



**AGENDA**

**THE UNIVERSITY OF WEST FLORIDA  
BOARD OF TRUSTEES**

**Student Affairs Committee Meeting  
May 25, 2017**

**University of West Florida Conference Center, Bldg. 22  
11000 University Parkway, Pensacola, FL 32514**

**Call to Order/Roll Call..... Greg Britton, Chair**

**Greeting ..... Greg Britton**

**Action Items:**

**Information Items:**

1. Housing & Residence Life Update
2. Economic Impact of the Inaugural Football Season

**Other Committee Business:**

**Adjournment**

**UWF Board of Trustees Meeting**  
Student Affairs Committee  
May 25, 2017

**Issue/Agenda Recommendation:**                    **Housing & Residence Life Update**

**Proposed Action:**                                    Informational

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**Background Information:**    A brief update will be presented related to UWF Housing & Residence Life.

**Implementation Plan:**                    N/A

**Fiscal Implications:**                    No fiscal impact

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**Supporting documents:**                    Powerpoint presentation

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**Facilitator/Presenter:**                    Dr. Ruth L. Davison, Director, Housing & Residence Life

**UWF Board of Trustees Meeting**  
Student Affairs Committee  
May 25, 2017

**Issue:** Economic Impact of the Inaugural Football Season

**Proposed action:** Information Only

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**Background information:**

The Haas Center was commissioned by Dr. Bailey to conduct an impact study of the inaugural season of football. The Haas Center used various inputs including ticket, concessions and merchandise sales information from UWF Athletics, expenditure data from multiple surveys, and student spending among other inputs. The Haas Center estimates that the total economic impact of UWF's inaugural season was \$5.33 million. Representatives from the Haas Center will share their methodology and explain how they derived the economic impact.

**Recommendation:** N/A

**Implementation Plan:** N/A

**Fiscal Implications:** N/A

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**Supporting documents:**

Power Point Presentation

**Prepared by:**

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**UNIVERSITY OF WEST FLORIDA**



*Economic Impact Study of 2016 Inaugural Football Season*

**PRESENTED TO:  
UNIVERSITY OF WEST FLORIDA**

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**ABOUT US**

Located in the SunTrust Tower in historic downtown Pensacola, Florida, the Haas Center collects, analyzes and distributes economic data for clients seeking expert economic advice. We exist to help entrepreneurs and industry leaders—from traditional manufacturing to emerging technologies—meet their information needs in the modern economy.

The Haas Center specializes in data analysis for the purposes of economic forecasting, marketing research, business expansion, tourism, and real estate development, as well as industry and academic studies. The Haas Center's staff combine academic credentials with varied experience, ranging from economists to survey specialists. Each professional combines innovation with attention to detail to produce high-quality research products for Center clients.

For further information please visit our website at [haas.uwf.edu](http://haas.uwf.edu), or contact Zach Jenkins at [zjenkins@uwf.edu](mailto:zjenkins@uwf.edu).

**ABOUT US**

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## EXECUTIVE SUMMARY

The Haas Center was commissioned by the University of West Florida's (UWF) Department of Student Affairs to estimate the economic impact of the UWF Argos' 2016 inaugural football season. The Haas Center used various inputs, including ticket, concessions and merchandise sales information from University of West Florida Athletics; expenditure data from multiple surveys; budget data from the Athletics Department and Football Program; student spending; and OPPAGA data in our calculations.

The project plan included a multi-modal survey (intercept and email) of University of West Florida football players, coaches and staff; spectators; and UWF alumni. In addition, athletic directors from the traveling teams provided information on the teams' spending while on the road. Additional spending and attendance data was provided from the UWF Athletics Department. The survey instrument was designed in collaboration with the client.

The economic impact is defined as the economic activity that would not have occurred if UWF's home football games had not taken place. The 2016 season brought nearly 32,000 attendees to the Community Maritime Park where home games were played.

In total, the Haas Center estimates that the total economic impact on Escambia County of UWF's 2016 football season was \$5.33 million. Approximately one-third of the impact was driven by the more than 14,000 visitors to the area and their spending on retail, restaurants, bars, accommodations and other items. Table 1 also shows that this economic impact is associated with \$4.52 million in value added to the economy. In addition, these efforts helped to support 90 jobs and generate approximately \$3.24 million in labor income. State and local governments also saw approximately \$409,922 in tax revenue generated from the inaugural football season.

**Table 1. Executive Summary of Economic Impact**

<b>Impact Type</b>	<b>Output Amount</b>
Visitor Spending	<b>\$1.74 million</b>
Football Program, Athletics Department Spending	<b>\$2.54 million</b>
Football Player Spending	<b>\$1.05 million</b>
<b>Total</b>	<b>\$5.33 million</b>
<b>Additional Impacts</b>	
Value Added	<b>\$4.52 million</b>
Labor Income	<b>\$3.24 million</b>
Jobs Supported	<b>90</b>
State and Local Tax Impact	<b>\$409,922</b>

## EXECUTIVE SUMMARY

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In addition to the economic impact the study provides decision makers and stakeholders insight into those attending the games.

In preparation for the games, approximately 66 percent of respondents reported purchasing new UWF apparel prior to attending games. On the day of home games 72 percent of visitors and 81 percent of residents said they dined out or went to a bar before or after the game. Of those who do not donate already, approximately 65 percent of spectators said they were “extremely likely” or “somewhat likely” to donate to the university or the football program after having attended a game.

Over 42 percent of spectators that were surveyed did not live in Escambia County. Among those surveyed, the spectator travelling the furthest distance came from Washington state. The football team consists of players from as far away as California and Montana. Figures 1 and 2 on page 12 identify the counties and states of those surveyed as well as members of the football team.

The presence of a football program was a major determining factor for the entire football team with approximately 75 percent of players reporting the football program influenced their decision to attend UWF “a great deal.” At the same time approximately 20 percent of students surveyed said they considered the presence of a football program “a great deal” or “a lot” when deciding to attend UWF.

Finally, among those surveyed, approximately 84 percent said they would continue to attend UWF football games if the games were moved from Community Maritime Park to the UWF campus.

## QUICK FACTS

- **66%** purchased new UWF merchandise for a game
- **72%** of visitors dined out or went to a bar before or after the game
- **81%** of residents visited a bar or restaurant
- More than **42%** of spectators surveyed were not Escambia County residents
- Three-quarters of football players said the football program influenced their decision to attend UWF “a great deal”
- Nearly **20%** of students considered the football program “a great deal” or “a lot” before enrolling at UWF
- **84%** of respondents said they would attend UWF football games if they moved to campus

### EXECUTIVE SUMMARY

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## METHODOLOGY

The Haas Center administered surveys to multiple stakeholders. The questions covered spending across multiple categories; affiliation with the University; likelihood of attending future games; and number of out-of-town guests that traveled to the area for football. The above questions and others were asked through a series of surveys as described below:

Date	Time	Opponent	Location	Result
9/3/2016	1 PM ET	Ave Maria	Ave Maria, Fla.	W 45-0
<b>9/10/2016</b>	<b>6 PM</b>	<b>Missouri S&amp;T</b>	<b>Pensacola, Fla.</b>	<b>W 45-28</b>
9/17/2016	6 PM ET	Chowan	Murfreesboro, N.C.	L 28-35
9/24/2016	7 PM ET	#25 Valdosta State	Valdosta, Ga.	L 28-40
<b>10/1/2016</b>	<b>6 PM</b>	<b>#16 Florida Tech</b>	<b>Pensacola, Fla.</b>	<b>W 42-39</b>
10/8/2016	2 PM	Mississippi College	Clinton, Miss.	W 42-28
10/15/2016	4 PM	Delta State	Cleveland, Miss.	L 51-55
<b>10/22/2016</b>	<b>NOON</b>	<b>Shorter</b>	<b>Pensacola, Fla.</b>	<b>W 36-0</b>
<b>10/29/2016</b>	<b>NOON</b>	<b>West Alabama</b>	<b>Pensacola, Fla.</b>	<b>L 21-45</b>
11/5/2016	1:30 PM	#3 North Alabama	Florence, Ala.	L 3-51
<b>11/12/2016</b>	<b>NOON</b>	<b>West Georgia</b>	<b>Pensacola, Fla.</b>	<b>L 0-69</b>

### *Survey Methodology.*

**Intercept Surveys, Home Games.** Research assistants were present at all five home games of the inaugural football season (shown in bold in Table 2) in order to administer intercept surveys. These surveys were conducted on iPads through the Qualtrics offline app.

