



a California joint powers agency

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**REVISED AGENDA
CALIFORNIA AUTHORITY OF RACING FAIRS
BOARD OF DIRECTORS & LIVE RACING COMMITTEE
CONCURRENT MEETING
JOHN ALKIRE, CHAIR
11:00 A.M., THURSDAY, FEBRUARY 7, 2019**

Notice is hereby given that a meeting of the California Authority of Racing Fairs' Board of Directors and the Live Racing Committee will commence at 11:00 A.M., Thursday, February 7, 2019. The meeting will be held at the CARF Conference Room, 1776 Tribute Road, Sacramento, CA 95815.

AGENDA

- I. Closed Session: Public Employee Performance Evaluation: Executive Director.
- II. Date, Time and Location of Next Meeting: March 5, 2019 in Sacramento.
- III. Public Comment.
- IV. Approval of Minutes.
- V. Report, Discussion and Action, if any, on the 2019 Legislative Program.
- VI. Report, Discussion and Action, if any, on 2019 Racing Operations.
- VII. Financials.
- VIII. Executive Director's Report.



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Closed Session will not be available to the public. Public and members of the California Authority of Racing Fairs Board of Directors and Live Racing Committee may participate during the Open session from the following locations:

Alameda County Fair
4501 Pleasanton Ave.
Pleasanton, CA 94566

Humboldt County Fair
1250 5th Street
Ferndale, CA 95536

San Bernardino County Fair
14800 7th Street
Victorville, CA 92395

Antelope Valley Fair
2551 West Ave. H, Suite 102
Lancaster, CA 93536

Monterey County Fair
2004 Fairground Road
Monterey, CA 93940

Stanislaus County Fair
900 North Broadway
Turlock, CA 95404

The Big Fresno Fair
1121 S. Chance Ave.
Fresno, CA 93702

National Orange Show
689 South E Street
San Bernardino, CA 92408

Ventura County Fair
10 West Harbor Blvd.
Ventura, CA 93001

California State Fair
1600 Exposition Blvd.
Sacramento, CA 95815

San Mateo Event Center
2495 So. Delaware Street
San Mateo, CA 94403

California Dept. of Food & Ag.
2800 Gateway Oaks Dr.
Sacramento, Ca 95833

Solano County Fair
900 Fairgrounds Drive
Vallejo, CA 94589

CALIFORNIA AUTHORITY OF RACING FAIRS
Board of Directors
Tuesday, November 6, 2018

MINUTES

A concurrent meeting of the California Authority of Racing Fairs (CARF) Board of Directors and Live Racing Committee was held at 11:00 A.M., Tuesday, November 6, 2018. The meeting was hosted at the CFSA Conference Room, 1776 Tribute Road, Sacramento, California.

CARF Board Directors attending: John Alkire, Jerome Hoban and Dana Stoehr. Joining by conference call: Richard Conway and Kelly Violini.

CARF Live Racing Committee attending: John Alkire and Jerome Hoban. Joining by conference call: Richard Conway.

Staff and Guests attending: Larry Swartzlander, Tom Doutrich, Heather Haviland, Juliana Gomes, Ann Grottveit, John Quiroz, Abe Andrade and Armando Carlos. Joining by conference call: Cody Boyles, Allen Aldrich and Caroline Titus.

Agenda Item 1 – Date, Time and Location of Next Meeting. The next CARF Board of Directors meeting is scheduled for December 4, 2018 in Sacramento.

Agenda Item 2 – Public Comment. None.

Agenda Item 3 – Approval of Minutes. {ACTION} Ms. Stoehr moved to approve the June 20, June 29 and July 5, 2018 CARF Board of Directors & Live Racing Committee concurrent meeting minutes as presented. Mr. Hoban seconded, unanimously approved.

Agenda Item 4 – Report, Discussion and Action, if any, on the 2018 Legislative Program. Mr. Boyles stated that he has been assisting Mr. Brown in writing the “Northern California Racing Sustainability Act,” building off of ideas discussed at the CARF strategic planning session held Aug. 12-13 in Sacramento. Staff is reviewing existing code to look for items that are outdated and/or in need of revision. Mr. Boyles reported that a meeting is being set for November with Assemblymember Adam Gray to discuss sports wagering and fairs.

