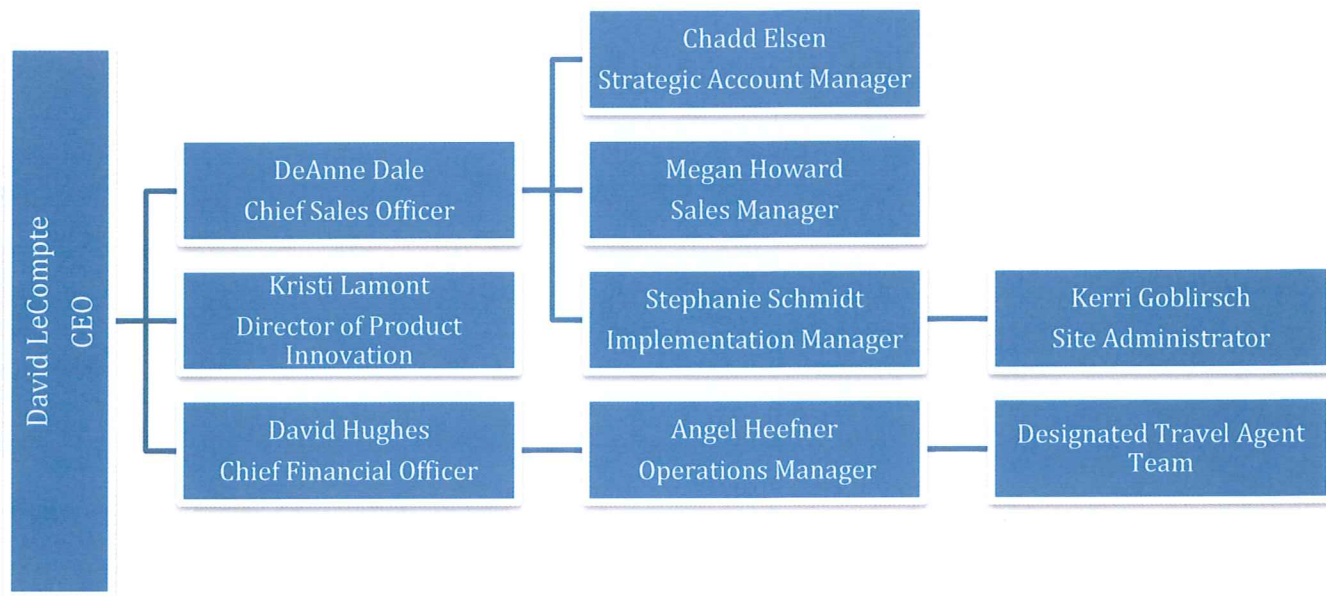
Chart



Short's Administration



Short's Organizational Chart for the State of West Virginia



Appendix A-4

ARC and IATAN

Authorizations



Airlines Reporting Corporation

Thursday, December 13, 2001

SHORTS TRAVEL SERVICE INC
DBA SHORTS TRAVEL SERVICE
BLDG 7
6340 GLENWOOD ST
OVERLAND PARK KS 66202

Branch ACN: 17-80041-4

ATTENTION: OWNER OR MANAGER

RE: CHANGE OF OWNERSHIP/ARC APPROVED BRANCH OR SEPARATE ENTITY
BECOMING BRANCH OF AN APPROVED ARC AGENT TYPE IV

Dear Travel Agent:

I am pleased to inform you that your application for a change in the ownership status of your agency location has been approved effective **Monday, December 17, 2001**, whereby your location will become a branch office of **SHORTS TRAVEL SERVICE INC**, Agency Code Number: **16-85121-4**. The participating airlines have been notified accordingly. In the event the change also included a name and/or city/state location change, a new agency identification plate will be sent to you within the next two to four weeks. In the interim, you may continue to use the plate you have on hand. The agency code number originally assigned to this entity/location remains unchanged. Please reference your complete agency code number in all future correspondence with ARC.

If the change of ownership included a change of bank account and you submitted a voided check, ARC will begin withdrawing from that account with the sales report period ending **Sunday, December 23, 2001**. The proceeds from sales in which ARC traffic documents are issued, minus your commissions, are the property of the carriers and are held in trust by you. The first draft will be presented to the new account on **Wednesday, January 02, 2002**. Separate written confirmation of the bank account change will be forwarded within the next week. If you have not yet submitted a voided check but wish to change your bank account, call the ARC Fax Service at (800) 811-1608 and request ARC form 614.

Bear in mind that the Airlines Reporting Corporation's approval of this acquisition mandates that all debts incurred to ARC and/or the carriers prior to the effective date of the change of ownership are the responsibility of the "old" owner(s) of record (seller) and that, conversely, the "new" owner(s) of record (purchaser) is responsible only for debts incurred to ARC and/or the carriers as of the effective date of the change of ownership. We remind you again that the Agent Reporting Agreement may not be assigned or transferred by the agent without the approval of ARC.

Please note, STP locations may never be sold separately. As the corporate structure of ownership of the home office and branches and STP locations is absolute and all inclusive as a single entity, this change applies to all ARC accredited STP locations for which this location is the host and which were not voluntarily deleted or redesignated with a new host prior to this ownership change approval.



Airlines Reporting Corporation

ARC traffic documents are extremely valuable and are supplied to you in trust. In the event of a change in ownership, possession and use of ARC traffic documents and carrier identification plates by the new owner(s) prior to ARC approval is prohibited. Attachment B of Section 80 of the Handbook contains the security rules for these documents and also for the airline identification plates that the carriers supply to you.

Please remember also that ARC traffic documents may only be issued in the agency code number for which they are assigned. Under no circumstances may one branch's tickets be issued and identified by the home office, another branch or STP location's agency code number, or vice versa, even if the supplies assigned to one are depleted.

***The following is a list of all branch and/or STP locations included in the ownership change approval:** 26976552, 06641353, 17509796, 17541300, 17575983, 17970293, 17636883, 17932961, 17965673, 26500552, 26522274, 26536720, 26548185, 26589452, 26828966, 26845523, 37643093, 37715952 and 45534182

If further assistance is needed, please refer to Section 1.2 of your Industry Agents' Handbook for the telephone number of the appropriate department.

Sincerely,

Page Nelson
Manager - Accreditation



A·R·C

January 17, 2007

SHORTS TRAVEL MANAGEMENT INC
DBA SHORTS TRAVEL SERVICE
7815 FLOYD ST
OVERLAND PARK KS 66204

RE: ACN 17-80041-4

ATTENTION: OWNER OR MANAGER

Dear Travel Agent:

This letter is your notification of referenced changes made at your written request. All participating carriers have been advised.

Your move to a different address has been approved effective **January 28, 2007**. If you moved to a different city within the same state a new agency ID plate has been ordered and will be sent to you in approximately four weeks.

Joan M. Inniss
Manager, Database Operations

A·R·C

4100 N. Fairfax Drive, Suite 600 Arlington, Virginia 22203-1629 USA
703-816-8000 Facsimile: 703-816-8104



Certificate of Accreditation

Presented to:

SHORT'S TRAVEL MANAGEMENT INC.

7815 FLOYD STREET
OVERLAND PARK, KANSAS

This is to certify that the above Travel Agency has provided evidence of its commitment to the travel industry and has met the business standards as established by the International Airlines Travel Agent Network

Humberto E. Rivero
Regional Director, The Americas



Issue date: February 05, 2007

Giulia Collins
Assistant Director, IATAN Operations



Certificate of Accreditation

Presented to:

SHORT'S TRAVEL MANAGEMENT INC.

7815 FLOYD STREET
OVERLAND PARK, KANSAS

2013

This is to certify that the above entity has provided evidence of its commitment to the travel industry and has met the Accreditation Requirements as established by the International Airlines Travel Agent Network

Jean Charles Odelé-Gruau
Regional Director, IDFS, The Americas



Issue date:
May 27, 2013

Diana Larrañaga
Assistant Director, IATAN Operations

Appendix A-5

Customer Profiles



AIRLINES													
	January	February	March	April	May	June	July	August	September	October	November	December	YTD
Gross Air Fare	\$575,918.22	\$728,724.48	\$915,087.53	\$677,776.63	\$703,155.53	\$513,955.35	\$500,338.85	\$444,223.66	\$588,067.86	\$652,424.75	\$400,325.15	\$325,217.62	\$7,025,215.63
Exchanges	\$32,096.28	\$33,957.27	\$52,226.62	\$25,748.97	\$32,001.24	\$36,763.50	\$39,689.36	\$43,873.86	\$29,487.49	\$48,580.45	\$18,303.17	\$18,689.93	\$411,418.14
Refunds	(\$6,964.30)	(\$245.00)	(\$5,957.70)	(\$6,128.10)	(\$1,192.80)	(\$4,485.85)	(\$3,469.36)	(\$274.30)	(\$245.06)	(\$3,644.87)	(\$1,217.10)	(\$2,938.68)	(\$36,763.12)
Net Air Fare	\$568,953.92	\$728,479.48	\$909,129.83	\$671,648.53	\$701,962.73	\$509,469.50	\$496,869.49	\$443,949.36	\$587,822.80	\$648,779.88	\$399,108.05	\$322,278.94	\$6,988,452.51
Gross Tickets	1256	1425	1666	1198	1154	903	975	1007	1234	1242	855	704	13619
Exchanges	89	52	83	46	49	65	76	89	57	87	38	38	769
Refunded Tickets	4	1	12	5	2	7	5	1	1	5	1	2	46
Net Tickets	1252	1424	1654	1193	1152	896	970	1006	1233	1237	854	702	13573
Refund %	-82.70	-2974.39	-153.60	-110.60	-589.50	-114.57	-144.22	-1619.48	-2399.69	-179.00	-328.92	-110.67	-191.09
Avg Ticket - Gross	\$458.53	\$511.39	\$549.27	\$565.76	\$609.32	\$569.16	\$513.17	\$441.14	\$476.55	\$525.30	\$468.22	\$461.96	\$515.84
Avg Ticket - Exc	\$360.63	\$653.02	\$629.24	\$559.76	\$653.09	\$565.59	\$522.23	\$492.96	\$517.32	\$558.40	\$481.66	\$491.84	\$535.00
Avg Ticket - Refund	(\$1,741.00)	(\$245.00)	(\$496.48)	(\$1,225.62)	(\$596.40)	(\$640.84)	(\$693.87)	(\$274.30)	(\$245.06)	(\$728.97)	(\$1,217.10)	(\$1,469.34)	(\$799.20)
Avg Ticket - Net	\$454.44	\$511.57	\$549.66	\$562.99	\$609.34	\$568.60	\$512.24	\$441.30	\$476.74	\$524.48	\$467.34	\$459.09	\$514.88
Domestic Air Fare	\$517,999.83	\$649,616.03	\$767,381.61	\$568,166.93	\$560,007.51	\$427,612.61	\$435,167.63	\$388,496.24	\$539,023.34	\$579,262.29	\$369,810.41	\$292,665.20	\$6,095,209.63
Domestic Air %	86.18	85.20	79.82	81.47	76.30	78.28	81.10	79.64	87.32	83.06	88.60	85.83	82.37
International Air Fare	\$50,954.09	\$78,863.45	\$141,748.22	\$103,481.60	\$141,955.22	\$81,856.89	\$61,701.86	\$55,453.12	\$48,799.46	\$69,517.59	\$29,297.64	\$29,613.74	\$893,242.88
International Air %	8.48	10.34	14.74	14.84	19.34	14.99	11.50	11.37	7.91	9.97	7.02	8.69	12.07
HOTELS													
Hotel Bookings	41	37	64	26	32	25	28	22	34	51	21	8	389
Hotel Room Nights	84	92	151	58	69	56	65	66	85	123	78	27	954
Hotel Cost	\$12,524.64	\$10,955.83	\$20,487.39	\$7,414.79	\$8,388.19	\$8,633.21	\$7,436.35	\$11,205.39	\$11,727.93	\$16,242.62	\$10,744.28	\$5,161.46	\$130,922.08
Avg Hotel Nights	2	2	2	2	2	2	2	3	3	2	4	3	2
Avg Room Rate	\$149.10	\$119.09	\$135.68	\$127.84	\$121.57	\$154.16	\$114.41	\$169.78	\$137.98	\$132.05	\$137.75	\$191.17	\$137.23
CARS													
Car Bookings	62	65	88	74	81	69	54	53	58	64	71	30	769
Car Days	236	281	372	313	354	301	196	207	215	240	385	162	3262
Car Cost	\$7,114.76	\$9,194.14	\$11,347.55	\$8,699.98	\$11,060.58	\$9,201.88	\$6,034.79	\$6,315.34	\$6,761.74	\$7,882.61	\$12,909.34	\$4,632.89	\$101,155.60
Avg Car Days	4	4	4	4	4	4	4	4	4	4	5	5	4
Avg Car Rate	\$30.15	\$32.72	\$30.50	\$27.80	\$31.24	\$30.57	\$30.79	\$30.51	\$31.45	\$32.84	\$33.53	\$28.60	\$31.01
TOTAL TRAVEL COST	\$588,593.32	\$748,629.45	\$940,964.77	\$687,763.30	\$721,411.50	\$527,304.59	\$510,340.63	\$461,470.09	\$606,312.47	\$672,905.11	\$422,761.67	\$332,073.29	\$7,220,530.19