The primary target audience for this survey was home game spectators who live outside of Escambia County. The question series sought to gather the net new economic impact created by these out-of-market visitors. Visitors were asked about party size; length of stay; any lodging accommodations; and spending by category, like dining, shopping, travel, lodging and auto expense.

The secondary audience included members of the local community, faculty and staff, and students attending the home games. This group was asked about their frequency of trips to the downtown area; any money spent in restaurants/bars, shopping centers or other areas; any new purchases of UWF merchandise; and likelihood of continuing to attend football games if the venue changed to campus. Students received some additional questions.

**Online Surveys, Traveling Teams.** With the assistance of the UWF Athletics Department, the Haas Center reached out to the athletic

## METHODOLOGY

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directors of the visiting teams. The survey instrument gathered information related to the number of members travelling with the team; accommodations; and spending on food/dining.

**Paper Survey, UWF Football Team, Staff, and Volunteers.** The UWF football team received a paper survey at the conclusion of the football season. The question series sought to provide information about the role football played in their decision to attend UWF, whether or not friends and family attended the games, and if so, how many guests and how long did they visit.

**Online Survey, UWF Alumni.** The Haas Center administered surveys via email to approximately 26,000 UWF Alumni who had provided their contact information to the UWF Alumni Association. Alumni were asked about their spending habits while attending home games as well as their place of residence.

***Economic Impact and Assumptions.*** Several activities would not occur in downtown Pensacola and Escambia County without the presence of UWF's 2016 football season. Identifying these activities, and how to measure them, is the first step in conducting a comprehensive economic analysis. These activities include:

- ⇒ Spending by the Football program in '15 - '16<sup>1</sup>
- ⇒ Spending for the Athletics Department in '15 - '16 (the Football program's approximate share of these costs)
- ⇒ Spending by football players who said that the presence of football strongly influenced their decision to attend the university
- ⇒ Spending on gross ticket and merchandise sales at home games
- ⇒ Spending on concessions at the Blue Wahoos Stadium at the Community Maritime Park
- ⇒ Additional visitor spending of home football game attendees outside of the stadium

It is important to note that the exclusive use of these inputs for the calculations provide a **conservative** estimate of the potential economic impact. Some calculations are conservative as the survey

<sup>1</sup> Spending during the most current completed FY was used. The impact will therefore be conservative since the budgets for both the Athletics Department and Football Program increased for FY 16-17.

did not include any tailgaters or visitors who *did not* attend the game, but went to a bar or restaurant to watch the game. In addition, if visitors brought family members to the area who did not attend a game, their impact is also not included. We also did not include any impact related to Escambia County residents' spending. While typically there would be no net new impact for residents—as they are just substituting one activity for another within the same region— there could potentially be an impact if a resident chose to attend a UWF game rather than travel out of the area for other events. Lastly, we have not provided an analysis of the longitudinal value of producing new college graduates due to the football program's presence.

**Student Spending.** One primary component of the economic activity in Florida related to UWF is the spending by UWF's football students within the economy. For FY '15 -'16, Table 3 presents the average cost of attending UWF for full-time Florida residents. These figures were only calculated for those football players who reported that the presence of the football program strongly influenced their decision to attend UWF (see Table 10). Tuition spent has been calculated without scholarship funds in order to prevent any double counting that might occur if those funds went back to Athletics or the general fund. The spending by UWF students for the FY '15 - '16 amounted to \$1.05 million toward the regional economy.

**Budget.** This impact was calculated based on expenditures associated with the Football program's for the '15 - '16 year. This includes spending on football coaches' salaries, support staff and equipment. In addition, a percentage share of the Football program's responsibility for Athletics Department spending was calculated. In essence, this means that roughly 30% of Athletics Department spending was attributed to the football program's presence. This corresponds to the ratio of varsity athletes in this program as compared to other programs within the Athletics Department. Because ticket sales were included in the visitor spending calculation, that portion of revenue was omitted from the Athletics Department budget. The total impact associated with this spending is \$2.54 million.

**Table 3. Student Spending for FY '15-'16**

Category	FY 15-16
Tuition & Fees	\$6,360
Books & Supplies	\$1,200
Room & Board	\$9,912
Transportation	\$1,100
Other Expenses	\$2,600
<b>Total</b>	<b>\$21,172</b>
Source: "2015 –2016 Common Data Set," UWF ASPIRE	

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## UNDERSTANDING ECONOMIC IMPACT

To calculate the economic impacts of these activities, this study utilizes the Minnesota IMPLAN Group’s Impacts for PLANing software (IMPLAN). The IMPLAN model accounts for the input/output flow of dollars between different sectors of the economy. The model helps address fundamental questions about what contributes to a local economy’s success, the consequences of new economic endeavors and what would happen if that endeavor were removed from the economy. In addition, IMPLAN demonstrates the way that a dollar newly spent in one sector may be spent and, subsequently, re-spent in other sectors of that economy, thus creating “multiplier effects” or waves of economic activity.

***Understanding Economic Multipliers.*** Visitor spending related to football helps generate inter-industry transactions. This additional spending creates and sustains jobs and additional income, which in turn leads to higher cash flows and increased tax revenue. In economics, a multiplier is a factor that relates how much a change in one industry (like entertainment and recreation) will affect other industries (like accommodations) in the regional economy. The U.S. Department of Commerce and the Bureau of Economic Analysis use actual historical data specific to each local economy to calculate multipliers. IMPLAN integrates these data into its modeling system so as to provide region specific estimates.

Analytically, the complete economic impact of an event can be separated into three distinct types of effects: direct, indirect, and induced.

- ⇒ The direct effect is the impact of new spending on a primary supplier of a good or service.
- ⇒ The indirect effect measures the entire amount of local purchases from other businesses that are generated from the sale of the direct effects. Indirect effects can include several layers of inter-industry relations.
- ⇒ The induced effect measures the volume of spending that occurs across the economy due to the payment and spending of wages of laborers who are directly or indirectly involved in the first two transactions.

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## UNDERSTANDING ECONOMIC IMPACT

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The induced wages received are taken home and either spent or saved/invested for the future. To the extent that the take home wages are spent, additional economic impacts are generated. A significant portion of wages paid are spent on home mortgages or car loans based outside the local economy. Other spending remains within the local economy and will benefit the total local economic impact.

## DATA COLLECTION

**Spectators.** Two surveys were administered in order to gather data from spectators who attended at least one UWF football game during the inaugural season. First, research assistants traveled to the tailgate areas before each of the five home games. Three of the games kicked off at noon which was a limitation on the amount of usable “tailgate” time for surveys. In addition, we emailed the University’s alumni list of approximately 26,000. While over 1,300 Alumni were willing to participate in our survey, only 383 respondents attended a football game last fall. In total, we were able to capture a sample of 625 spectators. This number of responses coincides with an approximate 3.9% margin of error (+/-) at a 95% confidence level. To place this information in context, a margin of error of plus or minus 3.9 percentage points at the 95% confidence level means that if we fielded the same survey 100 times, we would expect the result to be within 3.9 percentage points of the true population value 95 of those times.