Mr. Swartzlander asked Mr. Quiroz if there is any action CARF can take to move forward distribution of the “gray area” fair-racing license fees being held at CDFR. Mr. Quiroz stated that he will be following up with legislative staff to see what options are available and next steps. Mr. Hoban asked if these were the funds that had been under discussion in the March Board meeting. The answer was affirmative.

Agenda Item 5 – Report, Discussion and Action, if any, on 2018 Racing Operations. Mr. Swartzlander reported that the Big Fresno Fair meet closed out the 2018 Fair Racing Circuit in mid-October. Mr. Swartzlander stated that early projections show the consolidated purse fund as underpaid for 2018.

Mr. Swartzlander reported that Monarch Content Management sent a letter declaring their intent to decline renewal of the simulcast representation agreement with CARF that expires December 25, 2018. CARF staff is taking steps to secure simulcast agreements in-house, including possible consultation for staff training.

Mr. Swartzlander reported that the stabling agreement with Golden Gate Fields has been signed and stall rent will be collected from trainers not participating on the fair circuit.

Mr. Swartzlander stated that Chris Griffin is confident he is close to securing a significant sponsor for the 2019 racing circuit.

Agenda Item 6 – Report, Discussion and Action, if any, on CARF Office Move February 1, 2019. Ms. Haviland reported that staff is ontrack to complete the office move from Suite 205 to an office space within CFSA’s suite in early February. Mr. Hoban requested that surplus office furniture be made available for use in the fair racing offices as needed.

Agenda Item 7 – Report, Discussion and Action, if any, on NCOTWINC. Mr. Swartzlander reported that The Stronach Group (TSG) is attempting to revamp the state’s northern simulcast system into a network of betting cafes that will funnel bets through TSG’s account wagering service XpressBet. Pacific Racing Association (PRA) took the first step by submitting a CHRB application that stated they will be conducting simulcast wagering with southern California sites only. CHRB declined to vote on the license application during the October meeting and TSG is seeking a simulcast agreement with Northern California satellites.

Mr. Swartzlander stated that the CARF Board had previously given staff direction not to sign another simulcast agreement until the NCOTWINC pension liability issue is solved. Mr. Swartzlander recommended getting Kahn, Soares & Conway, LLP involved to determine legal responsibilities regarding NCOTWINC pension.

Agenda Item 8 – Report, Discussion and Action, if any, on CARF Financials and Accounts. Mr. Alkire reported that financials are included in the meeting packet and called for questions.

Ms. Haviland reported that a CARF racing trust account has Chris Korby as the designated signer and Board action is required to change signers. {ACTION} Mr. Conway moved to change

designated signers on the CARF racing trust account to Mr. Alkire, Mr. Swartzlander and Ms. Haviland. Mr. Hoban seconded, unanimously approved.

Agenda Item 9 – Executive Director’s Report. Mr. Swartzlander reported that a CARF Finance Committee will be held Thursday, Nov. 29, 2018 in Sacramento.

Agenda Item 8 – Closed Session: Conference with Legal Counsel – Anticipated Litigation. Ms. Grottviet reported that during closed session there was a motion made by Mr. Hoban and seconded by Ms. Stoehr to give direction to executive staff to negotiate a Northern California satellite agreement with PRA, accepting terms no less than what is offered in the current agreement, for the betterment of Northern California horse racing. The motion passed unanimously.

Respectfully submitted,
Heather Haviland

CALIFORNIA AUTHORITY OF RACING FAIRS
Board of Directors
Tuesday, December 11, 2018

MINUTES

A concurrent meeting of the California Authority of Racing Fairs (CARF) Board of Directors and Live Racing Committee was held at 11:00 A.M., Tuesday, December 11, 2018. The meeting was hosted at the CARF Conference Room, 1776 Tribute Road, Sacramento, California.

CARF Board Directors attending: Jerome Hoban and Rick Pickering. Joining by conference call: John Alkire, Richard Conway, Geoff Hinds and Kelly Violini.

CARF Live Racing Committee attending: Jerome Hoban and Rick Pickering. Joining by conference call: John Alkire and Richard Conway.