Implemented July 2010, recently renewed for 3 years

State Department Agent Fulfillment Center in Waterloo, IA

225 Departments - 200+ Travel Policies

85% Unused Ticket Usage Rate

Services include:

Dedicated 800#

Short's Travel Online (STO)

BookIt

TravelMATE Travel Portal

Designated Account Management

Annual Reviews

Unused Ticket Management

Traveler Security Alerts

Access to Exclusiv Discounts

Profile Management

Reporting Package & Custom Dashboards

Fly America Act

TRAVEL MANAGEMENT SUMMARY

GENERATED JUNE 12, 2013
ACCOUNT NASCAR
DATE RANGE 4/1/2012 AM TO 3/31/2013 PM



AIRLINES													
	April	May	June	July	August	September	October	November	December	January	February	March	YTD
Gross Air Fare	\$14,579.77	\$687,738.21	\$650,467.72	\$646,423.00	\$614,608.34	\$610,801.24	\$580,647.12	\$275,720.64	\$194,793.94	\$635,950.48	\$461,761.93	\$512,915.86	\$5,886,408.25
Exchanges	\$1,093.40	\$65,958.45	\$61,386.68	\$76,661.39	\$78,374.64	\$55,085.41	\$77,546.34	\$26,148.44	\$24,432.98	\$76,955.40	\$48,951.40	\$71,317.11	\$663,911.64
Refunds	\$0.00	(\$8,934.44)	(\$23,794.90)	(\$7,424.55)	(\$2,786.50)	(\$7,368.93)	(\$5,626.90)	(\$5,608.45)	(\$2,881.29)	(\$2,531.30)	(\$1,224.25)	(\$7,345.48)	(\$75,526.99)
Net Air Fare	\$14,579.77	\$678,803.77	\$626,672.82	\$638,998.45	\$611,821.84	\$603,432.31	\$575,020.22	\$270,112.19	\$191,912.65	\$633,419.18	\$460,537.68	\$505,570.38	\$5,810,881.26
Gross Tickets	30	1497	1378	1437	1601	1523	1372	627	432	1473	1017	1299	13686
Exchanges	3	118	130	157	185	125	177	60	50	183	107	148	1443
Refunded Tickets	0	7	13	5	5	6	8	11	6	2	2	9	74
Net Tickets	30	1490	1365	1432	1596	1517	1364	616	426	1471	1015	1290	13612
Refund %	0.00	-76.98	-27.34	-87.07	-220.57	-82.89	-103.19	-49.16	-67.61	-251.23	-377.18	-69.83	-77.74
Avg Ticket - Gross	\$485.99	\$459.41	\$472.04	\$449.84	\$383.89	\$401.05	\$423.21	\$439.75	\$450.91	\$431.74	\$454.04	\$394.85	\$430.10
Avg Ticket - Exc	\$364.47	\$558.97	\$472.21	\$488.29	\$423.65	\$440.68	\$438.11	\$435.81	\$488.66	\$420.52	\$457.49	\$481.87	\$460.09
Avg Ticket - Refund	\$0.00	(\$1,276.35)	(\$1,830.38)	(\$1,484.91)	(\$557.30)	(\$1,228.16)	(\$703.36)	(\$509.86)	(\$480.22)	(\$1,265.65)	(\$612.13)	(\$816.16)	(\$1,020.64)
Avg Ticket - Net	\$485.99	\$455.57	\$459.10	\$446.23	\$383.35	\$397.78	\$421.57	\$438.49	\$450.50	\$430.60	\$453.73	\$391.92	\$426.89
Domestic Air Fare	\$13,257.91	\$657,123.79	\$593,838.64	\$581,290.98	\$590,402.06	\$574,965.19	\$545,475.16	\$250,269.40	\$175,671.49	\$622,676.23	\$431,765.60	\$474,564.78	\$5,511,301.23
Domestic Air %	84.59	88.23	86.31	81.22	85.54	87.31	83.59	84.48	81.20	87.65	84.74	82.26	85.12
International Air Fare	\$1,321.86	\$21,679.98	\$32,834.18	\$57,707.47	\$21,419.78	\$28,467.12	\$29,545.06	\$19,842.79	\$16,241.16	\$10,742.95	\$28,772.08	\$31,005.60	\$299,580.03
International Air %	8.43	2.91	4.77	8.06	3.10	4.32	4.53	6.70	7.51	1.51	5.65	5.37	4.63
HOTELS													
Hotel Bookings	5	221	231	217	221	257	265	167	126	252	191	279	2432
Hotel Room Nights	9	406	365	338	379	458	505	305	222	621	442	527	4577
Hotel Cost	\$1,488.60	\$77,074.87	\$73,406.13	\$71,199.23	\$72,262.96	\$89,977.43	\$97,167.55	\$61,704.61	\$41,446.25	\$130,699.25	\$85,078.92	\$99,271.25	\$900,777.05
Avg Hotel Nights	2	2	2	2	2	2	2	2	2	2	2	2	2
Avg Room Rate	\$165.40	\$189.84	\$201.11	\$210.65	\$190.67	\$196.46	\$192.41	\$202.31	\$186.69	\$210.47	\$192.49	\$188.37	\$196.81
CARS													
Car Bookings	18	587	684	649	748	640	536	237	136	545	468	696	5944
Car Days	68	2125	2484	2524	2875	2385	2069	1004	525	2420	1892	2639	23010
Car Cost	\$2,693.56	\$100,159.07	\$116,140.65	\$139,708.86	\$132,697.08	\$108,519.21	\$90,412.63	\$43,893.44	\$22,149.95	\$106,482.54	\$87,268.91	\$114,435.66	\$1,064,561.56
Avg Car Days	4	4	4	4	4	4	4	4	4	4	4	4	4
Avg Car Rate	\$39.61	\$47.13	\$46.76	\$55.35	\$46.16	\$45.50	\$43.70	\$43.72	\$42.19	\$44.00	\$46.13	\$43.36	\$46.27
TOTAL TRAVEL COST	\$18,761.93	\$856,037.71	\$816,219.60	\$849,906.54	\$816,781.88	\$801,928.95	\$762,600.40	\$375,710.24	\$255,508.65	\$870,600.97	\$632,885.51	\$719,777.29	\$7,776,219.87

Implemented April 2012

Two On-Site Agents

32% Online Adoption

Services Include:

On-Call Service for Race Rain Outs

Dedicated 800#

Short's Travel Online (STO)

BookIt

TravelMATE Travel Portal

Designated Account Management

Annual Reviews

Unused Ticket Management

Traveler Security Alerts

Access to Exclusiv Discounts

Profile Management

Reporting Package & Custom Dashboards

Appendix A-6

Sample Itinerary



SHORT'S TRAVEL MANAGEMENT
1203 W RIDGEWAY AVE
WATERLOO, IA 50701
EMAIL: TEAMTRAVEL@SHORTSTRAVEL.COM
HOURS: MON-FRI 8AM-11PM CT

WWW.SHORTSTRAVEL.COM/OSU
TEAM TRAVEL: 866-902-9654 24/7
RECRUITING: 877-225-0146 24/7
AFTERHOURS PHONE NUMBER: 866-902-9654 (FOLLOW PROMPTS)

PLEASE REVIEW THE ENTIRE ITINERARY. NOTIFY SHORT'S TRAVEL OF ANY DISCREPANCIES WITHIN 24 HOURS TO AVOID AIRLINE CHANGE FEES. A VALID GOVERNMENT ISSUED PHOTO ID REQUIRED AT CHECK IN.

SHORT'S REFERENCE - SXKRLO

TRAVELER	BILLING INFO	INVOICE DATE	INVOICE	TICKET	PAYMENT	TOTAL
LAST NAME/FIRST NAME	MBB YIA050-39515	FEB 22, 2012	86110277	2423348223	VI...7732	\$797.20
TOTAL					PAID	\$797.20



THURSDAY, FEBRUARY 23, 2012

CONFIRMED

SOUTHWEST AIRLINES	FLIGHT 278	ECONOMY	MILES: 571
DEPART: (PDX) PORTLAND, OR	7:15 AM	SEAT: N/A	ELAPSED: 1:50
ARRIVE: (SJC) SAN JOSE, CA	9:05 AM		

AIRLINE CONFIRMATION: **SOUTHWEST AIRLINES - IDWDS3**

[CLICK HERE TO CHECK IN ONLINE](#)



THURSDAY, FEBRUARY 23, 2012

CONFIRMED

SOUTHWEST AIRLINES	FLIGHT 1563	ECONOMY	MILES: 621
DEPART: (SJC) SAN JOSE, CA	10:15 AM	SEAT: N/A	ELAPSED: 1:45
ARRIVE: (PHX) PHOENIX, AZ	1:00 PM		

AIRLINE CONFIRMATION: **SOUTHWEST AIRLINES - IDWDS3**



THURSDAY, FEBRUARY 23, 2012 to FRIDAY, FEBRUARY 24, 2012

CONFIRMED

HOLIDAY INNS	NAME: LAST NAME/FIRST NAME
HOLIDAY INN EXP STE	RESERVATION: 1 ROOM/1 NIGHT
9310 W CABELA DRIVE	RATE: \$109.00
GLENDALE AZ 85305 US	CONFIRMATION: 68794519
GLENDALE, AZ 85305 US	CANCEL: CXL AFTER 1800 22FEB FORFEIT ONE NITE STAY
PHONE: 1 623-939-8888	
HI25652ARR23FEB CXL:CXL AFTER 1800 22FEB FORFEIT ONE NITE STAY	