Table 4 includes key details about the sample of football game spectators. In particular, it is interesting to note that more than 42% of respondents were not Escambia County residents. Of that group, 78% were Florida residents. In addition, nearly two-thirds of that group lived in Santa Rosa and Okaloosa Counties (Figure 1). Florida visitors also came from Walton, Duval and Leon Counties, whereas Alabama and Georgia visitors were the most frequent of the out-of-state visitors (Figure 2).

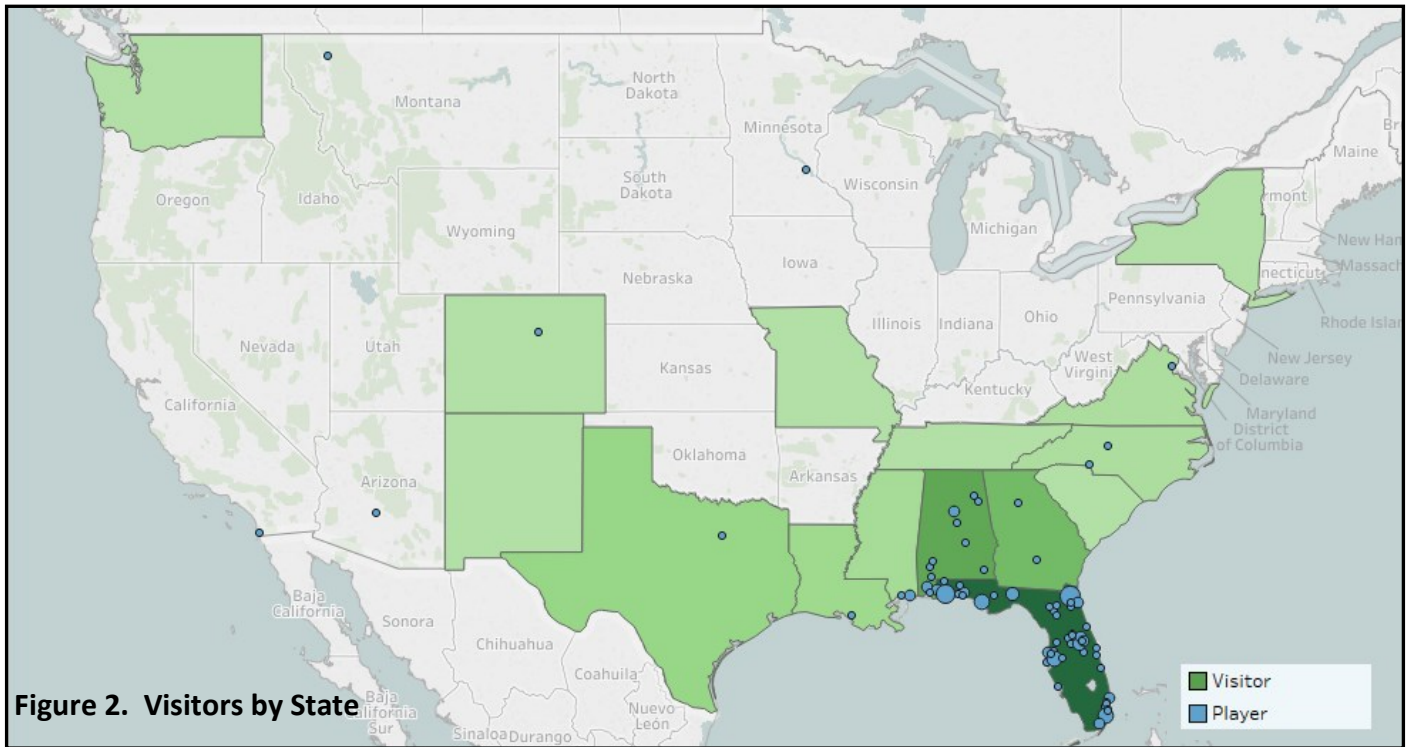
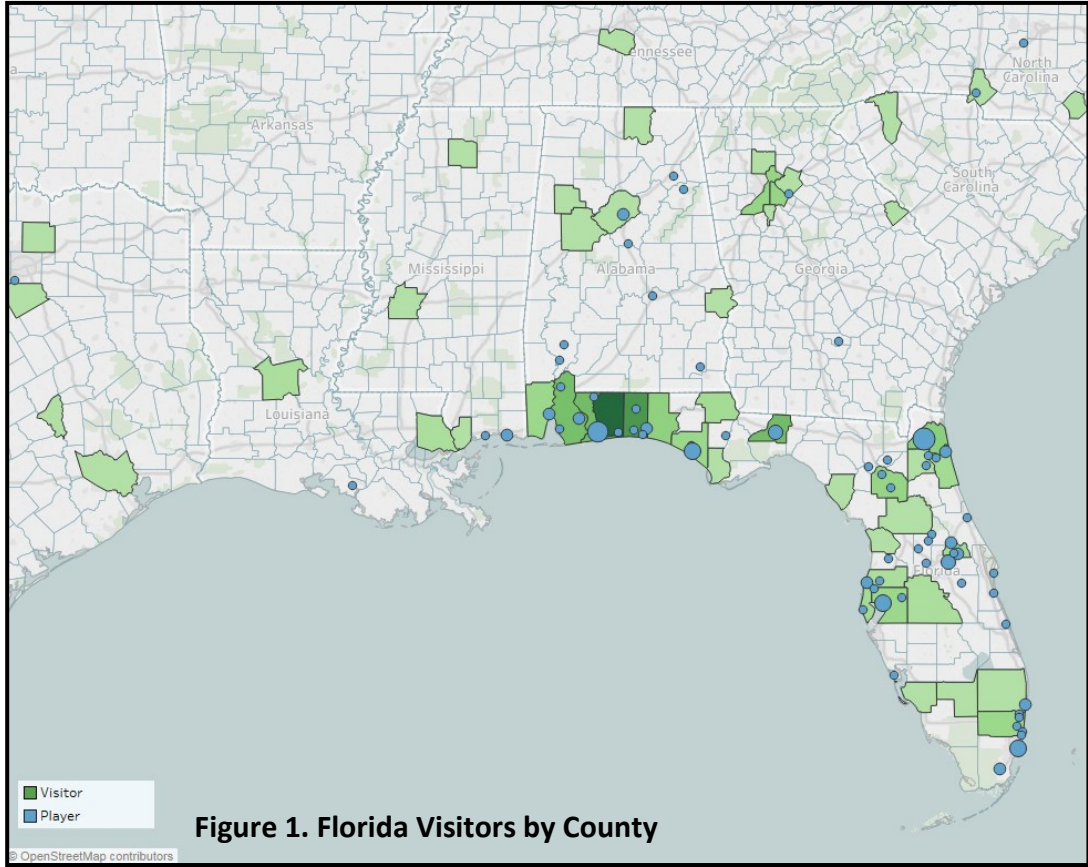
**Table 4. Profile of Football Spectators**

Category	Count	%
<b>Escambia County Resident</b>		
No	265	42.5%
Yes	358	57.5%
<b>UWF Affiliation</b>		
UWF alumni	394	65.7%
UWF donor	90	15.0%
UWF parent	44	7.3%
UWF staff or faculty	126	21.0%
UWF student	133	22.2%
<b>Season Ticket Holder</b>		
No	397	63.5%
Yes	228	36.5%
<b>Attend Away Games</b>		
Maybe	13	2.1%
No	546	87.8%
Yes	62	10.0%
<b>Party Size</b>		
Season Ticket Holders		3.54
Single Game Attendees		4.43