Staff and Guests attending: Larry Swartzlander, Tom Doutrich, Heather Haviland, Juliana Gomes, Raechelle Gibbons and Tom Martinez. Joining by conference call: Louie Brown, Cody Boyles, Lauri King, Alan Conrad and Caroline Titus.

Agenda Item 1 – Date, Time and Location of Next Meeting. The next CARF Board of Directors meeting is scheduled for February 5, 2019 in Sacramento.

Agenda Item 2 – Closed Session: Public Employee Performance Evaluation – Executive Director and Staff. Mr. Brown reported that no action was taken in closed session.

Agenda Item 3 – Public Comment. None.

Agenda Item 4 – Approval of Minutes. {ACTION} Mr. Conway moved to approve the July 17, August 7 and October 11, 2018 CARF Board of Directors & Live Racing Committee concurrent meeting minutes as presented. Mr. Hoban seconded, unanimously approved.

Agenda Item 5 – Report, Discussion and Action, if any, on the 2019 Legislative Program. Mr. Brown reported that the legislature was sworn in during the first week of December thereby convening the 2019-20 Regular Session. Committees are still being assigned, but it is probable that Assemblymember Adam Gray will continue to serve as Chair of the Governmental Organization (G.O.) Committee and will continue to be active in sports wagering.

Mr. Brown reported that initial language has been drafted and circulated to Board members for the CARF “Northern California Racing Sustainability Act.” Staff will send multiple versions of

that language to legislative counsel for consideration regarding which aspects might be introduced in mid-February.

Mr. Brown reported that no racing or gaming bills have been introduced at this time, but staff is scheduling a meeting with Assemblymember Gray after the holiday break. Mr. Brown stated that he has also had conversations with Secretary Ross regarding the “gray area” license fees from racing and she is making it a priority to resolve those funds for the benefit of racetrack safety and maintenance by the end of the year.

Agenda Item 6 – Report, Discussion and Action, if any, on Sports Wagering. Mr. Swartzlander reported that he attended the University of Arizona Global Symposium on Racing December 3-5 in Tucson. The legalization of sports wagering was a hot topic and it was mentioned that the California satellite network has the ideal infrastructure to quickly implement sports wagering. The largest detractors to racing’s involvement in other states, and in California specifically, is expected to be from tribal gaming establishments.

Agenda Item 7 – Report, Discussion and Action, if any, on 2019 Racing Operations. Mr. Swartzlander reported that final purse numbers are not available, but that fairs are still expected to be underpaid for 2018.

Mr. Swartzlander reported that per November Board direction, he signed a satellite agreement with The Stronach Group (TSG)/Pacific Racing Association (PRA) for the upcoming Golden Gate Fields (GGF) meet. The agreement mirrors services/expenses of the prior agreements.

Mr. Swartzlander stated that staff is scheduling separate meetings with TOC and representatives of TSG to discuss the existing satellite network and expansion of mini-satellites.

Agenda Item 8 – Report, Discussion and Action, if any, on Agency Budget. Mr. Swartzlander reported that the 2019 CARF Agency Budget is included in the meeting packet. The budget is similar in structure to prior budgets and has been reviewed by the CARF Finance Committee. Areas that are overspent include race track maintenance and legal fees, with other categories on-target or underspent.

Ms. Gibbons provided a detailed presentation of the Agency Income Statement, Southern Satellite Program Sales, Live Racing Income Statement and Statement of Net Position (formerly presented as the Balance Sheet).

Mr. Pickering clarified that though live racing expenses are run through the CARF books and CARF pays significant live racing expenses, those expenses are reimbursed dollar for dollar by the live racing fairs based on the number of race days. Mr. Swartzlander added that the live racing expenses that each fair decides to run through CARF can vary year by year and can make it appear that “CARF expenses” have increased though the bottom line to the fair is the same.

{ACTION} Mr. Hoban moved to approve the 2019 budget as presented with one modification based on Finance Committee and closed session discussions: to adjust the salary category on the Live Racing Income Statement to \$312,666. Mr. Pickering seconded with the clarification that the budget is being reduced \$32,500. Unanimously approved.

{ACTION} Mr. Pickering, on behalf of the Finance Committee, moved to approve a general employee bonus pool tied to 2018 performance evaluations to be determined at the discretion of the Executive Director not to exceed \$12,500. Mr. Conway seconded, unanimously approved.