Appendix A-7

Sample Reports

UNUSED TICKETS
 GENERATED MAY 6, 2013
 ACCOUNT
 DATE RANGE 4/1/2013 AM TO 4/30/2013 PM

TICKET	ISSUE DATE	EXCH DATE	CARRIER	TRAVELER	ACCOUNT NAME	CUSTID	SORT1	STATUS	EXPIRATION	TYPE	VALUE
XXXXX5355	4/9/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		10573 Used	4/8/2014	E-ticket	\$599.80
XXXXX5356	4/26/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		10573 FUTURE	4/25/2014	E-ticket	\$239.80
XXXXX5357	4/12/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		10375 Used	4/11/2014	E-ticket	\$690.60
XXXXX5358	4/9/2013		DL	SMITH/JOHN	XYZ COMPANY	20031		10540 Used	4/8/2014	E-ticket	\$692.60
XXXXX5359	4/5/2013		DL	SMITH/JOHN	XYZ COMPANY	20031		10002 Used	4/4/2014	E-ticket	\$1,051.60
XXXXX5360	4/17/2013		US	SMITH/JOHN	XYZ COMPANY	20031		10002 Exchanged	4/16/2014	E-ticket	\$806.60
XXXXX5361	4/26/2013		US	SMITH/JOHN	XYZ COMPANY	20031		10002 FUTURE	4/16/2014	E-ticket	\$785.60
XXXXX5362	4/9/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		11173 Used	4/8/2014	E-ticket	\$403.80
XXXXX5363	4/10/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		11173 Used	4/9/2014	E-ticket	\$729.80
XXXXX5364	4/11/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		11173 Used	4/10/2014	E-ticket	\$217.80
XXXXX5365	4/19/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		11173 Exchanged	4/18/2014	E-ticket	\$517.80
XXXXX5366	4/24/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		11173 FUTURE	4/23/2014	E-ticket	\$407.80
XXXXX5367	4/26/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		11173 Used	4/25/2014	E-ticket	\$532.30
XXXXX5368	4/26/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		11173 FUTURE	4/25/2014	E-ticket	\$310.80
XXXXX5369	4/30/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		11173 FUTURE	4/29/2014	E-ticket	\$461.80
XXXXX5370	4/30/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		FUTURE	4/29/2014	E-ticket	\$461.80
XXXXX5371	4/12/2013		UA	SMITH/JOHN	XYZ COMPANY	20031		64644 Used	4/11/2014	E-ticket	\$394.66
XXXXX5372	4/26/2013		DL	SMITH/JOHN	XYZ COMPANY	20031	05-G105	FUTURE	4/25/2014	E-ticket	\$719.60
XXXXX5373	4/4/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		10051 Used	4/3/2014	E-ticket	\$147.80
XXXXX5374	4/18/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		10051 FUTURE	4/17/2014	E-ticket	\$269.80
XXXXX5375	4/25/2013		AA	SMITH/JOHN	XYZ COMPANY	20035		Used	4/24/2014	E-ticket	\$1,139.80
XXXXX5376	4/25/2013		AA	SMITH/JOHN	XYZ COMPANY	20035		FUTURE	4/24/2014	E-ticket	\$612.80
XXXXX5377	4/26/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		FUTURE	4/25/2014	E-ticket	\$606.60
XXXXX5378	4/26/2013		AA	SMITH/JOHN	XYZ COMPANY	20035		FUTURE	4/25/2014	E-ticket	\$681.60
XXXXX5379	4/2/2013		WN	SMITH/JOHN	XYZ COMPANY	20031		10764 UNKNOWN	4/1/2014	Ticketless/Non-arc	\$612.60
XXXXX5380	4/8/2013		WN	SMITH/JOHN	XYZ COMPANY	20031		UNKNOWN	4/7/2014	Ticketless/Non-arc	\$323.80
XXXXX5381	4/5/2013		UA	SMITH/JOHN	XYZ COMPANY	20031		10771 REFUND	4/4/2014	E-ticket	\$790.12
XXXXX5382	4/10/2013		US	SMITH/JOHN	XYZ COMPANY	20031		10771 Used	4/9/2014	E-ticket	\$322.80
XXXXX5383	4/19/2013		UA	SMITH/JOHN	XYZ COMPANY	20031		10771 Used	4/18/2014	E-ticket	\$804.94
XXXXX5384	4/23/2013		DL	SMITH/JOHN	XYZ COMPANY	20031		10771 Used	4/22/2014	E-ticket	\$415.80
XXXXX5385	4/11/2013		DL	SMITH/JOHN	XYZ COMPANY	20031		10747 FUTURE	4/10/2014	E-ticket	\$588.60
XXXXX5386	4/15/2013		WN	SMITH/JOHN	XYZ COMPANY	20031		0 UNKNOWN	4/14/2014	Ticketless/Non-arc	\$243.80
XXXXX5387	4/1/2013		UA	SMITH/JOHN	XYZ COMPANY	20031		10265 Used	3/31/2014	E-ticket	\$430.70
XXXXX5388	4/5/2013		WN	SMITH/JOHN	XYZ COMPANY	20031		UNKNOWN	4/4/2014	Ticketless/Non-arc	\$173.80
XXXXX5389	4/23/2013		WN	SMITH/JOHN	XYZ COMPANY	20031		10764 UNKNOWN	4/22/2014	Ticketless/Non-arc	\$277.60
XXXXX5390	4/3/2013		DL	SMITH/JOHN	XYZ COMPANY	20031		10530 Used	4/2/2014	E-ticket	\$719.80
XXXXX5391	4/5/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		10164 Used	4/4/2014	E-ticket	\$925.40
XXXXX5392	4/26/2013		WN	SMITH/JOHN	XYZ COMPANY	20031		0 UNKNOWN	4/25/2014	Ticketless/Non-arc	\$283.80
XXXXX5393	4/1/2013		DL	SMITH/JOHN	XYZ COMPANY	20031		10762 FUTURE	3/31/2014	E-ticket	\$819.80
XXXXX5394	4/12/2013		US	SMITH/JOHN	XYZ COMPANY	20031		11474 FUTURE	4/11/2014	E-ticket	\$438.60
XXXXX5395	4/2/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		10764 Used	4/1/2014	E-ticket	\$570.80
XXXXX5396	4/15/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		10764 OPEN	4/14/2014	E-ticket	\$695.78
XXXXX5397	4/22/2013		DL	SMITH/JOHN	XYZ COMPANY	20031		10764 Used	3/3/2014	E-ticket	\$983.90
XXXXX5398	4/23/2013		AA	SMITH/JOHN	XYZ COMPANY	20031		10764 Used	4/22/2014	E-ticket	\$753.80

AIR OUT OF POLICY

GENERATED MAY 6, 2013

ACCOUNT

DATE RANGE 1/1/2013 AM TO 4/30/2013 PM



Passenger	sort1	Invoice	Ticket	Days Adv	Aln	Date	Origin Airport	Destination Airport	Fare Paid	Declined Fare	Trips Days	Agt	PNR
B - Business/1st Class Requested													
DOE/JOHN	GX2208000	0015-15157262	XXXXX6333	94	DL	16-May	WASHINGTON D.C.-DULLES	ATLANTA	\$2,662.60	\$1,307.40	15	SO	ZW5910
					DL	16-May	ATLANTA	SEOUL INCHEON INTERNATIO					
					DL	30-May	SEOUL INCHEON INTERNATIO	ATLANTA					
					DL	30-May	ATLANTA	WASHINGTON D.C.-DULLES					
E - Airline Specified													
DOE/JOHN	GX2720000	0015-15152564	XXXXX6333	21	US	4-Feb	COLUMBUS	WASHINGTON DC-NATIONAL	\$487.80	\$337.60	2	SO	RF41BQ
					US	5-Feb	WASHINGTON DC-NATIONAL	COLUMBUS					
F - Flight Specified													
DOE/JOHN	RX2485803	0015-15165748	XXXXX6333	13	UA	18-Apr	LOS ANGELES	WASHINGTON D.C.-DULLES	\$667.80	\$449.60	2	SO	VD1G94
					UA	19-Apr	WASHINGTON D.C.-DULLES	LOS ANGELES					
DOE/JOHN	RX4285516	0015-15159564	XXXXX6333	6	WN	3-Mar	BALTIMORE/WASHINGTON INTL	DENVER	\$923.70	\$668.60	3	SO	T5XK7W
					WN	3-Mar	DENVER	ALBUQUERQUE					
					WN	5-Mar	ALBUQUERQUE	BALTIMORE/WASHINGTON INTL					
DOE/JOHN	GD4280625	0015-15156088	XXXXX6333	7	AA	11-Feb	WASHINGTON DC-NATIONAL	MIAMI	\$608.65	\$239.80	2	SO	TDHL6Y
					AA	12-Feb	MIAMI	WASHINGTON DC-NATIONAL					
DOE/JOHN	GD4280625	0015-15168709	XXXXX6333						\$431.45	\$260.60		SO	Q5WHQ4
DOE/JOHN	RT2300016	0015-15161762	XXXXX6333	26	EK	6-Apr	WASHINGTON D.C.-DULLES	DUBAI	\$1,551.70	\$1,248.10	9	SO	QGSJCS
					EK	14-Apr	DUBAI	NEW YORK-KENNEDY					
					EK	14-Apr	NEW YORK-KENNEDY	WASHINGTON D.C.-DULLES					
DOE/JOHN	GD2462300	0015-15157278	XXXXX6333	12	UA	24-Feb	SAN FRANCISCO	WASHINGTON D.C.-DULLES	\$777.80	\$549.28	4	SO	KGRQXA
					UA	26-Feb	WASHINGTON D.C.-DULLES	SAN FRANCISCO					
DOE/JOHN	GD2462300	0015-15163676	XXXXX6333	12	VX	3-Apr	SAN FRANCISCO	WASHINGTON D.C.-DULLES	\$775.80	\$577.20	3	SO	X2X6BK
					VX	5-Apr	WASHINGTON D.C.-DULLES	SAN FRANCISCO					
H - Declined Connection													
DOE/JOHN	GD2580200	0015-15159889	XXXXX6333	22	DL	20-Mar	DETROIT-METRO	WASHINGTON DC-NATIONAL	\$693.03	\$350.60	3	SO	KH3MPC
					DL	22-Mar	WASHINGTON DC-NATIONAL	DETROIT-METRO					
DOE/JOHN	GS2874020	0015-15161050	XXXXX6333	70	UA	14-May	WASHINGTON D.C.-DULLES	ROME-LEONARDO DA VINCI	\$1,277.90	\$0.00	21	SO	JZBVZS
					UA	3-Jun	ROME-LEONARDO DA VINCI	WASHINGTON D.C.-DULLES					
DOE/JOHN	GD2240901	0015-15162384	XXXXX6333	135	UA	27-Jul	WASHINGTON D.C.-DULLES	FRANKFURT	\$1,841.70	\$1,296.90	8	SO	PKRQK8
					UA	28-Jul	FRANKFURT	PRAGUE					
					UA	3-Aug	PRAGUE	MUNICH					
					UA	3-Aug	MUNICH	WASHINGTON D.C.-DULLES					
DOE/JOHN	GD2500914	0015-15151499	7182163980	35	UA	11-Feb	WASHINGTON D.C.-DULLES	TOKYO-NARITA	\$1,990.20	\$1,487.90	6	SO	PL3H5Q
					UA	16-Feb	TOKYO-NARITA	WASHINGTON D.C.-DULLES					
L - Travel Dates/Times Specified													
DOE/JOHN	RX2240648	0015-15157970	XXXXX6333	16	UA	3-Mar	WASHINGTON D.C.-DULLES	LOS ANGELES	\$770.60	\$517.46	7	SO	LXX09Q
					UA	3-Mar	LOS ANGELES	SANTA BARBARA					
					UA	9-Mar	SANTA BARBARA	SAN FRANCISCO					
					UA	9-Mar	SAN FRANCISCO	WASHINGTON D.C.-DULLES					
DOE/JOHN	GX5001000	0015-15151015	XXXXX6333	32	US	3-Feb	BALTIMORE/WASHINGTON INTL	PHOENIX	\$484.80	\$283.10	4	SO	NTBQK5
					US	6-Feb	PHOENIX	WASHINGTON DC-NATIONAL					
DOE/JOHN	GX1027000	0015-15165726	XXXXX6333	6	B6	11-Apr	BOSTON	WASHINGTON DC-NATIONAL	\$679.80	\$401.80	1	SO	V3C9Z4
					B6	11-Apr	WASHINGTON DC-NATIONAL	BOSTON					