## DATA COLLECTION

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**Table 5. Spectator Activities**

Category	Count	%	Category	Count	%
<b>Attend Argo Walk</b>			<b>Attend Other UWF Sporting Events</b>		
No	439	70.4%	No	365	58.7%
Yes	184	29.5%	Yes	257	41.3%
<b>Purchase New Merchandise for the Game</b>			<b>Likelihood of Donating to UWF or Football</b>		
Maybe	33	5.3%	Extremely likely	128	24.1%
No	180	28.8%	Somewhat likely	217	40.9%
Yes	412	65.8%	Neither likely nor unlikely	108	20.3%
<b>Continue to Attend Games if On Campus</b>			Somewhat unlikely	46	8.7%
Maybe	75	12.0%	Extremely unlikely	32	6.0%
No	22	3.5%			
Yes	526	84.4%			

Respondents were also asked if they had any, or perhaps multiple, UWF affiliations. Approximately two-thirds of respondents were UWF alumni. However, 22.2% were current students and 21% were a member of the staff or faculty. Fifteen percent of respondents identified as a regular donor to the University and only 7.3% said they were a parent of UWF student.

The majority of our sample were not season ticket holders (63.5%), but rather were only attending on a game-by-game basis. Very few (10%) of spectators said they were definitely attending an away game, while 2.1% of respondents were considering it but had not committed.<sup>2</sup> Single ticket holders were also more likely to have a larger party size (4.43), compared to season ticket holders’ average group size of 3.54.

In addition, we asked all spectators several questions about their activities at the game and into the future (Table 5). First, respondents were asked if they participated in the Argo Walk. The Argo Walk, similar to many other university’s events, sets a time for the student athletes to walk a path to the stadium which is surrounded by fans. However, 70% of respondents did not participate in the Argo Walk. On a positive note, approximately two-thirds of respondents had

<sup>2</sup>As intercept surveys were administered throughout the season, these respondents’ answer choices were phrased differently than for those who took the alumni survey (administered post-season).

purchased new merchandise in preparation to attend a UWF football game. Indeed, the spending profile in Table 7 show substantial merchandise sales.

The survey results also show that, regardless of location, most fans will continue to attend football games. More than 84% of respondents indicated they would continue to support the Argos if a stadium was located on campus. A majority of respondents (58.7%) did not attend other UWF sporting events. For those who did, most went to men’s basketball, men’s baseball, or women’s volleyball (entire list provided in Appendix).

The survey also asked how likely individuals were to donate to UWF and/or the football game in the future. Nearly two thirds of respondents said they were either extremely likely (24.1%) or somewhat likely (40.9%) to do so. Less than 15% of respondents felt that they were either somewhat (8.7%) or extremely unlikely (6.0%) to donate.

Table 6 highlights key visitor information. Only 42% of visitors typically stayed overnight when they came to the area for football games. In addition, only half of overnight visitors stayed in paid accommodations—condos, hotels or motels, or an RV or campground. Well over a third (37.8%) of visitors stayed with friends or family, while “Other” responses includes second homes or apartments.

On average, the cost of paid accommodations per night was \$124.14. The guests who stayed in paid accommodations stayed for a slightly shorter length of time (1.88 nights) compared to guests who stayed with family, friends or other unpaid lodging (2.20 nights). Only 2.3% of visitors reported renting a vehicle for their travel, and less than 1% flew in for a game.

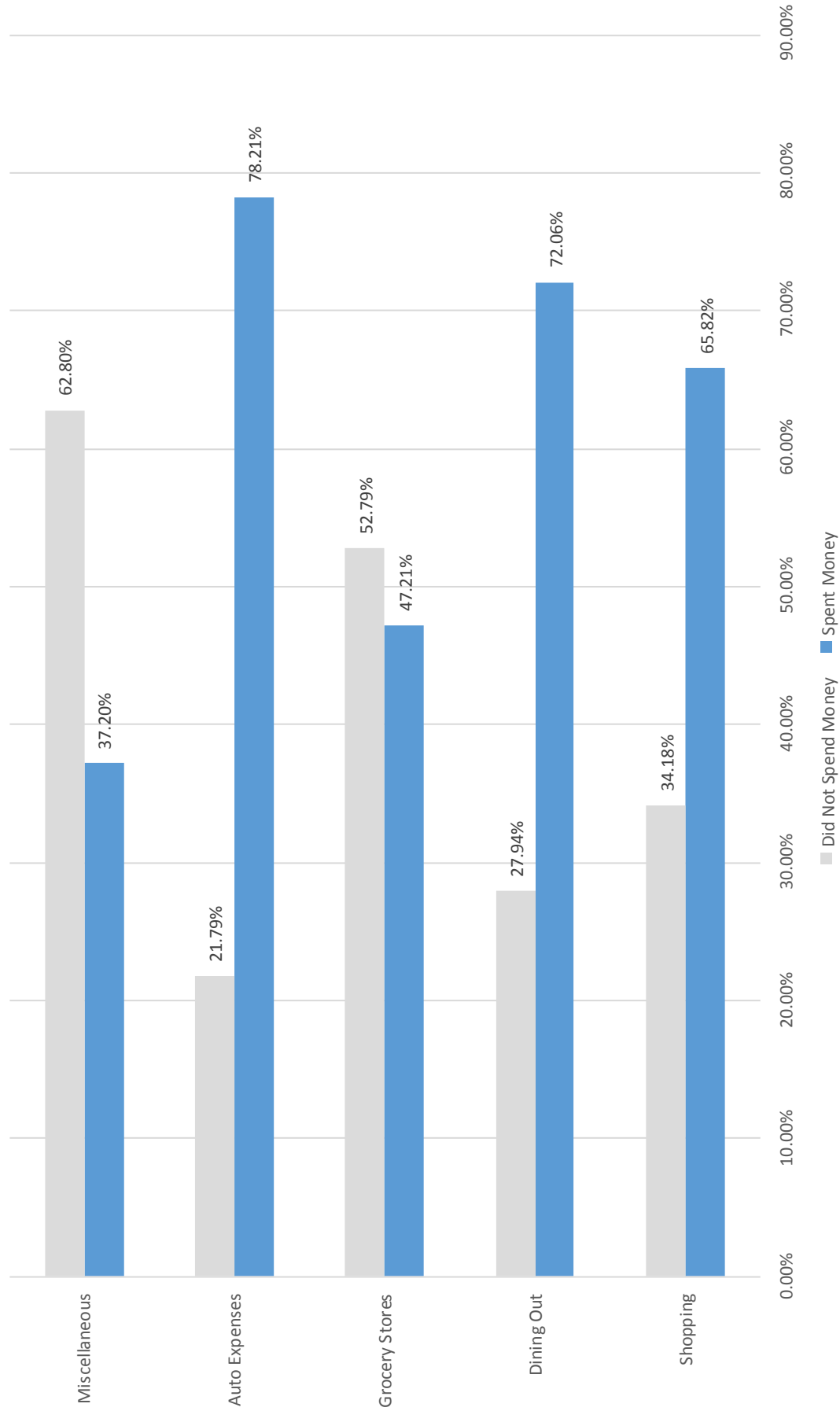
Figure 3, on the following page, details the spending patterns of football visitors. Spending data was collected from respondents who reported they spent money outside of the stadium, and thus the