Mr. Pickering reported that a performance evaluation of the Executive Director is currently being conducted and is separate from the general employee bonus pool.

Agenda Item 9 – Report, Discussion and Action, if any, on Humboldt County Fair Purses and Commissions Proposal. Mr. Swartzlander reported that when the California Horse Racing Board (CHRB) approved the 2019 Northern California racing calendar, Humboldt County Fair was granted concurrent race dates with Golden Gate Fields (GGF). Mr. Swartzlander reported that he recommends discussing the financial details of the 2019 Stabling Agreement and options for recouping commissions lost to Ferndale with the elimination of their host status. Mr. Swartzlander stated his proposals are included in the meeting packet as handouts titled “2019 HCF Commissions Proposal” and “Explanation of HCF Purses and Commissions Proposal.” The group discussed aspects of the proposal and which figures were actual versus future estimates.

{ACTION} Mr. Hoban moved to approve the proposal in concept, as a game plan to help the Humboldt County Fair recoup lost host-status commissions, but to table the exact formula and dollar figures based on results of the 2019 racing season. Ms. Violini seconded, unanimously approved.

Agenda Item 10 – Executive Director’s Report.

- Chris Griffin has an important call this evening with a significant sponsor.
- TOC has verbally agreed to secure Ann Grottviet as legal counsel regarding the NCOTWINC pension liability.
- Pegasus Communications will be presenting a proposal to upgrade the live racing Jumbotron to HD with no increase in the day rate.
- Legal counsel is scheduling a meeting with a key legislator for early January.

Respectfully submitted,
Heather Haviland

CARF Comprehensive Report 1/25/2019

V.

AB 208 (Garcia, Cristina D) Gaming Policy Advisory Committee.

Current Text: Introduced: 1/14/2019 [html](#) [pdf](#)

Introduced: 1/14/2019

Status: 1/15/2019-From printer. May be heard in committee February 14.

Desk	Policy	Fiscal	Floor	Desk	Policy	Fiscal	Floor	Conf. Conc.	Enrolled	Vetoed	Chaptered
1st House				2nd House							

Summary: Current law requires the California Gambling Control Commission to establish a 10-member Gaming Policy Advisory Committee for the purpose of discussing matters of controlled gambling regulatory policy and other relevant gambling-related issues. The committee is composed of representatives of controlled gambling licensees and members of the general public in equal numbers. This bill would increase the membership of the committee from 10 to 12 members, and would instead require the committee to be composed of 5 representatives of controlled gambling licensees, 5 members of the general public, and 2 representatives from the Department of Justice.

Organization	Position	Priority	Assigned	Subject
CARF	Watch			

Total Measures: 1

Total Tracking Forms: 1



CALIFORNIA AUTHORITY OF RACING FAIRS
STATEMENT OF NET POSITION
December 31, 2018

	CURRENT YTD	YEAR END
	12/31/18	12/31/17
ASSETS		
Cash - LAIF & Investments	660,014	426,655
Cash - Operating/Money Market	516,937	314,825
Cash - Trust	669,387	1,558,215
Marketable Securities	0	225,835
A/R - Member Dues	62,060	34,544
A/R - Programs South	44,506	19,180
A/R - Racing Fairs & Settlements	1,020,450	1,466,325
A/R - Other Receivables CMC,DRF,GGF	15,812	85,127
RECEIVABLE FROM HORSEMEN UNSECURED	0	7444
Prepays/Deposits	59,806	58,694
OPEB Assets	135,925	135,925
Total Current Assets	<u>3,184,897</u>	<u>4,332,768</u>
Fixed Assets		
Total Fixed Assets (Net of Depr.)	6,557	4,883
TOTAL ASSETS	<u>3,191,454</u>	<u>4,337,652</u>
DEFERRED OUTFLOWS OF RESOURCES,GASB68	224,643	\$224,643
LIABILITIES		
A/P & Withholdings	164,205	1,651,217
Compensated Leave Accruals	53,065	53,065
A/P - Program Royalties to Host	12,151	17,331
Racing Distributions	782,733	139,380
Purses	(716,421)	(443,630)
AB460 1%/RTM	1,829	(11,501)
Horsemen Recruitment Programs	42,749	27,653
LOU-5 - Symposium Funds	0	1,871
Revenue Generating Project Funds	419,690	568,058
Racing Operations Augmentation Funds	561,732	449,848
Change Fund	1,014,000	1,014,000
FAIRS - Equipment Replacement Funds	142,218	177,225
NET PENSION LIABILITY, GASB68	719,467	719,467
TOTAL CURRENT & NONCURRENT LIAB.	<u>3,197,418</u>	<u>\$4,363,985</u>
DEFERRED INFLOWS OF RESOURCES, GASB68	121,054	\$121,054
NET POSITION		
Agency Fund Equity	693,134	659,772
Reserves, GASB68	(615,878)	(512,458)
Net Income/(Net Loss)	20,370	(70,058)
TOTAL NET POSITION	<u>97,623</u>	<u>\$77,255</u>