DOE/JOHN	GX4114000	0015-15154110	XXXXX6333	8	US	31-Jan	PITTSBURGH	WASHINGTON DC-NATIONAL	\$827.80	\$240.52	2	SO	MCZ43G
DOE/JOHN	RX4285213	0015-15159802	XXXXX6333	8	US	1-Feb	WASHINGTON DC-NATIONAL	PITTSBURGH					
					DL	6-Mar	BALTIMORE/WASHINGTON INTL	MINNEAPOLIS/ST PAUL	\$715.64	\$514.60	3	SO	JCNX6U
					DL	8-Mar	MINNEAPOLIS/ST PAUL	BALTIMORE/WASHINGTON INTL					
DOE/JOHN	RX4285213	0015-15159869	XXXXX6333	0	WN				\$633.70	\$466.10		SO	K7HPQ4
DOE/JOHN	RT2497000	0015-15159636	XXXXX6333	2	US	27-Feb	PHILADELPHIA	BOSTON	\$404.40	\$178.08	1	SO	V8KGSA
DOE/JOHN	RT2497004	0015-15151215	XXXXX6333	46	AF	19-Feb	PARIS-DE GAULLE	WASHINGTON D.C.-DULLES	\$3,416.53	\$3,416.53	5	56	SBPPC6
					AF	22-Feb	WASHINGTON D.C.-DULLES	PARIS-DE GAULLE					
DOE/JOHN	RX4285797	0015-15168753	XXXXX6333	10	DL	6-May	WASHINGTON DC-NATIONAL	ATLANTA	\$578.59	\$334.60	3	SO	T7ZGNG
					DL	8-May	ATLANTA	WASHINGTON DC-NATIONAL					
DOE/JOHN	GD2460024	0015-15162629	XXXXX6333	24	AA	8-Apr	RALEIGH/DURHAM	WASHINGTON DC-NATIONAL	\$554.91	\$304.50	1	SO	X1QGJ2
					AA	8-Apr	WASHINGTON DC-NATIONAL	RALEIGH/DURHAM					
DOE/JOHN	GX4114000	0015-15154223	XXXXX6333	0	DL				\$659.24	\$213.80		SO	P2HSNW
DOE/JOHN	RE2400022	0015-15162507	XXXXX6333	8	B6	22-Mar	BOSTON	WASHINGTON DC-NATIONAL	\$506.80	\$314.10	2	SO	RP2ZQA
					B6	23-Mar	WASHINGTON DC-NATIONAL	BOSTON					
W - Waiver													
DOE/JOHN	GX2100000	0015-15160256	XXXXX6333	82	AA	21-May	SAO PAULO-GUARULHOS	BOGOTA	\$1,567.16	\$1,211.12	2	SO	SX5ZW2
					AA	21-May	BOGOTA	MIAMI					
					AA	21-May	MIAMI	WASHINGTON DC-NATIONAL					
DOE/JOHN	RT2400004	0015-15159579	XXXXX6333	13	US	10-Mar	WASHINGTON DC-NATIONAL	NEW ORLEANS	\$1,017.80	\$429.60	3	SO	TKFVS2
					US	12-Mar	NEW ORLEANS	WASHINGTON DC-NATIONAL					
DOE/JOHN	RX4285312	0015-15157208	XXXXX6333	66	UA	18-Apr	WASHINGTON DC-NATIONAL	SEATTLE/TACOMA	\$631.70	\$338.10	4	SO	WP25R4
					UA	20-Apr	SEATTLE/TACOMA	LOS ANGELES					
					UA	20-Apr	LOS ANGELES	WASHINGTON D.C.-DULLES					
DOE/JOHN	GX2720000	0015-15164373	XXXXX6333	11	VS	7-Apr	LONDON-HEATHROW	WASHINGTON D.C.-DULLES	\$2,468.10	\$1,118.10	6	SO	LRFVCO
					VS	11-Apr	WASHINGTON D.C.-DULLES	LONDON-HEATHROW					
DOE/JOHN	RX2462028	0015-15153125	XXXXX6333	94	UA	20-Apr	WASHINGTON D.C.-DULLES	HUNTSVILLE/DECATUR	\$465.80	\$254.20	5	SO	NJLVM1
					UA	24-Apr	HUNTSVILLE/DECATUR	WASHINGTON D.C.-DULLES					
DOE/JOHN	RX4285516	0015-15162600	XXXXX6333	6	DL	21-Mar	WASHINGTON DC-NATIONAL	ATLANTA	\$1,013.60	\$830.27	3	SO	WDQJ80
					DL	21-Mar	ATLANTA	TULSA					
					DL	23-Mar	TULSA	ATLANTA					
					DL	23-Mar	ATLANTA	WASHINGTON DC-NATIONAL					
DOE/JOHN	GX2710000	0015-15164481	XXXXX6333	14	DL	11-Apr	DETROIT-METRO	WASHINGTON DC-NATIONAL	\$476.53	\$315.60	3	SO	NTQ15Q
					DL	13-Apr	WASHINGTON DC-NATIONAL	DETROIT-METRO					
Net Ticket Count: 32									\$32,563.63	\$20,455.76	133		

COST EXCEPTION REPORT

GENERATED MAY 8, 2013

ACCOUNT

DATE RANGE 4/1/2013 AM TO 4/30/2013 PM



Passenger Name	Ticket	Days	Adv	Aln	Depart	Origin Airport	Destination	Fare	Full	Fare	Low Fare	Cost of	Reason	PNR
					Date		Airport	Basis	Fare	Flown	Quoted	Exception		
SMITH/JOHN	1	6		US	4/15/2013	CHARLOTTE	BALTIMORE/WASHINGTON INTL		\$328.30	\$328.30	\$157.73	\$170.57	Declined Connection	SGPZPI
				US	4/16/2013	BALTIMORE/WASHINGTON INTL	CHARLOTTE							
SMITH/JOHN	2	90		US	7/24/2013	CHARLOTTE	DAYTON		\$798.01	\$798.01	\$306.71	\$491.30	Flight Specified	NPK90Y
				US	7/28/2013	INDIANAPOLIS	CHARLOTTE							
SMITH/JOHN	3	52		DL	6/13/2013	ASHEVILLE	ATLANTA	UE21A0QJ	\$463.04	\$463.04	\$192.94	\$270.10	Unused Ticket	MNM990
				DL	6/13/2013	ATLANTA	DETROIT-METRO	UE21A0QJ						
				DL	6/17/2013	DETROIT-METRO	ATLANTA	UE21A0QJ						
				DL	6/17/2013	ATLANTA	ASHEVILLE	UE21A0QJ						
SMITH/JOHN	4			DL					\$415.19	\$415.19	\$383.39	\$31.80	Unused Ticket	MRJ92S
SMITH/JOHN	5	78		DL	6/20/2013	KANSAS CITY-INTL	MEMPHIS		\$335.57	\$335.57	\$0.00	\$335.57	Travel Dates/Times Specified	T7XD3K
				DL	6/20/2013	MEMPHIS	MILWAUKEE							
				DL	6/23/2013	MILWAUKEE	DETROIT-METRO							
				DL	6/23/2013	DETROIT-METRO	KANSAS CITY-INTL							
SMITH/JOHN	6	78		DL	6/20/2013	KANSAS CITY-INTL	MEMPHIS		\$300.62	\$300.62	\$0.00	\$300.62	Travel Dates/Times Specified	T7TD3W
				DL	6/20/2013	MEMPHIS	MILWAUKEE							
				DL	6/23/2013	MILWAUKEE	DETROIT-METRO							
				DL	6/23/2013	DETROIT-METRO	KANSAS CITY-INTL							
SMITH/JOHN	7	10		UA	4/22/2013	CHARLOTTE	WASHINGTON D.C.-DULLES		\$476.64	\$476.64	\$0.00	\$476.64	Travel Dates/Times Specified	ZZXMP2
				UA	4/22/2013	WASHINGTON D.C.-DULLES	TORONTO							
				UA	4/22/2013	TORONTO	CHARLOTTE							
SMITH/JOHN	8	42		DL	5/15/2013	SARASOTA/BRADENTON	ATLANTA		\$324.34	\$324.34	\$0.00	\$324.34	Travel Dates/Times Specified	SD3RQ4
				DL	5/15/2013	ATLANTA	CHARLOTTE							
				DL	5/18/2013	CHARLOTTE	ATLANTA							
				DL	5/18/2013	ATLANTA	SARASOTA/BRADENTON							
SMITH/JOHN	9	41		AA	6/5/2013	FRESNO	LOS ANGELES		\$385.60	\$385.60	\$0.00	\$385.60	Travel Dates/Times Specified	KN2JVA
				AA	6/5/2013	LOS ANGELES	DALLAS/FT WORTH							
				AA	6/8/2013	DALLAS/FT WORTH	LOS ANGELES							
				AA	6/8/2013	LOS ANGELES	FRESNO							
SMITH/JOHN	10	49		DL	6/5/2013	DAYTONA BEACH	ATLANTA		\$481.65	\$481.65	\$0.00	\$481.65	Travel Dates/Times Specified	VS7VNW
				DL	6/5/2013	ATLANTA	DALLAS/FT WORTH							
				DL	6/8/2013	DALLAS/FT WORTH	ATLANTA							
				DL	6/8/2013	ATLANTA	DAYTONA BEACH							
SMITH/JOHN	11	49		DL	6/5/2013	DAYTONA BEACH	ATLANTA		\$481.65	\$481.65	\$0.00	\$481.65	Travel Dates/Times Specified	VTZ1LC
				DL	6/5/2013	ATLANTA	DALLAS/FT WORTH							
				DL	6/8/2013	DALLAS/FT WORTH	ATLANTA							
				DL	6/8/2013	ATLANTA	DAYTONA BEACH							