<b>Table 6. Football Visitor Profile</b>		
<b>Category</b>	<b>Count</b>	<b>%</b>
<b>Stay Overnight</b>		
No	154	58.1%
Yes	111	41.9%
<b>Type of Lodging</b>		
Condo	4	3.6%
Friend or family	42	37.8%
Hotel/Motel	52	46.8%
Other	10	9.0%
RV or Campground	3	2.7%
<b>Average Cost of Accommodations</b>		\$124.14
<b>Average Length of Stay</b>		
Paid Accommodations		1.88
Unpaid Accommodations		2.20
<b>Method of Travel</b>		
A rented vehicle		2.3%
Commercial flight		0.8%
My own vehicle		92.8%
RV		0.8%
Carpool		1.5%
Other		1.9%

<b>Table 7. Total Visitor Spending by Category</b>	
Miscellaneous	<b>\$61.43</b>
Auto Expenses	<b>\$57.07</b>
Grocery Stores	<b>\$131.79</b>
Dining Out	<b>\$153.80</b>
Shopping	<b>\$130.84</b>



Figure 3. Visitor Spending by Category



same profile was used when calculating the economic impact. For example, we assumed that 78% of visitors spent money on Auto Expenses at an average rate of \$57.07 (Table 7). A majority of visitors (72.06%) also dined out in restaurants and/or bars, spending on average \$153.80 during their trip. Approximately two-thirds of visitors went shopping, spending on average \$130.84.<sup>2</sup> Less than half of visitors spend money in grocery stores, but those who did spend an average of \$131.79. Finally, only 37% of respondents spent money on miscellaneous items— regardless, the average spending rate was \$61.43.

While the series of questions were different for Escambia County residents, they were asked if they hosted any out-of-town guests for UWF football (Table 8). More than 21% of residents did have visitors, with an average group size of 3.04. Residents were also asked what type of activities they participated in before or after the game, with 81.3% reporting that they visited a bar or restaurant. More than 47% participated in other types of entertainment, while nearly a third (32.4%) visited shops or other retail establishments. On average, residents spent \$80.42 during their trip downtown for a UWF game that they would have otherwise spent elsewhere.

**Students.** Students’ answers are included in other spectator questions, but this group was also asked about specific items geared toward this demographic (Table 9). In particular, they were asked to consider how much the presence or introduction of football factored into their decision before enrolling at UWF. Nearly 20% of students indicated that it factored into their decision a great deal (12.8%) or a lot (6.8%). However, the most common answer for students was not at all, with nearly 65% of respondents in that category. Students were also

**Table 8. Escambia County Resident Profile**

Category	Count	%
<b>Out-of-Town Guests for Football</b>		
No	204	77.3%
Maybe	3	1.1%
Yes	56	21.2%
<b>Avg. Number of Guests</b>		3.04
<b>Downtown Activities Before/After Game</b>		
Visit a bar or restaurant	226	81.3%
Visit shops/retail	90	32.4%
Other entertainment	131	47.1%
<b>Average Spending Downtown</b>		\$80.42

**Table 9. Spectator Student Profile**

Category	Count	%
<b>Considered Football While Enrolling at UWF</b>		
A great deal		12.8%
A lot		6.8%
A moderate amount		8.3%
A little		7.5%
Not at all		64.7%
<b>Avg. Number of Guests</b>		
Family		2.59
Friends		2.84
<b>Student Activities in Which They Participate</b>		
Fraternity/ Sorority		37.6%
SGA		6.8%
Music/Theater		4.5%
Intramural sports		33.1%
Clubs/Organizations		54.1%
Other University Sports Teams		11.3%
Other		8.3%

<sup>2</sup>Survey instructions included a note that the shopping total calculated should not include any sales done inside the stadium, like at pop-up merchandise kiosks, in order to prevent double counting.

asked if they had guests—for those that did, the average number of family members was 2.59 while the average number of friends was 2.84. Lastly, students were also asked to identify what other types of activities they participated in. More than half reported that they were involved in a club or organization, while more than a third were involved in the Greek system.

**UWF Football Team, Staff, and Volunteers.** The Haas Center surveyed 96 members of the UWF football team, and 6 staff and volunteers about the types of out-of-town visitors that came to watch them, how long they stayed, and how far they travelled. Spending questions were not included since the respondents would likely not know how much their visitors had spent while in town. In addition, football players were asked about the role football played in their decision to attend UWF and other activities they are involved in on campus.

As shown in Table 10, the visitor profile of the football players and staff members are fairly similar. Both had on average 4 visitors per person with approximately 80 percent coming from outside of Escambia County. However, players’ visitors had a much shorter drive time of almost 6 hours compared to approximately 14 hours for staff members’ visitors (assuming an average of 70 mph). For this reason, it is not surprising that more of the staff members’ visitors spent the night and stayed for a longer period of time.

Players were asked how much football played a role in their decision to attend UWF. As Table 11 shows, it played a role in 100 percent of players’ decisions, with approximately 91 percent reporting they considered football “a great deal” or “a lot.”

**Table 10. Football Player and Staff Visitor Profile**

Category	Players	Staff
Average number of visitors per person	4	4
Percentage coming from outside Escambia County	81.3%	83%
Average drive time (hours)	5.7	14.3
Percentage of visitors spending the night	83.3%	100%
Average number of nights	1.5	2.6

**Table 11. Role of football in decision to attend UWF**

Category	Percentage
A great deal	75.0%
A lot	15.6%
A moderate amount	7.3%
A little	2.1%
None at all	0.0%
n = 96	

**Table 12. Player Activity Participation**

Activities	Percentage
Fraternity/sorority	10.4%
SGA	0.0%
Music/Theater	0.0%
Intramural Sports	16.7%
Clubs/organizations	13.5%
Other	4.2%
None	11.5%
Multiple Activities	21.9%

Football players were also asked about their involvement in other UWF activities (Table 12). Approximately 22 percent are involved in multiple campus activities outside of football, while 12% are not involved in any other activities. Of the activities players were involved in intramural sports, clubs/organizations, and fraternities/sororities were the most common. None of the players reported being involved in SGA or music and theater groups.

**Traveling Football Teams.** With the assistance of the UWF Athletics Department, the Haas Center was able to survey two of the five athletic directors from travelling teams. While not all travelling teams were willing to participate, UWF Athletics Director Dave Scott affirmed that teams typically have similar travel schedules and budgets. Those results are shown in Table 13.

In reviewing the survey responses compared to a sample UWF travel itinerary it became apparent that any variation in the travel budget could most likely be attributed to the distance travelled (See Appendix B for sample itinerary).

On average, visiting teams travelled with approximately 83 people and spent one night. Teams on average rented 47.5 hotel rooms and spent \$4,250 on their accommodations. In addition, teams ate 2.5 meals while in Pensacola and spent an average of \$2,875 on food. Neither one of the teams responding participated in any outside activities while in town.

**Table 13. Visiting Team Profile**

Avg. Number Traveling with Team	82.5
Avg. Number of Nights	1
Avg. Number of Hotel Rooms	47.5
Avg. Spent on Accommodations	\$4,250
Avg. Number of Meals in Pensacola	2.5
Avg. Cost of Food per Team	\$2,875
Other Outside Activities	No

## SEASON ONE ATTENDANCE AND SPENDING

Attendance for the inaugural season of UWF Argos football was consistently at capacity for each game (as shown in Table 14). Home games were held at the Blue Wahoo’s stadium at the Community Maritime Park, overlooking Pensacola Bay. In sum, 31,840 spectators were in attendance for the season’s five home games, with 30,141 of those spectators purchasing tickets. On average that equates to 6,368 people per game. Fewer tickets were available for the opening

game due to temporary seating that was used in order to accommodate multiple sporting events. By the second game, semi-permanent seating for the football season was installed.

An estimated 3.5% of ticket purchases were by spectators from visiting teams either purchased as part of a visiting team’s block of seats or the general box office. Visitor tickets generated \$18,770 or 5.8% of ticket sale revenue.