**California Authority of Racing Fairs
Agency Income Statement
December 31, 2018**

	2016 Year End Actual	2017 Year End Actual	2018 Jan-Dec YTD	2018 Annual Budget	2018 Budget Variance	2018 % Budget
Revenue:						
Other Revenue/OPEB trust Reimb	30,591	37,780	40,019	39,000	1,019	103%
Interest Income	5,833	1,448	1,584	500	1,084	317%
Member Dues	197,186	194,787	197,905	192,388	5,517	103%
CARF South Prog Admin Fee	9,386	8,456	4,398	8,625	(4,227)	51%
	(4,111)	297	134			
CARF Live Racing Agency Allocation	299,797	299,797	299,797	299,797	0	100%
Total Revenue	538,693	542,565	543,837	540,310	3,393	101%
Expenses:						
Salaries	144,221	164,859	158,446	197,605	39,159	80%
Employee Benefits	24,197	26,618	23,272	29,360	6,088	79%
Post Retirement Benefits	29,783	31,075	42,027	38,204	(3,823)	110%
Payroll Taxes	26,185	50,011	30,148	31,469	1,321	96%
Accounting Costs	16,587	16,250	20,313	17,500	(2,813)	116%
Audit Services	13,538	7,638	12,275	6,775	(5,500)	181%
Automobile Expense	4,968	2,610	4,529	4,000	(529)	113%
Contracted Services	120	1,864	1,338	2,000	663	67%
Depreciation	10,338	5,983	2,235	4,000	1,765	56%
Dues & Subscriptions	1,206	1,172	220	1,300	1,080	17%
Insurance Expense	48,192	52,480	47,798	53,000	5,202	90%
Legal Expenses	14,753	31,135	64,551	25,000	(39,551)	258%
Legislative Expenses	45,623	46,295	46,679	45,500	(1,179)	103%
Meetings Expense	2,619	4,427	3,817	4,000	183	95%
Misc. (Ag Day Sponsor)	890	415	195	1,000	805	19%
Rent - Northern Print Shop	0	0	0	0	0	0%
Office Supplies	17,557	16,961	19,120	18,000	(1,120)	106%
Postage & Shipping	1,536	777	1,397	1,500	103	93%
Rent (Tribute Road)	35,770	35,770	35,770	35,770	0	100%
Repairs & Maintenance	0	0	0	500	500	0%
Telephone Expense	7,567	7,356	5,755	8,000	2,245	72%
Training	302	129	360	1,000	640	36%
Travel Expense	11,609	5,154	3,952	10,000	6,048	40%
Total Expenses	457,558	508,977	524,193	535,484	11,291	98%
Agency Income (Loss)	81,135	33,588	19,644	4,827	14,817	
Southern Prog Income (Loss)	1,894	(226)	726	1,375	(9,103)	
Total Bal Sheet Net Income (Loss)	83,029	33,362	20,370	6,202	5,714	
GASB 68 PENSION EXPENSE	124,160	103,420	0	0	0	0%
Total Net Income after GASB68	(41,131)	(70,058)	20,370	6,202	5,714	0