Processed Date: June 6, 2013 9:42 AM

Advance Purchase Detail

Advance Purchase Detail Report						
Passenger	Advance	Issued	Depart	AL	Itinerary	Fare Paid
0 Days Advance Purchase						
Doe/John	0	05/30/13	05/30/13	WN	ABQ PHX	\$0.00
1 Days Advance Purchase						
Doe/John	1	05/22/13	05/23/13	WN	MCI DAL MCI	\$0.00
Doe/John	1	05/22/13	05/23/13	WN	MCI DAL MCI	\$0.00
Doe/John	1	05/08/13	05/09/13	WN	MCI MKE MCI	\$465.80
Doe/John	1	05/08/13	05/09/13	WN	MCI MKE MCI	\$497.80
2 Days Advance Purchase						
Doe/John	2	05/21/13	05/23/13	WN	MCI DAL MCI	\$492.80
Doe/John	2	05/21/13	05/23/13	WN	MCI DAL MCI	\$492.80
4 Days Advance Purchase						
Doe/John	4	05/24/13	05/28/13	WN	BOS BWI BOS	\$78.00
5 Days Advance Purchase						
Doe/John	5	05/29/13	06/03/13	US	IAH.CLT ATL.CLT IAH	\$449.10
7 Days Advance Purchase						
Doe/John	7	05/13/13	05/20/13	WN	MCO MCI MCO	\$789.80
Doe/John	7	05/13/13	05/20/13	WN	MCI.DAL LIT MCI	\$437.60
Doe/John	7	05/14/13	05/21/13	WN	MCI IND MCI	\$466.80
8 Days Advance Purchase						
Doe/John	8	05/09/13	05/17/13	WN	MCI DEN MCI	\$339.80
Doe/John	8	05/12/13	05/20/13	UA	IAH BFL IAH	\$708.30
Doe/John	8	05/08/13	05/16/13	WN	PHX LAX PHX	\$223.80
Doe/John	8	05/15/13	05/23/13	DL	DAB.ATL MCI.ATL DAB	\$663.60
Doe/John	8	05/20/13	05/28/13	UA	IAH GDL IAH	\$719.57
9 Days Advance Purchase						
Doe/John	9	05/20/13	05/29/13	WN	PHX ABQ PHX	\$343.80
10 Days Advance Purchase						
Doe/John	10	05/10/13	05/20/13	UA	MCI.ORD LHR.EWR MCI	\$1,928.80
Doe/John	10	05/10/13	05/20/13	UA	MCI.ORD LHR.EWR MCI	\$1,928.80
11 Days Advance Purchase						
Doe/John	11	05/10/13	05/21/13	WN	MCI CMH MCI	\$558.60
Doe/John	11	05/29/13	06/09/13	WN	MCI MDW MCI	\$300.80
Doe/John	11	05/02/13	05/13/13	US	MCI SLC.PHX MCI	\$368.60

Advance Purchase Detail Report

Passenger	Advance	Issued	Depart	AL	Itinerary	Fare Paid
Doe/John	11	05/08/13	05/19/13	AS	SEA SMF SEA	\$327.80
Doe/John	11	05/22/13	06/02/13	KE	SHA GMP SHA	\$505.50
Doe/John	11	05/03/13	05/14/13	WN	CLE BWI CLE	\$142.80
12 Days Advance Purchase						
Doe/John	12	05/22/13	06/03/13	WN	BOS MCI BOS	\$540.80
Doe/John	12	05/21/13	06/02/13	UA	IAH TAM.MEX CME IAH	\$1,253.03
13 Days Advance Purchase						
Doe/John	13	05/20/13	06/02/13	WN	MCI FLL MCI	\$443.80
14 Days Advance Purchase						
Doe/John	14	05/22/13	06/05/13	WN	MCI HOU.DAL MCI	\$374.20
Doe/John	14	05/28/13	06/11/13	WN	MCI MDW MCI	\$336.80
15 Days Advance Purchase						
Doe/John	15	05/13/13	05/28/13	DL	SRQ.ATL SNA	\$0.00
Doe/John	15	05/02/13	05/17/13	WN	BNA MCI	\$178.40
16 Days Advance Purchase						
Doe/John	16	05/24/13	06/09/13	UA	IAH ORD IAH	\$363.30
Doe/John	16	05/08/13	05/24/13	UA	MCI.IAD FRA TXL.EWR MCI	\$2,155.50
17 Days Advance Purchase						
Doe/John	17	05/22/13	06/08/13	UA	MCI.ORD BRU.ORD MCI	\$1,652.50
Doe/John	17	05/24/13	06/10/13	WN	MCI MDW MCI	\$481.80
18 Days Advance Purchase						
Doe/John	18	05/10/13	05/28/13	WN	MCI MSP.MDW MCI	\$468.70
Doe/John	18	05/13/13	05/31/13	UA	SFO ICN	\$2,418.20
Doe/John	18	05/15/13	06/02/13	WN	MCI LAS MCI	\$261.80
Doe/John	18	05/31/13	06/18/13	WN	PHX MCI PHX	\$0.00
Doe/John	18	05/15/13	06/02/13	WN	MCI LAS MCI	\$373.80
19 Days Advance Purchase						
Doe/John	19	05/15/13	06/03/13	WN	HOU MSY HOU	\$185.30
Doe/John	19	05/13/13	06/01/13	KE	ICN KUL	\$490.60
Doe/John	19	05/01/13	05/20/13	WN	MCI MKE MCI	\$277.80
Doe/John	19	05/29/13	06/17/13	UA	IAH LIM IAH	\$1,413.14
20 Days Advance Purchase						
Doe/John	20	05/09/13	05/29/13	AS	SNA.PDX GEG.SEA MCI	\$392.60
Doe/John	20	05/22/13	06/11/13	DL	MCI.ATL TYS.ATL MCI	\$522.60
Doe/John	20	05/14/13	06/03/13	WN	PHX ATL PHX	\$367.80
Doe/John	20	05/21/13	06/10/13	UA	IAH POS IAH	\$711.60
Doe/John	20	05/28/13	06/17/13	UA	IAH MCI IAH	\$383.30
21 Days Advance Purchase						
Doe/John	21	05/20/13	06/10/13	WN	MCI MDW MCI	\$449.80

HOTEL DETAIL ANALYSIS

GENERATED MAY 6, 2013

ACCOUNT

DATE RANGE 4/1/2013 AM TO 4/30/2013 PM



Rank		Hotel Chain	Bkgs	% of Bkgs	Hotel Nights	% of Hotel Nights	Avg Days	Cost	% of Cost	Avg Cost	Avg Rate
1	YX	Synxis Reservation Services	4	18.18	10	21.28	2.5	\$1,105.90	0.21	\$276.48	\$110.59
2	RD	Radisson Hotels	2	9.09	8	17.02	4	\$661.52	0.12	\$330.76	\$82.69
3	HX	Hampton Inns	3	13.64	6	12.77	2	\$773.00	0.15	\$257.67	\$128.83
4	GI	Hilton Garden Inn	2	9.09	5	10.64	2.5	\$625.00	0.12	\$312.50	\$125.00
5	CX	Country Inn & Suites	1	4.55	4	8.51	4	\$466.00	0.09	\$466.00	\$116.50
6	HI	Holiday Inns	2	9.09	4	8.51	2	\$394.25	0.07	\$197.13	\$98.56
7	WG	Wingate Hotels	1	4.55	2	4.26	2	\$219.30	0.04	\$219.30	\$109.65
8	HY	Hyatt Hotels & Resorts	2	9.09	2	4.26	1	\$288.00	0.05	\$144.00	\$144.00
9	MC	Marriott Hotels	1	4.55	2	4.26	2	\$438.00	0.08	\$438.00	\$219.00
10	CZ	Comfort Suites	1	4.55	1	2.13	1	\$75.65	0.01	\$75.65	\$75.65
11	LQ	La Quinta Inns & Suites	1	4.55	1	2.13	1	\$90.25	0.02	\$90.25	\$90.25
12	CI	Comfort Inns	1	4.55	1	2.13	1	\$75.00	0.01	\$75.00	\$75.00
13	DR	Drury Inns	1	4.55	1	2.13	1	\$114.99	0.02	\$114.99	\$114.99
GRAND TOTALS			22	100	47	100	2.14	\$5,326.86	100	\$242.13	\$113.34

HOTEL PROPERTY SUMMARY

GENERATED MAY 6, 2013

ACCOUNT

DATE RANGE 4/1/2013 AM TO 4/30/2013 PM



4/1/2013 - 4/30/2013

Bkgs	% of Bkgs	Hotel Days	% of Days	Hotel Cost	% of Cost	Avg Rate	Rank	Property	Address	City	Bkgs	% of Bkgs	Hotel Days	% of Days	Hotel Cost	% of Cost	Avg Rate
3	13.6	9	19.1	\$1,026.00	19.3	\$114.00	1	PARKE REGENCY HOTEL		BLOOMINGTON	3	13.6	9	19.1	\$1,026.00	19.3	\$114.00
2	9.1	8	17	\$661.52	12.4	\$82.69	2	RD PHOENIX CHANDLER		PHOENIX	2	9.1	8	17	\$661.52	12.4	\$82.69
1	4.5	4	8.5	\$466.00	8.7	\$116.50	3	CX BLOOM NML AIR		BLOOMINGTON	1	4.5	4	8.5	\$466.00	8.7	\$116.50
1	4.5	2	4.3	\$438.00	8.2	\$219.00	4	OVERLAND PARK MARRI		KANSAS CITY-DOWNTOWN	1	4.5	2	4.3	\$438.00	8.2	\$219.00
1	4.5	3	6.4	\$336.00	6.3	\$112.00	5	HAMPTON STES PLAZA		KANSAS CITY-DOWNTOWN	1	4.5	3	6.4	\$336.00	6.3	\$112.00
1	4.5	3	6.4	\$327.00	6.1	\$109.00	6	HILTON GRDN INN PHO		PHOENIX	1	4.5	3	6.4	\$327.00	6.1	\$109.00
1	4.5	2	4.3	\$318.00	6	\$159.00	7	HAMPTON STE BLOOMIN		BLOOMINGTON	1	4.5	2	4.3	\$318.00	6	\$159.00
1	4.5	2	4.3	\$298.00	5.6	\$149.00	8	HILTON GI OMAHA WST		OMAHA	1	4.5	2	4.3	\$298.00	5.6	\$149.00
1	4.5	3	6.4	\$282.00	5.3	\$94.00	9	HOLIDAY INN EXP SCO		SCOTTSDALE	1	4.5	3	6.4	\$282.00	5.3	\$94.00
1	4.5	2	4.3	\$219.30	4.1	\$109.65	10	HOUSTON TX		HOUSTON-HOBBY	1	4.5	2	4.3	\$219.30	4.1	\$109.65
1	4.5	1	2.1	\$159.00	3	\$159.00	11	HYATT PLACE DEN SOU		DENVER	1	4.5	1	2.1	\$159.00	3	\$159.00
1	4.5	1	2.1	\$129.00	2.4	\$129.00	12	HYATT PLACE INDY AR		INDIANAPOLIS	1	4.5	1	2.1	\$129.00	2.4	\$129.00
1	4.5	1	2.1	\$119.00	2.2	\$119.00	13	HAMPTON INN ST LOUI		ST. LOUIS	1	4.5	1	2.1	\$119.00	2.2	\$119.00
1	4.5	1	2.1	\$114.99	2.2	\$114.99	14	DRURY INN ST PETERS		ST. LOUIS	1	4.5	1	2.1	\$114.99	2.2	\$114.99
1	4.5	1	2.1	\$112.25	2.1	\$112.25	15	HOLIDAY INN EXPRESS		DALLAS/FT WORTH	1	4.5	1	2.1	\$112.25	2.1	\$112.25
1	4.5	1	2.1	\$90.25	1.7	\$90.25	16	LA QUINTA NE MALL		MEACHAM	1	4.5	1	2.1	\$90.25	1.7	\$90.25
1	4.5	1	2.1	\$79.90	1.5	\$79.90	17	COBBLESTONE HOTEL S		LINCOLN	1	4.5	1	2.1	\$79.90	1.5	\$79.90
1	4.5	1	2.1	\$75.65	1.4	\$75.65	18	COMFORT SUITES CARM		INDIANAPOLIS	1	4.5	1	2.1	\$75.65	1.4	\$75.65
1	4.5	1	2.1	\$75.00	1.4	\$75.00	19	COMFORT INN AND SUI		OKLAHOMA CITY	1	4.5	1	2.1	\$75.00	1.4	\$75.00
22	100	47	100	\$5,326.86	100	\$113.34					22	100	47	100	\$5,326.86	100	\$113.34