As presented in Table 15, ticket sales made up 54% of the first season earnings with concessions making up 35% and merchandise making up 11%. In addition to merchandise sold at the games and the University bookstore, UWF merchandise was available at retailers including Wal-Mart, Dick’s Sporting Goods and Target, expanding brand awareness of the University.

**Table 14. Attendance and Ticket Earnings per Game**

<b>Opponent</b>	<b>Total Attendance</b>	<b>Total Tickets</b>	<b>Visitor Tickets</b>	<b>Cost per Ticket</b>	<b>Visitor Ticket</b>
Missouri S&T	6,288	5,663	70	\$11	\$770
Florida Tech	6,588	6,205	192	\$18	\$3,456
Shorter	6,588	6,326	114	\$18	\$2,052
W. Alabama	6,088	5,756	108	\$18	\$1,944
W. Georgia	6,288	6,191	105	\$18	\$1,890
General Box			481	\$18	\$8,658
<b>Total</b>	<b>31,840</b>	<b>30,141</b>	<b>1070</b>		<b>\$18,770</b>

Source: UWF Athletics

**Table 15. Season One Earnings**

<b>Category</b>	<b>Earnings</b>	<b>Percentage</b>
Concessions (@\$42,500 per game)	\$212,500	35.4%
Gross Ticket Sales	\$322,236	53.7%
Merchandise Sales	\$65,000	10.8%
<b>Total</b>	<b>\$599,736</b>	

Source: UWF Athletics

**ATTENDANCE AND SPENDING**

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**Table 16. Economic Impact**

<b>Impact Type</b>	<b>Employment</b>	<b>Labor Income</b>	<b>Total Value Added</b>	<b>Output</b>
Direct Effect	73	\$2,588,515.91	\$3,316,617.25	\$3,201,404.30
Indirect Effect	4	\$130,307.11	\$260,272.89	\$475,729.61
Induced Effect	14	\$525,101.81	\$944,108.96	\$1,657,398.05
<b>Total Effect</b>	<b>90</b>	<b>\$3,243,924.83</b>	<b>\$4,520,999.09</b>	<b>\$5,334,531.96</b>

**ECONOMIC IMPACT**

Table 16 presents the economic impacts associated with UWF inaugural football season. The table presents the following data:

- ⇒ total employment
- ⇒ total labor income, representing the income generated by these workers
- ⇒ total value added, indicating the contribution to the gross regional product
- ⇒ total output or gross sales

The IMPLAN model estimates that spending associated with UWF’s inaugural football season contributed nearly \$5.33 million in total sales to the local economy. Furthermore, these activities helped support 90 jobs while generating approximately \$3.24 million in labor income. Nearly \$4.52 million in Total Value is added to the economy. Approximately \$3.32 million of this value is generated by the direct effects of the spending related to the football season. The total direct effect associated with the season’s economic output is approximately \$3.2 million. These figures convey an annual economic impact for the five home games.

To illustrate the example of a direct effect, 73 jobs are supported by restaurants, accommodations, retail, entertainment locations, or athletics supplies that directly provide services to the football department. Approximately 4 jobs are supported by inter-industry transactions, like those businesses who clean restaurant or hotel

linens. Another 14 jobs are supported by those who are spending wages generated by direct employment. This induced effect occurs when restaurant employees (or other service sector employees) buy groceries or other goods in their local economy.

Table 17 breaks down the top ten industries in which the jobs supported by UWF’s inaugural season were found. The top industry impacted was in employment and payroll of local government and education (20 jobs), followed by food and beverage retail with 14 jobs. Jobs were supported in other various retail establishments, including gasoline and food general merchandise; real estate; and restaurants.

**Fiscal Impact.** Table 18 presents the fiscal impact of UWF’s inaugural football season based upon the IMPLAN model. The table is separated into multiple tax categories: taxes on production and imports, corporations, employee compensation and personal tax. Taxes on production and imports (TOPI) consist of tax liabilities, such as general sales and property taxes, that are chargeable to business expense in the calculation of profit-type incomes. Also included are special assessments. TOPI is comprised of non-personal property taxes, licenses, and sales and gross receipts taxes. In sum, state and local governments could expect to benefit from more than \$409,922.

**Table 17. Top Ten Industries for Employment**

Industry Description	Employment
Employment and payroll of local govt,	20
Retail - Food and beverage stores	14
Retail - Miscellaneous store retailers	13
Retail - Gasoline stores	12
Retail - General merchandise stores	5
Junior colleges, colleges, universities, and professional schools	5
Retail - Sporting goods, hobby, musical instrument and book stores	2
Other educational services	2
Real estate	2
Full-service restaurants	1

**Table 18. State and Local Fiscal Impact**

Tax on Production and Imports	
Sales Tax	\$241,048.00
Property Tax	\$100,638.00
Motor Vehicle Lic	\$3,400.00
Severance Tax	\$247.00
Other Taxes	\$28,366.00
S/L Non Tax	\$6,334.00
Tax on Corporations	
Dividends	\$1,829.00
Corporate Profits Tax	\$7,077.00
Employee Compensation	
Social Ins Tax: Employee Contribution	\$993.00
Social Ins Tax: Employer Contribution	\$2,006.00
Personal Tax	
Non Tax (Fines and Fees)	\$14,532.00
Motor Vehicle License	\$2,557.00
Property Taxes	\$746.00
Other Tax (Fishing/Hunting)	\$149.00
<b>Regional Tax Impact</b>	<b>\$409,922.00</b>

## APPENDIX A: SUPPLEMENTAL DATA

**Table A1. Visitor Demographic Profile**

Household Income	TOTAL	%
Less than \$15,000	14	5.5%
\$15,000 - \$24,999	1	0.4%
\$25,000 - \$34,999	13	5.1%
\$35,000 - \$49,999	16	6.3%
\$50,000 - \$74,999	33	13.0%
\$75,000 - \$99,999	42	16.5%
\$100,000 +	97	38.2%
Unwilling to Respond	38	15.0%
Education	TOTAL	%
High school graduate or equivalent	11	4.2%
Some college	17	6.5%
College graduate (A.A./A.S.)	13	4.9%
College graduate (B.A./B.S.)	117	44.5%
Post-graduate	105	39.9%

**Table A3. UWF Sports Viewing Activities of Football Spectators**

Sport	TOTAL	%
MEN'S BASEBALL	101	39.8%
MEN'S BASKETBALL	149	58.7%
MEN'S CROSS COUNTRY	4	1.6%
MEN'S GOLF	4	1.6%
MEN'S SOCCER	89	35.0%
MEN'S TENNIS	32	12.6%
WOMEN'S BASKETBALL	71	28.0%
WOMEN'S SOCCER	89	35.0%
WOMEN'S SOFTBALL	40	15.7%
WOMEN'S SWIMMING & DIVING	28	11.0%
WOMEN'S TENNIS	27	10.6%
WOMEN'S VOLLEYBALL	113	44.5%
WOMEN'S GOLF	9	3.5%
WOMEN'S CROSS COUNTRY	11	4.3%

**Table A2. Resident Demographic Profile**

Household Income	TOTAL	%
Less than \$15,000	24	7.0%
\$15,000 - \$24,999	27	7.9%
\$25,000 - \$34,999	22	6.4%
\$35,000 - \$49,999	35	10.2%
\$50,000 - \$74,999	62	18.1%
\$75,000 - \$99,999	56	16.4%
\$100,000 +	88	25.7%
Unwilling to Respond	28	8.2%
Education	TOTAL	%
Eighth grade or less	1	0.3%
Some high school	1	0.3%
High school graduate or equivalent	7	2.0%
Some college	38	10.6%
College graduate (A.A./A.S.)	28	7.8%
College graduate (B.A./B.S.)	150	42.0%
Post-graduate	131	36.7%
Unwilling to respond	1	0.3%