**California Authority of Racing Fairs
Southern Region Income Statement
December 31, 2018**

	2016	2017	2018	2018	2018	2018
	Year End	Year End	Jan-Dec	Annual	Budget	% Budget
	Actual	Actual	YTD	Budget	Variance	
Program Revenue:						
Program Sales	125,152	112,747	126,585	115,000	11,585	110%
Other Revenue	0	0	0	0	0	0%
Royalties/Fees Due Host	(113,872)	(104,517)	(121,461)	(105,000)	(16,461)	116%
Total Revenue	11,280	8,231	5,124	10,000	(4,876)	51%
Expenses:						
Legal Expenses	0	0	0	0	0	0%
Meetings Expense	0	0	0	0	0	0%
Misc Exp.(Storage)	0	0	0	0	0	0%
Office Supplies	0	0	0	0	0	0%
Paper Expense	0	0	0	0	0	0%
Postage & Shipping	0	0	0	0	0	0%
Printing Supplies	0	0	0	0	0	0%
Rent & Utility Expenses	0	0	0	0	0	0%
Repairs & Maintenance	0	0	0	0	0	0%
Telephone Expense	0	0	0	0	0	0%
Travel Expense	0	0	0	0	0	0%
Total Expenses	0	0	0	0	0	0%
Operating Income (Loss)	11,280	8,231	5,124	10,000	(4,876)	51%
CARF Admin Fee	9,386	8,456	4,398	8,625	4,227	51%
Rebate						
Income (Loss)	1,894	(226)	726	1,375	(9,103)	53%



**California Authority of Racing Fairs
Revenues Generated and Paid through CARF
Race Recap Report**

2018 Race Meet	Pleasanton	Sacramento	Humboldt	Fresno	Total
Tote Handle	\$22,442,867	\$15,096,789	\$5,800,705	\$13,199,175	\$56,539,536
ADW Handle	\$11,536,865	\$9,496,530	\$4,468,967	\$5,181,974	\$30,684,336
All Handle Total	\$33,979,732	\$24,593,319	\$10,269,672	\$18,381,149	\$87,223,872

REVENUE:

Takeout	4,806,721	3,213,066	1,199,334	2,845,088	12,064,209
Programs	18,086	14,855	6,120	10,949	50,010
Summarized Revenues	106,879	58,173	38,819	59,997	263,868
ADW (California & Exports)	1,494,532	1,253,931	580,895	664,768	3,994,126
Total	6,426,218	4,540,025	1,825,168	3,580,802	16,372,213

EXPENSES:

2018 Circuit Billing	240,033	176,106	112,320	145,765	674,223
2018 Jan-June Billbacks	182,678	88,670	38,216	43,457	353,021
2018 July-September Billbacks	124,767	169,050	83,206	30,111	407,135
2018 Oct-December Billbacks, RTM	194,126	138,711	95,549	213,724	642,109
Relocation Costs	8,075	8,075	8,075	8,075	32,300
Total Track Expenses	749,678	580,612	337,365	441,132	2,108,788

Revenues Generated and Paid through CARF

Total Purses Revenue	1,656,174	1,185,891	508,516	899,784	4,250,365
Total Track Commissions Revenue	1,402,125	1,009,583	441,877	744,968	3,598,553

TOTAL PURSES/FAIR COMMISSIONS	3,058,299	2,195,474	950,393	1,644,752	7,848,918
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**California Authority of Racing Fairs
Live Racing Income Statement
December 31, 2018**