CAR CHAIN SUMMARY

GENERATED MAY 6, 2013

ACCOUNT

DATE RANGE 4/1/2013 AM TO 4/30/2013 PM



4/1/2013 - 4/30/2013										4/1/2013 - 4/30/2013							
Bkgs	% of Bkgs	Car Days	% of Days	Car Cost	% of Cost	Avg Cost	Avg Rate	Rank	Car Type	Bkgs	% of Bkgs	Car Days	% of Days	Car Cost	% of Cost	Avg Cost	Avg Rate
Avis																	
7	24.14	25	21.37	\$1,340.96	100	\$191.57	\$53.64		Standard	7	24.14	25	21.37	\$1,340.96	24.96	\$191.57	\$53.64
13	44.83	67	57.26	\$2,799.23	100	\$215.33	\$41.78		Mid-size	13	44.83	67	57.26	\$2,799.23	52.1	\$215.33	\$41.78
9	31.03	25	21.37	\$1,232.93	100	\$136.99	\$49.32		Full-Size Car	9	31.03	25	21.37	\$1,232.93	22.95	\$136.99	\$49.32
29	100	117	100	\$5,373.12	100	\$185.28	\$45.92			29	100	117	100	\$5,373.12	100	\$185.28	\$45.92
Enterprise																	
1	5	3	3.9	\$121.02	100	\$121.02	\$40.34		Intermediate	1	2.04	3	1.55	\$121.02	1.48	\$121.02	\$40.34
14	70	58	75.32	\$1,965.88	100	\$140.42	\$33.89		Standard	14	28.57	58	29.9	\$1,965.88	24.12	\$140.42	\$33.89
4	20	14	18.18	\$608.56	100	\$152.14	\$43.47		Mid-size	4	8.16	14	7.22	\$608.56	7.47	\$152.14	\$43.47
1	5	2	2.6	\$81.16	100	\$81.16	\$40.58		Full-Size Car	1	2.04	2	1.03	\$81.16	1	\$81.16	\$40.58
20	100	77	100	\$2,776.62	34.07	\$138.83	\$36.06			20	40.82	77	39.69	\$2,776.62	34.07	\$138.83	\$36.06
Hertz																	
1	100	2	100	\$45.01	100	\$45.01	\$22.51		Mid-size	1	2	2	1.02	\$45.01	0.55	\$45.01	\$22.51
1	100	2	100	\$45.01	0.55	\$45.01	\$22.51			1	2	2	1.02	\$45.01	0.55	\$45.01	\$22.51
50	100	196	100	\$8,194.75	100	\$163.90	\$41.81			50	100	196	100	\$8,194.75	100	\$163.90	\$41.81

All

Printed:

03/29/2013

Date Range:

02/01/2013 to 02/28/2013

Air CO2 Emission Report

Market Pair	Trans	TotalMiles	CO2(Kgs)
Short Haul			
Baton Rouge (BTR) - Houston (IAH)	470	118,910	34,448.23
College Station (CLL) - Dallas (DFW)	452	74,128	21,474.88
Atlanta (ATL) - Birmingham (BHM)	482	64,588	18,711.14
Atlanta (ATL) - Charlotte (CLT)	264	59,928	17,361.14
Atlanta (ATL) - Tallahassee (TLH)	250	55,750	16,150.78
Austin (AUS) - Dallas (DFW)	283	51,789	15,003.27
Cedar Rapids (CID) - Chicago (ORD)	244	47,456	13,748.00
Kansas City (MCI) - Saint Louis (STL)	198	47,103	13,645.74
Dallas (DFW) - Tulsa (TUL)	184	43,608	12,633.24
Dallas (DFW) - Shreveport (SHV)	219	41,610	12,054.42
Anchorage (ANC) - Fairbanks (FAI)	140	36,540	10,585.64
Chicago (ORD) - Indianapolis (IND)	181	32,037	9,281.12
Chicago (ORD) - Saint Louis (STL)	124	31,992	9,268.08
Dallas (DFW) - San Antonio (SAT)	122	30,134	8,729.82
Detroit (DTW) - Indianapolis (IND)	110	25,410	7,361.28
Atlanta (ATL) - Savannah (SAV)	116	24,940	7,225.12
Dallas (DFW) - Houston (IAH)	108	24,210	7,013.64
Chicago (ORD) - Waterloo (ALO)	90	21,060	6,101.08
College Station (CLL) - Houston (IAH)	274	20,276	5,873.96
Houston (IAH) - San Antonio (SAT)	106	20,246	5,865.27
Others	5,034	939,086	272,053.21
	9,451	1,810,801	524,589.05
Medium Haul			
Atlanta (ATL) - Kansas City (MCI)	655	453,915	92,053.96
Atlanta (ATL) - Baton Rouge (BTR)	996	447,204	90,692.97
Denver (DEN) - Kansas City (MCI)	562	299,424	60,723.19
Kansas City (MCI) - Washington (DCA)	284	269,046	54,562.53
Atlanta (ATL) - Indianapolis (IND)	526	227,232	46,082.65
Baton Rouge (BTR) - Dallas (DFW)	578	221,364	44,892.62
Chicago (MDW) - Kansas City (MCI)	496	200,838	40,729.95
Dallas (DFW) - Kansas City (MCI)	394	181,282	36,763.99
Atlanta (ATL) - New Orleans (MSY)	422	179,344	36,370.96
Boston (BOS) - Raleigh/Durham (RDU)	287	175,644	35,620.60
Dallas (DAL) - Kansas City (MCI)	381	175,301	35,551.04
Atlanta (ATL) - Washington (DCA)	319	174,481	35,384.75
Chicago (ORD) - Houston (IAH)	185	171,149	34,709.02
Chicago (ORD) - Kansas City (MCI)	418	168,508	34,173.42
Charlotte (CLT) - Kansas City (MCI)	201	162,593	32,973.86
Dallas (DFW) - New Orleans (MSY)	346	155,008	31,435.62
San Francisco (SFO) - Seattle (SEA)	224	151,872	30,799.64
Atlanta (ATL) - Boston (BOS)	160	151,361	30,696.01
Cedar Rapids (CID) - Dallas (DFW)	215	147,275	29,867.37
Charlotte (CLT) - Dallas (DFW)	156	146,172	29,643.68
Others	29,839	17,004,028	3,448,416.88
	37,644	21,263,041	4,312,144.71
Long Haul			
Fairbanks (FAI) - Seattle (SEA)	193	295,869	52,368.81
Boston (BOS) - Dallas (DFW)	187	292,088	51,699.58
Atlanta (ATL) - Denver (DEN)	243	291,357	51,570.19

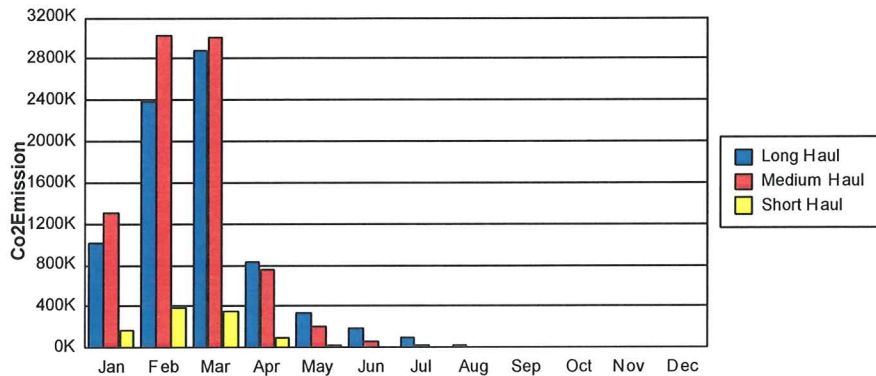
Short Haul - Less than 280.85 miles. Medium Haul - between 280.85 and 994.19 miles. Long Haul - greater than 994.19 miles. Trans are Net.

All
Printed: 03/29/2013
Date Range: 02/01/2013 to 02/28/2013

Air CO2 Emission Report

Market Pair	Trans	TotalMiles	CO2(Kgs)
Atlanta (ATL) - Phoenix (PHX)	170	269,790	47,752.83
Charlotte (CLT) - Phoenix (PHX)	149	264,326	46,785.70
Atlanta (ATL) - Paris (CDG)	58	254,852	45,108.80
Kansas City (MCI) - Phoenix (PHX)	231	240,923	42,643.37
Kansas City (MCI) - New York (LGA)	217	240,034	42,486.02
Charlotte (CLT) - Las Vegas (LAS)	123	235,791	41,735.01
Dallas (DFW) - San Francisco (SFO)	146	213,748	37,833.40
Los Angeles (LAX) - New Orleans (MSY)	113	188,823	33,421.67
Houston (IAH) - San Francisco (SFO)	115	188,097	33,293.17
Atlanta (ATL) - Las Vegas (LAS)	106	185,182	32,777.21
Anchorage (ANC) - Minneapolis (MSP)	73	183,814	32,535.08
Houston (IAH) - Las Vegas (LAS)	148	180,856	32,011.51
Dallas (DFW) - Madrid (MAD)	36	178,776	31,643.35
Kansas City (MCI) - Las Vegas (LAS)	152	173,096	30,637.99
Atlanta (ATL) - San Francisco (SFO)	80	171,108	30,286.12
Houston (IAH) - Washington (DCA)	136	164,288	29,078.98
Kansas City (MCI) - Philadelphia (PHL)	158	164,134	29,051.72
Others	8,926	16,373,052	2,898,030.20
	11,760	20,750,004	3,672,750.71
	58,855	43,823,846	8,509,484.47

Air CO2 Emission



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- >> [STM Hotels](#)
- >> [Rate Past Hotels](#)
- >> [Airline Stand-By Guidelines](#)
- >> [Baggage Rules & Exceptions](#)
- >> [Carbon Calculator](#)
- >> [Flight Tracker](#)
- >> [Online Check In/Baggage Links](#)
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CARBON CALCULATOR