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## APPENDIX B: SAMPLE ITINERARY, FOOTBALL TRAVEL

**Chowan**  
**September 16, 2016**

Purpose of trip:

- Play great football
- Represent UWF in a positive manner

### ARETE

3:50 am Players Arrive Pick up Snack Bag, Gatorade, Water  
4:00 am Depart from Pensacola (256 miles) (2 hours 49 minutes)  
7:50 am **EST\*** Arrive at IHop/Stretch  
8:00 am Breakfast in LaGrange, I-Hop  
Depart 8:45/9:00 (196 miles) (2 hours 43 min)  
11:50 am Arrive at Cookout/Stretch  
12:00 pm Lunch in Augusta, Georgia at Cook Out  
1:00 pm Depart (210 miles) (2 hours 58 min)  
4:00 pm Lumberton HS practice  
Depart: 5:15/5:30 pm (1.4 miles) (3 minutes)  
5:45 pm Dinner at Golden Corral or Fuller's  
Depart 7:00 pm (150 miles) (2 hours 5 min)  
9:15 pm Arrive at Hilton Garden Inn Roanoke Rapids  
9:45 pm Team Meeting

### **Saturday, September 17<sup>th</sup>, 2016**

9:20 am Wake Up Call  
9:35 am Stretch and Walk Thru.  
Breakfast at the Hilton  
    OL/DL – 9:55 AM  
    Big Skill/Skill – 10:10 AM  
Offense/Defense meetings  
    D – 1045am  
    O – 11:10am  
11:30 am Nap  
1:50 pm Team meeting – Packed and Ready to Depart  
2:10 pm Load Buses  
2:15 pm Depart (9 miles) (14 min)  
2:30 pm Pre-game Meal Carolina BBQ  
3:10 pm Depart for Stadium (38.9 miles) (58 minutes)  
Chowan University, 1 University Place, Murfreesboro, NC 27855  
4:00 pm Pre-Stretch  
5:00 pm QB's Out  
6:00 pm Seek Arete  
Post- Game meal (Cook Out)  
Cookout (32.3) (46 minutes)  
**Sunday, September 18, 2016**  
7:30 am Breakfast at McDonalds

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APPENDIX B

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# APPENDIX C: SURVEY INSTRUMENTS

## UWF Football Surveys - Alumni and Intercept Surveys

### Q14 Informed Consent Form

#### Introduction

This study attempts to determine the economic impact of UWF football.

#### Confidentiality

All data obtained from participants will be kept confidential and will only be reported in an aggregate format (by reporting only combined results and never reporting individual ones). All questionnaires will be concealed, and no one other than the primary investigator and assistant researchers will have access to them. The data collected will be stored in the HIPPA-compliant, Qualtrics-secure database until it has been deleted by the primary investigator.

#### Participation

Participation in this research study is completely voluntary. You have the right to withdraw at anytime or refuse to participate.

#### Questions about the Research

If you have questions regarding this study, you may contact Amy Newburn at 850 439 5417 or the Haas Center at 850 439 5400.

Q16 I have read and understood the above consent form and desire of my own free will to participate in this study.

Yes (1)

No (2)

Q1 Are you a resident of Escambia County, Florida?

Yes (1)

No (2)

Q2 Which of the following categories apply to you?

UWF staff or faculty (1)

UWF student (2)

UWF alumni (3)

UWF donor (4)

UWF parent (5)

Supporter of a visiting team (6)

Q3 Were you a season ticket holder for the 2016 season?

Yes (1)

No (2)

Q4 Did you attend all of the home games?

Yes (1)

Maybe (2)

No (3)

Q5 How many season tickets did you have for your household?

Q6 Which home games did you attend?

Missouri S & T (Sept. 10) (1)

Florida Tech (Oct. 1) (2)

Shorter (Oct. 22) (3)

West Alabama (Oct. 29) (4)

West Georgia (Nov. 12) (5)

Q7 How many additional people were in your party? [This # should not include yourself.]

Q22 Did you typically spend the night in Pensacola or Escambia County when planning to come to UWF football games?

Yes (1)

No (2)

Q8 Did any out of town visitors come into town as your guests for football? [If yes, how many?]

Yes (1) \_\_\_\_\_

Maybe (2)

No (3)

Q9 Did you attend any away games? [If yes, how many?]

Yes (1) \_\_\_\_\_

Maybe (2)

No (3)

Q10 Did you attend the Argo Walk?

Yes (1)

No (2)

Q11 Did purchase any new UWF merchandise in preparation for the game?

Yes (1)

No (2)

Maybe (3)

Q12 How often do you visit downtown Pensacola?

Daily (1)

2-3 times a week (2)

Weekly (3)

Monthly (4)

A few times a year (5)

Never (6)

Other (7) \_\_\_\_\_

Q16 Which of the following, if any, did you do while in downtown Pensacola attending the game?

Visit a bar or restaurant (1)

Visit any shops or retailers (2)

Participate in other entertainment/recreation (3)

Q17 How much did you spend in total during your visit to downtown that you would have spent elsewhere?

Q18 Are you likely to continue attending UWF football games if they are on campus?

Yes (1)

Maybe (2)

No (3)

Q19 Do you attend other UWF sporting events?

Yes (1)

No (2)

Q20 Which ones?

MEN'S BASEBALL (1)

MEN'S BASKETBALL (2)

MEN'S CROSS COUNTRY (3)

MEN'S GOLF (4)

MEN'S SOCCER (5)

MEN'S TENNIS (6)

WOMEN'S BASKETBALL (7)

WOMEN'S CROSS COUNTRY (8)

WOMEN'S GOLF (9)

WOMEN'S SOCCER (10)

WOMEN'S SOFTBALL (11)

WOMEN'S SWIMMING & DIVING (12)

WOMEN'S TENNIS (13)

WOMEN'S VOLLEYBALL (14)

Q21 How likely are you to donate to UWF and/or the football program in the future?

Extremely likely (1)

Somewhat likely (2)

Neither likely nor unlikely (3)

Somewhat unlikely (4)

Extremely unlikely (5)

Q23 What type of lodging did you use while staying overnight for the football game?

Hotel/Motel (1)

Condo (2)

RV or Campground (3)

Friend or family (4)

Other (5) \_\_\_\_\_

Q24 How long was your overnight stay?

1 night (1)

2 nights (2)

3 nights (3)

Other (4) \_\_\_\_\_

Q25 Where were your accommodations located?

Downtown Pensacola (1)

Pensacola Beach (2)

Perdido Key (3)

West Pensacola (4)

University Mall area (Creighton/Davis) (5)

Airport area (6)

Other (7) \_\_\_\_\_

Q26 How did you travel to the game?

My own vehicle (1)

A rented vehicle (2)

RV (3)

Commercial Flight (4)

Other (5) \_\_\_\_\_

Q27 The following questions ask how much you spent in the several categories, excluding money spent on tickets and other items within the stadium.

Q28 How much PER NIGHT did you spend on lodging?

Q29 How much - in total - did you spend on shopping?

\$ (1) \_\_\_\_\_

Did not go shopping (2)

Q30 Dining out in restaurants and/or bars?

\$ (1) \_\_\_\_\_

Did not dine out (2)

Q31 How much did you spend in grocery stores?

\$ (1) \_\_\_\_\_

Did not spend money at grocery store (2)

Q32 Auto expenses (parking, gas, etc.)

\$ (1) \_\_\_\_\_

Did not have any auto expenses (2)

Q33 Total cost of your rental car?