2016=43 days 2017=45 days 2018=42 days

	2016	2017	2018	2018	2018	2018
	Year End	Year End	Jan-Dec	Annual	Budget	% Budget
	Actual	Actual	YTD	Budget	Variance	
Revenues:						
Reimb. From Live Racing Fairs	1,346,671	1,409,190	1,802,311	1,445,678	356,633	125%
3rd Party Lasik Reimb	0	0	59,267	0	59,267	0%
Operating Expenses:						
Salaries	424,636	382,135	348,756	365,583	16,827	95%
Employee Benefits	54,746	52,273	47,084	50,607	3,523	93%
Payroll Taxes	61,350	65,453	67,539	67,289	(250)	100%
Accounting Costs	48,853	48,750	44,688	48,900	4,213	91%
Audit Services	20,813	20,813	21,225	20,800	(425)	102%
Automobile Expense	3,017	1,042	5,199	3,000	(2,199)	173%
Legal Expenses	0	0	0	1,000	1,000	0%
Meetings Expense	554	437	557	1,000	443	56%
Telephone Expense	3,366	4,091	3,598	6,000	2,402	60%
Travel Expense	44,336	46,829	50,291	45,000	(5,291)	112%
Sub-Totals	661,671	621,823	588,936	609,179	20,243	97%
Racing Support Services:						
Announcer	22,925	25,750	25,778	32,900	7,122	78%
Condition Bk/Program Cover	14,853	11,081	9,324	15,000	5,676	62%
Racing Operations Support	62,972	61,230	107,391	75,200	(32,191)	143%
TC02 Testing	8,621	21,239	23,110	20,680	(2,430)	112%
3RD PARTY LASIKS	0	0	59,267	0	(59,267)	0%
Marketing/Web Devel	1,100	6,870	5,120	3,000	(2,120)	171%
Paymaster Operations	6,373	7,124	3,674	6,500	2,826	57%
Program Production	158,344	172,986	161,162	159,800	(1,362)	101%
Racing Office System	20,029	13,417	14,992	18,800	3,808	80%
Recruitment	5,452	7,145	6,370	15,000	8,630	42%
Jumbo Screen	94,350	68,850	103,500	94,000	(9,500)	110%
Supplies	16,001	19,202	7,668	19,000	11,332	40%
Tattooing	16,906	19,969	13,934	17,000	3,066	82%
Timing/Clocker	12,035	13,113	12,606	16,920	4,314	75%
Transportation	2,072	1,700	2,410	3,000	590	80%
TV Production/Simulcast	120,691	156,043	190,856	150,400	(40,456)	127%
RTM ALLOCATION (MAINT)	123,259	99,129	178,537	116,500	(62,037)	153%
RTM TRANSPORTATION	56,373	78,765	78,360	75,000	(3,360)	104%
RTM PRIOR YEAR LOAN	0	0	0	0	0	0%
STABLING AND TRAINING	0	0	265,842	0	(265,842)	0%
RTM SUPPORT COSTS	61,745	118,460	117,609	112,800	(4,809)	104%
Sub-Totals	804,101	902,072	1,387,510	951,500	(436,010)	146%
Total Gross Expenses	1,465,772	1,523,894	1,976,446	1,560,679	(415,767)	127%
Augmentation LRF	75,000	75,000	75,000	75,000	0	100%
NCOTWINC Reimbursement	40,000	40,000	40,000	40,000	0	100%
Other Reimb Revenue						
Advertising Revenue						
Total Net Expenses	1,350,772	1,408,894	1,861,446	1,445,678		

2019

Yearly Calendar

January						
Su	M	Tu	W	Th	F	Sa
		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		

February						
Su	M	Tu	W	Th	F	Sa
					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		

March						
Su	M	Tu	W	Th	F	Sa
					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						

April						
Su	M	Tu	W	Th	F	Sa
	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				

May						
Su	M	Tu	W	Th	F	Sa
			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	

June						
Su	M	Tu	W	Th	F	Sa
						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						

July						
Su	M	Tu	W	Th	F	Sa
	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			

August						
Su	M	Tu	W	Th	F	Sa
				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

September						
Su	M	Tu	W	Th	F	Sa
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					

October						
Su	M	Tu	W	Th	F	Sa
		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		

November						
Su	M	Tu	W	Th	F	Sa
					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

December						
Su	M	Tu	W	Th	F	Sa
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				

2020

Yearly Calendar

January						
Su	M	Tu	W	Th	F	Sa
			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	

February						
Su	M	Tu	W	Th	F	Sa
						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

March						
Su	M	Tu	W	Th	F	Sa
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				

April						
Su	M	Tu	W	Th	F	Sa
			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		

May						
Su	M	Tu	W	Th	F	Sa
					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						

June						
Su	M	Tu	W	Th	F	Sa
	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				

July						
Su	M	Tu	W	Th	F	Sa
			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	

August						
Su	M	Tu	W	Th	F	Sa
						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					

September						
Su	M	Tu	W	Th	F	Sa
		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			

October						
Su	M	Tu	W	Th	F	Sa
				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

November						
Su	M	Tu	W	Th	F	Sa
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					

December						
Su	M	Tu	W	Th	F	Sa
		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		