- Depart ▼
- Arrive ▼
- Type ▼

[Calculate >](#)**CARBON CALCULATOR**

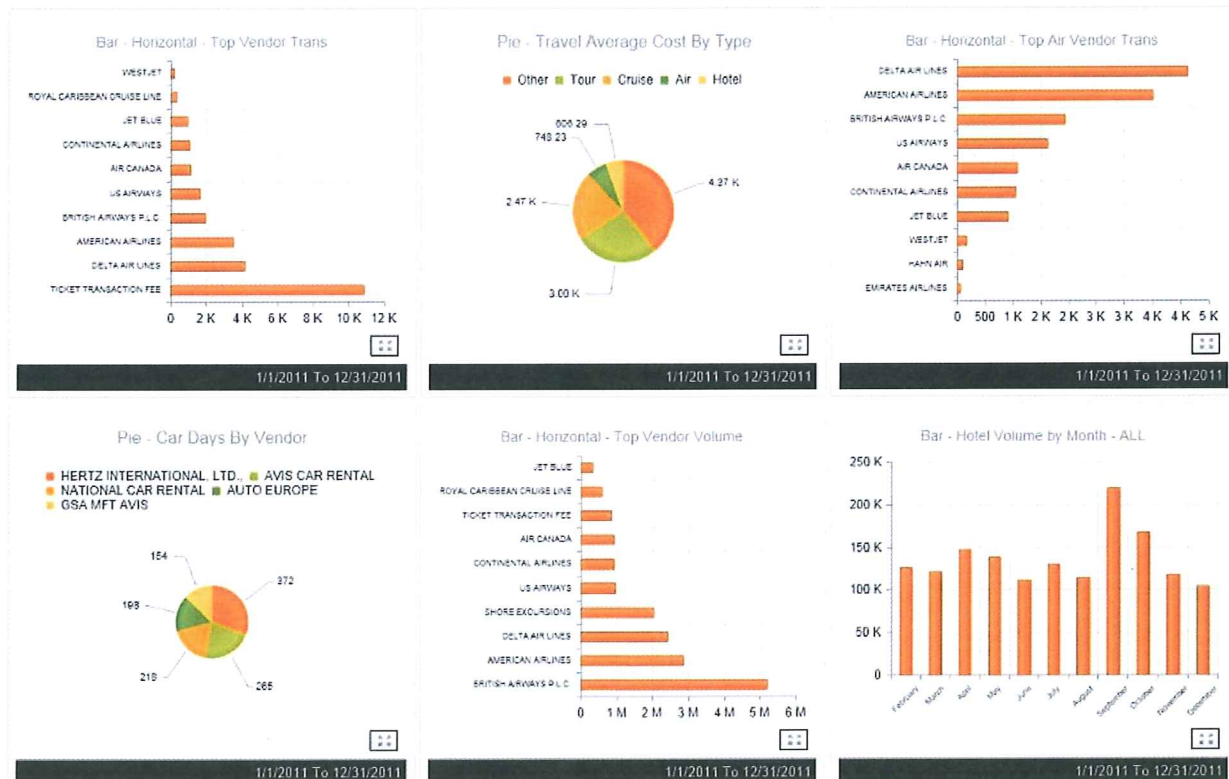
Starting Airport Code	Seattle WA US - Seattle Tacoma Intl Arpt
Ending Airport Code	Boston MA US - Logan Intl Arpt
Miles	4,331 miles round trip (6,971 km)
Flight Status	Long
CO2 Emissions	766.77 kg (0.77 metric tons)

CO2 calculations provided by World Resources Institute

ONLINE REAL-TIME REPORTING

All reporting is updated in real-time and can be accessed from Short's TravelMATE 24/7. They are available in excel, PDF, or HTML. Ad-hoc reporting can be created and is quoted based on the scope of work. Short's has included several examples of reports.

Upon entering your Short's Travel Portal, you will immediately be able to view previously selected, critical reports on your dashboard at a glance:



Appendix A-8

Sample Implementation Timeline



SAMPLE Implementation Plan

IMP PHASE	Project Task Name	Task Owner	Due Date	Status	Notes
SALES	CUSTOMER NEW SALE	Tim Fink	20-Feb-12		
Sales: Sub-Task	Sales Notification	Tim Fink	10-Feb-12	Completed	
Sales: Sub-Task	Sales Notifies Implemenation Manager	Tim Fink	10-Feb-12	Completed	
Sales: Sub-Task	Sales Provides Customer Documentation	Tim Fink	10-Feb-12	Completed	
Sales: Sub-Task	BRQ	Tim Fink	10-Feb-12	Completed	
Sales: Sub-Task	Customer Contract - Signed	Tim Fink	10-Feb-12	Completed	
Sales: Sub-Task	Sales Presentation	Tim Fink	10-Feb-12	Completed	
Sales: Sub-Task	Customer Vendor Contracts	Tim Fink	10-Feb-12	Completed	
Sales: Sub-Task	Customer Requirement Document - Completed	Tim Fink	10-Feb-12	Completed	
Sales: Sub-Task	STM Internal Notifications	Stephanie Schmidt	10-Feb-12	Completed	
Sales: Sub-Task	Operations	Stephanie Schmidt	10-Feb-12	Completed	
Sales: Sub-Task	IT	Stephanie Schmidt	10-Feb-12	Completed	
Sales: Sub-Task	Site Management	Kerri Goblirsch	10-Feb-12	Completed	
Sales: Sub-Task	Accounting	Cheryl Bergman	10-Feb-12	Completed	
Sales: Sub-Task	Notify Accounting of New Account	Stephanie Schmidt	10-Feb-12	Completed	
Sales: Sub-Task	Review Billing Terms	Account Manager	10-Feb-12	Completed	
Sales: Sub-Task	Monthly Billing	Account Manager	10-Feb-12	Completed	
Sales: Sub-Task	Point of Sale	Account Manager	10-Feb-12	Completed	
Sales: Sub-Task	Notify of Apollo Conversion	Dan Gabbert	10-Feb-12	Completed	
Sales: Sub-Task	Reporting	Stephanie Schmidt	10-Feb-12	Completed	
Sales: Sub-Task	Notify Site Management of New Reporting Suite	Stephanie Schmidt	10-Feb-12	Completed	
Sales: Sub-Task	Permissions	Stephanie Schmidt	10-Feb-12	Completed	
Sales: Sub-Task	PCC	Christine Dohmen	10-Feb-12	Completed	
Sales: Sub-Task	ARC	Susan Rice	10-Feb-12	Completed	
Sales: Sub-Task	Reporting Package	Account Manager	10-Feb-12	Completed	
Sales: Sub-Task	Schedule Interat Kick Off Call	Tim Fink	10-Feb-12	Completed	
Sales: Sub-Task	Internal (US)	Tim Fink	10-Feb-12	Completed	
Sales: Sub-Task	Availibility of Team to Host External Kick Off Call	Tim Fink	10-Feb-12	Completed	
PHASE 1: 1 "KICK OFF"	Customer Kick Off: Call No. 1	Stephanie Schmidt	16-Feb-12		
Phase 1: Sub-Task	Customer Introductions	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	STM Introductions	Tim Fink	16-Feb-12	Completed	
Phase 1: Sub-Task	Project Plan Review	Stephanie Schmidt	16-Feb-12	Completed	
Phase 1: Sub-Task	Scope of Project	Stephanie Schmidt	16-Feb-12	Completed	
Phase 1: Sub-Task	for launch	Stephanie Schmidt	16-Feb-12	Completed	
Phase 1: Sub-Task	Introduction to Short's Implementation Team	Stephanie Schmidt	16-Feb-12	Completed	
Phase 1: Sub-Task	Team	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	Influencing Factors/Scope Creep	Stephanie Schmidt	16-Feb-12	Completed	
Phase 1: Sub-Task	Meeting Milestones	Stephanie Schmidt	16-Feb-12	Completed	
Phase 1: Sub-Task	Third Party Integration	Stephanie Schmidt	16-Feb-12	Completed	
Phase 1: Sub-Task	Triplt to Concur Expense	Stephanie Schmidt	16-Feb-12	Completed	
Phase 1: Sub-Task	PRISM - Copy of DRA's	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	SWAG (Implement Core Service)	Stephanie Schmidt	16-Feb-12	Completed	
Phase 1: Sub-Task	Business Planning Session	Account Manager	16-Feb-12	Completed	
Phase 1: Sub-Task	Customer Overview of Business and Culture	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	Review Customer Deliverables	Stephanie Schmidt	16-Feb-12	Completed	
Phase 1: Sub-Task	Travel Policy	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	Monthly Call Reports	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	Top City Pairs, Hotel Cities	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	Key Contacts within the Customer Organization	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	Office Location Listing	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	Key Contacts within Short's Travel Management	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	Overview of Services Purchased from Shorts	Tim Fink	16-Feb-12	Completed	
Phase 1: Sub-Task	Contract Review with Customer	Tim Fink	16-Feb-12	Completed	
Phase 1: Sub-Task	Discussion of Statement of Work Process	Tim Fink	16-Feb-12	Completed	
Phase 1: Sub-Task	Overview of Customer Expectations	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	Reason for Selecting Shorts	Client	16-Feb-12	Completed	
Phase 1: Sub-Task	Reason for RFP Cycle	Client	16-Feb-12	Completed	