\$ (1) \_\_\_\_\_

Unsure/Prefer not to respond (2)

Q34 Airline travel?

\$ (1) \_\_\_\_\_

Unsure/Prefer not to respond (2)

Q35 Other or miscellaneous expenses?

\$ (1) \_\_\_\_\_

Did not have other expenses (2)

Q36 How often do you currently visit Pensacola each year (other than to attend football games)?

Weekly (1)

Monthly (2)

Several times a year (3)

Annually (4)

Never (5)

Other (6) \_\_\_\_\_

Q37 How likely are you to visit Pensacola again in the future (other than to attend football games)?

Extremely likely (1)

Somewhat likely (2)

Neither likely nor unlikely (3)

Somewhat unlikely (4)

Extremely unlikely (5)

Q42 How much did you consider the new UWF football program when making your decision to enroll at the University (either for the first time or re-enroll)?

A great deal (1)

A lot (2)

A moderate amount (3)

A little (4)

None at all (5)

Q43 How often did you spend time downtown prior to your attendance at a UWF game?

Daily (1)

2-3 times a week (2)

Weekly (3)

Monthly (4)

A few times a year (5)

Never (6)

Other (7) \_\_\_\_\_

Q44 Did you have non-resident friends or family visit for the game?

Yes (1)

No (2)

Q45 How many?

Friends: (1) \_\_\_\_\_

Family: (2) \_\_\_\_\_

Q46 In which of the following other activities do you participate?

	Yes (1)	No (2)
Fraternity/Sorority? (1)		
Student Government Association? (2)		
Music/Theater? (3)		
Intramural sports? (4)		
Clubs/organizations? (5)		
University sports teams? (6)		
Other (not listed) (7)		
None (8)		

Q47 In this last part of the survey, I will ask you several questions for statistical purposes only. Again, all of your answers will remain confidential. You may choose not to answer any or all of the following questions.

Q38 What is the zip code of your residence?

Q39 What's your household income?

- Less than \$15,000 (1)
- \$15,000 - \$24,999 (2)
- \$25,000 - \$34,999 (3)
- \$35,000 - \$49,999 (4)
- \$50,000 - \$74,999 (5)
- \$75,000 - \$99,999 (6)
- \$100,000 + (7)
- Unwilling to Respond (8)

Q40 What was the last year of schooling that you completed?

- Eighth grade or less (1)
- Some high school (2)
- High school graduate or equivalent (3)
- Some college (4)
- College graduate (A.A./A.S.) (5)
- College graduate (B.A./B.S.) (6)
- Post-graduate (7)
- Unwilling to respond (8)

Q41 What is your UWF ID number?

## UWF Football Player Surveys

Q14 Informed Consent Form Introduction This study attempts to determine the economic impact of UWF football.

Confidentiality All data obtained from participants will be kept confidential and will only be reported in an aggregate format (by reporting only combined results and never reporting individual ones). All questionnaires will be concealed, and no one other than the primary investigator and assistant researchers will have access to them. The data collected will be stored in the HIPPA-compliant, Qualtrics-secure database until it has been deleted by the primary investigator.

Participation Participation in this research study is completely voluntary. You have the right to withdraw at anytime or refuse to participate.

Questions about the Research If you have questions regarding this study, you may contact Amy Newburn at 850 439 5417 or the Haas Center at 850 439 5400.

Q16 I have read and understood the above consent form and desire of my own free will to participate in this study.

Yes (1)

No (2)

Q42 How much did you consider the new UWF football program when making your decision to enroll at the University (either for the first time or re-enroll)?

A great deal (1)

A lot (2)

A moderate amount (3)

A little (4)

None at all (5)

Q44 Did you have non-resident friends or family visit for the game?

Yes (1)

No (2)

Q45 How many?

Friends: (1) \_\_\_\_\_

Family: (2) \_\_\_\_\_

Q22 Did they come from outside of Escambia County?

Yes (1)

No (2)

Q33 If yes, how far did they have to travel?

Q34 Did they stay overnight?

Yes (1)

No (2)

Q24 On average, how long was their overnight stay?

1 night (1)

2 nights (2)

3 nights (3)

Other (4) \_\_\_\_\_



## UWF Football Staff/Volunteers Survey

### Q14 Informed Consent Form

**Introduction** This study attempts to determine the economic impact of UWF football.

**Confidentiality** All data obtained from participants will be kept confidential and will only be reported in an aggregate format (by reporting only combined results and never reporting individual ones). All questionnaires will be concealed, and no one other than the primary investigator and assistant researchers will have access to them. The data collected will be stored in the HIPPA-compliant, Qualtrics-secure database until it has been deleted by the primary investigator.

**Participation** Participation in this research study is completely voluntary. You have the right to withdraw at anytime or refuse to participate.

**Questions about the Research** If you have questions regarding this study, you may contact Amy Newburn at 850 439 5417 or the Haas Center at 850 439 5400.

Q16 I have read and understood the above consent form and desire of my own free will to participate in this study.

Yes (1)

No (2)

Q44 Did you have non-resident friends or family visit for the game?

Yes (1)

No (2)

Q45 How many?

Friends: (1) \_\_\_\_\_

Family: (2) \_\_\_\_\_

Q22 Did they come from outside of Escambia County?

Yes (1)

No (2)

Q33 If yes, how far did they have to travel?

Q34 Did they stay overnight?

Yes (1)

No (2)

Q24 On average, how long was their overnight stay?

1 night (1)

2 nights (2)

3 nights (3)

Other (4) \_\_\_\_\_

## UWF Football Surveys—Traveling Teams

### Q13 Informed Consent Form

#### Introduction

This study attempts to determine the economic impact of UWF's inaugural football program.

#### Confidentiality

All data obtained from participants will be kept confidential and will only be reported in an aggregate format (by reporting only combined results and never reporting individual ones). All questionnaires will be concealed, and no one other than the primary investigator and assistant researchers will have access to them. The data collected will be stored in the HIPPA-compliant, Qualtrics-secure database until it has been deleted by the primary investigator.

#### Participation

Participation in this research study is completely voluntary. You have the right to withdraw at anytime or refuse to participate.

#### Questions about the Research

If you have questions regarding this study, you may contact Amy Newburn at 850 439 5417 or the Haas Center at 850 439 5400.

Q15 I have read and understood the above consent form and desire of my own free will to participate in this study.

Yes (1)

No (2)

Q1 How many people traveled with your team?

Q9 Did the team stay the night?

Yes (1)

No (2)

Q2 Where did the team spend the night?

Pensacola, FL (1)

some other location in Escambia County, FL (2)

Other location (3) \_\_\_\_\_

Q3 How many nights?

1 night (1)

2 nights (2)

Other (3) \_\_\_\_\_

Q4 How many hotel rooms were booked for the team's travel?

Q5 How much was spent on hotel accommodations? (May provide either the rate per room or the total cost per team. Please specify the amount below the applicable unit.)

per room (1) \_\_\_\_\_

total cost (2) \_\_\_\_\_

Q6 How many meals did your team eat in the Pensacola area?

1 meal (1)

2 meals (2)

3 meals (3)

Other (4) \_\_\_\_\_

Q7 How much was spent locally on dining and/or grocery expenses?

(May provide either the approximate cost per person or total team cost per team. Please specify the amount below the applicable unit.)

per person (1) \_\_\_\_\_

total cost (2) \_\_\_\_\_

Q8 Did the team participate in any additional leisure activities, e.g. going to the movies, while in town?

Yes (1)

No (2)

Q11 What types of activities did the team participate in?

Q10 If yes, how much was spent on additional activities? (Please specify the amount below the applicable unit.)

per person (1) \_\_\_\_\_

total cost (2) \_\_\_\_\_