Phase 1: Sub-Task	Goals and Objectives of Making a Change	Client	16-Feb-12	Completed
Phase 1: Sub-Task	Previous Travel Policy Management	Client	16-Feb-12	Completed
Phase 1: Sub-Task	Incumbent Agency	Client	16-Feb-12	Completed
Phase 1: Sub-Task	Customer Service	Client	16-Feb-12	Completed
Phase 1: Sub-Task	Ticket Management	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Unused Tickets	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Profiles	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Business Phone	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Personal Phone	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Email Address	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Date of Birth	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Gender	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Address	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Department/Division Information	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Traveler Specific Report Identifier (UDIDs)	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	PNR's not yet traveled	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Confirm Hours of Operation	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Request Holiday Schedule	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Network and Firewall Discussion	Stephanie Schmidt	16-Feb-12	Completed
Phase 1: Sub-Task	Provide IP Addresses	Stephanie Schmidt	16-Feb-12	Completed
Phase 1: Sub-Task	Provide Email Extensions	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Telephone	Dan Gabbert	16-Feb-12	Completed
Phase 1: Sub-Task	Request Phone Number	Dan Gabbert	16-Feb-12	Completed
Phase 1: Sub-Task	Discuss Greeting	Dan Gabbert	16-Feb-12	Completed
Phase 1: Sub-Task	Voicemail Options	Dan Gabbert	16-Feb-12	Completed
Phase 1: Sub-Task	Assess Equipment Needs for Onsite Offices	Dan Gabbert	16-Feb-12	Completed
Phase 1: Sub-Task	After Hours Phone and Procedures	Dan Gabbert	16-Feb-12	Completed
Phase 1: Sub-Task	International Direct Dial Number (DID Number)	Dan Gabbert	16-Feb-12	Completed
Phase 1: Sub-Task	Profile Travelers	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Contractors	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Employee's	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Companion Travel	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Schedule Implementation Weekly Meetings	Account Manager	16-Feb-12	Completed
Phase 1: Sub-Task	Service Fee Review	Tim Fink	16-Feb-12	Completed
PHASE 2: Discovery - MIS	Implementation Call No. 2	Stephanie Schmidt	24-Feb-12	
Phase 2: Sub-Task	Review Customer Organizational Chart	Account Manager	1-Mar-12	Completed
Phase 2: Sub-Task	Determine Customer Reporting Requirements	Account Manager	1-Mar-12	Completed
Phase 2: Sub-Task	Purpose of Data	Account Manager	24-Feb-12	Completed
Phase 2: Sub-Task	PNR Reporting Requirements	Account Manager	24-Feb-12	Completed
Phase 2: Sub-Task	Traveler Reporting Requirements	Account Manager	24-Feb-12	Completed
Phase 2: Sub-Task	Booking Reporting Requirements	Account Manager	24-Feb-12	Completed
Phase 2: Sub-Task	Determine who will have access to MI	Account Manager	24-Feb-12	Completed
Phase 2: Sub-Task	Determine if reporting will be integrated with customers internal systems	Account Manager	24-Feb-12	Completed
Phase 2: Sub-Task	Determine Hierarchy	Account Manager	24-Feb-12	Completed
Phase 2: Sub-Task	Determine how the data is relational	Stephanie Schmidt	6-Mar-12	Completed
Phase 2: Sub-Task	Manager Email Listing related to traveler	Account Manager	13-Mar-12	Completed
Phase 2: Sub-Task	Incumbent Agency Reporting	Account Manager	24-Feb-12	Completed
Phase 2: Sub-Task	Customer will maintain access of incumbent data	Account Manager	24-Feb-12	Completed
Phase 2: Sub-Task	Provide Samples of Incumbent Reporting	Account Manager	24-Feb-12	Completed
	Agency Reporting	Client	24-Feb-12	Completed
	Credit Card Reconciliation Reporting	Client Accounting	9-Mar-12	Completed
Phase 2: Sub-Task	Traveler Type	Account Manager	24-Feb-12	Completed
Phase 2: Sub-Task	Determine PRISM Requirements	Stephanie Schmidt	24-Feb-12	Completed
Phase 2: Sub-Task	Set Up Accounting	Stephanie Schmidt	24-Feb-12	Completed
	ReportID and Agresso IDs	Account Manager	24-Feb-12	Completed
Phase 2: Sub-Task	Profile Creation	Account Manager / Client	24-Feb-12	Completed
Phase 2: Sub-Task	HR Feed	Account Manager / Client	24-Feb-12	Completed
Phase 2: Sub-Task	Frequency	Account Manager / Client	24-Feb-12	Completed
Phase 2: Sub-Task	Deliver Requirements	Account Manager	8-Mar-12	Completed
Phase 2: Sub-Task	Import and Export from Concur	Account Manager	13-Mar-12	Completed
	TT to convert and upload profiles from export	Account Manager	13-Mar-12	Completed

Phase 2: Sub-Task	No Profile	Account Manager	24-Feb-12	Completed	
Phase 2: Sub-Task	Who to contact internally	Account Manager	24-Feb-12	Completed	
Phase 3: Policy Review	Implementation Call No. 3, Discovery	Account Manager	9-Mar-12		
Phase 3: Sub-Task	Follow-Up Discussion from Week #2 Meeting/ MIS	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Company Exceptions to Policy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Medical or Disability Exceptions	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Divisional/Departmental/VIP/Traveler Type Exceptions	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Employment Contract Exceptions	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Non Employee Exceptions	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Departmental Exceptions to Policy and Process	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Presentation of Online Behavior of most restricted Travel Policy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Travel Policy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Advance Purchase	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Review of Contracted Airlines	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Air Policy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Determine if Contracted Airlines are Considered 'Preferred'	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Determine Benchmark Settings for Low Fare Searches	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Use of Non Refundable Tickets and Refundable Tickets	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Domestic Air Policy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Use of Coach Class	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Use of Premium Economy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Use of Business Class	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Use of First Class	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Upgrade Policy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Use of Personal Frequent Flyer Status to Upgrade	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	YUP Upgrade Usage	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Paid Upgrades	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	International Air Policy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Use of Coach Class	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Use of Premium Economy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Use of Business Class	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Use of First Class	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	International Rate Desk Service	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Upgrade Policy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Use of Personal Frequent Flyer Status to Upgrade	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Certificate Upgrade Usage	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Paid Upgrades	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Company Policy Regarding Ancillary Fees	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Baggage Fee Policy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Seat Purchase Policy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Documentation Requirements	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Review Short's Process	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Reason Codes Discussion	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	External Link to Travel Policy	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Review if Air Sourcing is Required per contract	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Complete all PRISM Forms/Notifications	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Create Corporate Discount Code	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Online and Offline Preferencing	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Visa and Passport Processing (CIBT)	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	STM Preferred Rates	Account Manager	9-Mar-12	Completed	
Phase 3: Sub-Task	Soft Dollar Funds	Account Manager	9-Mar-12	Completed	
Phase 4: Policy Review	Implementation Call No. 3, Discovery	Account Manager	9-Mar-12		
Phase 4: Sub-Task	Company Exceptions to Policy	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Medical or Disability Exceptions	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Divisional/Departmental/VIP/Traveler Type Exceptions	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Employment Contract Exceptions	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Non Employee Exceptions	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Presentation of Online Behavior of most restricted Travel Policy	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Travel Policy - Car	Account Manager	9-Mar-12	Completed	

Phase 4: Sub-Task	Review of Contracted Car Companies and Contacts	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Car Policy	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Determine if Contracted Car Companies are considered "Preferred"	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Allowable Car Size	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Exception to Car Size	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Car Insurance	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	LDW	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included 48 Continguous States	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included within the 50 States	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included within Canada Buffer Zone	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included Internationally in All countries	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included within Mexico	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included within the US Territories	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included only within a specific region	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included on all car types	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	CDW	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included 48 Continguous States	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included within the 50 States	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included within Canada Buffer Zone	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included Internationally in All countries	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included within Mexico	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included within the US Territories	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included only within a specific region	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Included on all car types	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	One-Way Rental Rates	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Provide CD Number	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Direct Bill	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Determine which vendor has direct bill	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Determine Use of Direct Bill	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Non Profile Travel	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Authorization to Use Direct Bill	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Determine the reconciliation process for direct billing	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Provide Direct Bill Number	Client	9-Mar-12	Completed	
Phase 4: Sub-Task	Review if Car Sourcing is Required per contract	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Review if Car STM is required to sign car contract	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Reason Codes Discussion	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Preferencing Online and Offline	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Complete PCC Notification of New Agency to Car Vendors	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Travel Policy - Hotel	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Review of Contracted Hotels and Contacts	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Set Up Breakout session to discuss hotel room night commitments	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Determine if any hotel contracts have room night commitments with minimum room night requirements and financial penalties	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Hotel Policy	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Determine if Contracted Hotels are considered "Preferred"	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Determine if chain discount exists	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Special Rates	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Reason Codes Discussion	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Online and Offline Preferencing	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Direct Billing	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Current Process with incumbent Agency	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Determine who is eligible for direct billing	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	Credit Card Reconciliation	Account Manager	9-Mar-12	Completed	
Phase 4: Sub-Task	STM Preferred Rates	Account Manager	9-Mar-12	Completed	
Phase 5: Ticketing Requirements	Implementation Call No. 4, Ticketing Requirements	Account Manager	16-Mar-12		
Phase 5: Sub-Task	Unused Tickets	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Transferability	Dan Gabbert	16-Mar-12	Completed	
Phase 5: Sub-Task	Within Company	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Within Department	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Not At All	Account Manager	16-Mar-12	Completed	

Phase 5: Sub-Task	Expiration Notification	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	30 Days	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	60 Days	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	90 Days	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	First Come First Serve	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Non Profile Traveler - Unused Tickets	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Non Profile Travel	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Types of Non Profile Travel	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Employee Travel	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Non Employee Travel	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Executive Employee Travel	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Direct Bill Procedures for Non Profile Travel	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Form of Payment	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Policy	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Insurance Used	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Decline Procedures	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Card Issuance Policy	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Central BTA	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Reconciliation	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Pre-Trip Approval	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Passive Approval	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Void Procedures	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Notification to Managers	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Active Pre Trip Approval	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Void Procedures	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	STM Responsibilities	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Customer Responsibilities	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Carbon Copies to Approver	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Provide SOW for Active Passive Approval	Account Manager	16-Mar-12	Completed	
	TT for Passive Approval	Account Manager	9-Mar-12	Completed	
Phase 5: Sub-Task	Email Alerts	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	The Touchstone	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	No Hotel Email Booked	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Schedule Change Emails	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Virtual Itinerary and Invoice Email	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Unused Ticket Alert	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Leisure Travel	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	VIP Travel	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	One Person per PNR	Account Manager	16-Mar-12	Completed	
Phase 5: Sub-Task	Transient - STM Leisure	Account Manager	16-Mar-12	Completed	
Phase 6: Traveler Readiness	Call No. 5, Communications and Readiness		23-Mar-12		
Phase 6: Sub-Task	Demo Travel Portal	Account Manager	23-Mar-12	Completed	
Phase 6: Sub-Task	Review Functionality of Travel Portal	Account Manager	23-Mar-12	Completed	
Phase 6: Sub-Task	Review Administration Link	Account Manager	23-Mar-12	Completed	
Phase 6: Sub-Task	Department Admin	Account Manager	23-Mar-12	Completed	
Phase 6: Sub-Task	Review communication strategy	Account Manager	23-Mar-12	Completed	
Phase 6: Sub-Task	LAUNCH COMMUNICATIONS	Account Manager	23-Mar-12	Completed	
Phase 6: Sub-Task	Present communication templates	Account Manager	23-Mar-12	Completed	
Phase 6: Sub-Task	Present toolbox	Account Manager	23-Mar-12	Completed	
Phase 6: Sub-Task	Present timeline for launch communications	Account Manager	23-Mar-12	Completed	
Phase 6: Sub-Task	Customize communication materials	Account Manager	23-Mar-12	Completed	
Phase 6: Sub-Task	Identify training sessions	Account Manager	23-Mar-12	Completed	
Phase 6: Sub-Task	Schedule Roadshow and WebEx Training	Account Manager	23-Mar-12	Completed	
Phase 7: STM Complete	Implementation Locked - NO NEW CHANGES		30-Mar-12		
Phase 8: Internal Testing	Internal Testing performed by customer		30-Mar-12		
Phase 8: Sub-Task	All departments sign off and accept design based on requirements		30-Mar-12		
Phase 9: External Testing	External Testing - Performed by customer		30-Mar-12		
Phase 9: Sub-Task	Customer signs off and accepts design based on contract and discovered requirements		13-Apr-12		
Phase 10: Training	Internal and External Training		30-Mar-12		
Phase 11: Launch	Launch		30-Apr-12		
Phase 11: Sub-Task	Receive final unused ticket report from incumbent agency	Client	30-Apr-12		
Phase 11: Sub-Task	Receive report with all future travel from incumbent agency	Client	30-Apr-12		

Attachment B: Mandatory Specification Checklist.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

SHORTS Travel Management

(Company)

Megan Howard

(Authorized Signature)

Megan Howard, Sales Manager

(Representative Name, Title)

913-220-2730, 913-831-1405

(Contact Phone/Fax Number)

6/12/13

(Date)