

RACETRACK PERSONNEL: A COMPARATIVE STUDY



**BY
SCOT WATERMAN
TORA YAMAGUCHI
DESIREE PRUDHOMME**

**UNIVERSITY OF ARIZONA
RACE TRACK INDUSTRY PROGRAM**

ACKNOWLEDGEMENTS

We would like to thank all of those track employees who took the time out of their busy schedules to fill out our survey. We can only hope that our final product will be valuable enough to make that time spent worthwhile. We would also like to thank Mr. Louis Raffetto, Jr. for trying to make our survey understandable and complete. We are quite certain that our results have more validity due to his efforts. We would also like to thank Doug Reed for all of his help and support in getting this project off the ground. We hope that our final product is a valuable teaching tool for future classes in the Race Track Industry Program.

TABLE OF CONTENTS

I. Introduction	1
II. Definitions	4
III. Data Charts and Graphs	6
a. Live meet Statistics	8
b. Accounting Dept.	9
c. Administrative Dept.	11
d. Admissions and Parking	13
e. Customer Relations	15
f. Food and Beverage	17
g. Group Sales	19
h. Healthcare Personnel	21
i. Maintenance (Cleaning)	23
j. Maintenance (Track / Plant)	25
k. M. I. S.	27
l. Marketing Dept.	29
m. Mutuel Dept. (Supervisors)	31
n. Mutuel Dept. (Money Room)	33
o. Mutuel Dept. (F/T Clerks)	35
p. Mutuel Dept. (P/T Clerks)	37
q. Printing Dept.	39
r. Racing Dept.	41
s. Security Dept.	43
t. Simulcast Dept.	45
u. Television / Broadcasting	47
IV. Outsourcing	49
V. Conclusion	52

I. INTRODUCTION

II. DEFINITIONS



RACETRACK PERSONNEL: A COMPARATIVE STUDY

I. Introduction

In studying the departmental divisions within racetracks as part of the coursework for the University of Arizona Race Track Industry Program, it became clear that almost all tracks do things a little differently when it comes to staffing. Our goal for this project was to be able to provide some benchmarks within various departments of tracks based on the amount of handle the track receives. We also wanted to look at the issue of outsourcing and assess the usage level of contracting labor within the industry. As far as we could determine, this is the first study of its kind. The TRA has done studies in the past looking specifically at salaries that also contained employee numbers but for the purposes of this study we eliminated salaries and focused exclusively on numbers.

We sent approximately 65 surveys out addressed for the most part to track general managers. We received 23 replies. We were able to group the tracks that replied into three natural categories, based on their responses. The surveys asked for employee numbers for live racing and for employee numbers during the off season and/or simulcast season for 16 different departments. We also asked if any of the department was outsourced and if so, how many positions and what specific functions (if available) were contracted out. We relied on data provided by the tracks on the cover sheet (handle, attendance, and number of racing dates); to group the tracks based on like characteristics. The most natural characteristic was, not surprisingly, mutuel handle. There was a direct correlation in almost every case between handle and attendance.

There were some problems that we encountered during this study. The survey in future studies should be designed differently to make the outsourcing question clearer as to what we were looking for. We had expected this would be a problem and thought we had the issue solved but the survey did not function as well as we had hoped. This is why the outsourcing data is not as in depth as the rest of the study. Another problem, which we did not anticipate, was the confusion over how to count employees of the track that work at off-track betting sites. We were looking for data for on track employees only but failed to clearly state this. There were also obvious situations with individual tracks that skewed data in some categories. An example of this would be a track that has slot machines operating year around. Certain departments obviously would have a higher number of off-season personnel than in track just conducting simulcasting. This is why we have presented our finding using both charts obtained from averages and also the full data charts.

One interesting problem was how the majority of the tracks counted maintenance employees. In over half of the surveys returned, track, backstretch, and plant maintenance were all considered the same department. In order to increase the validity of these results we combined figures for the tracks that reported these numbers separately and created one category.

II. Definitions

We asked for employee numbers for 16 different departments. Some of those departments were further split into divisions. We also tried to include some of the job titles we were looking for within departments that had multiple functions. This was not meant to be an all-inclusive list but was intended to be used as a guide. Listed below are the individual departments and the breakdown of job titles in each:

- 1. Accounting**-including finance, payroll, and purchasing
- 2. Administration/Management**
- 3. Admissions/Parking**-including ushers, programs, and forms
- 4. Customer relations**
- 5. Food and Beverage**
- 6. Group Sales**
- 7. Healthcare**-including EMT's, nurses, physicians, first aid
- 8. Maintenance**-was split into 3 divisions: track, physical plant, and cleaning
- 9. Management Information Systems**
- 10. Marketing**-including promotions, advertising, publicity, events, press box, internet, and track announcer
- 11. Mutuels**-was split into 4 divisions: supervisors, money room, full-time clerk, and part-time clerks
- 12. Printing**
- 13. Racing Department**-including racing secretary's office, judges, valets, starters, outriders, stall superintendents
- 14. Security**
- 15. Simulcasting**
- 16. TV/Broadcasting**-including camera operators, graphics

The tracks themselves were divided into three categories based on live, on-track average daily pari-mutuel handle. The classification system is as follows:

Tier I = tracks with over \$1,000,000 in average daily handle

Tier II = tracks with between \$500,000 and \$1,000,000 in average daily handle

Tier III = tracks with under \$500,000 in average daily handle

Within the data tables themselves, if there is a “0”, then the track has no employees in that department. If the track did not supply an answer, the box will be blank. Tracks that did not have a specific department or considered one of our departments as part of something else will have “na” in the box. If the department is completely outsourced, an “out” will appear. An explanation will appear below the bar graphs in each department.

III. DATA CHARTS AND GRAPHS

IV. OUTSOURCING



ASSUMPTIONS AND KEYS FOR DATA CHARTS

1. Some tracks reported ranges of employee numbers for some departments. The number that we used in those circumstances was the average of the high and low.
2. Tracks A and B are operated by the same organization but are two different tracks. Their numbers were different enough in some departments to be listed separately. In the departments that were the same, Track B was left blank.
3. We used pari-mutuel data supplied by Equibase to determine the average daily handle for tracks L, O, R, S, and U.
4. "0" means the track reported zero employees in a particular department.
5. "out" means the entire department is outsourced by the track.
6. "na" means that the track considered the department as a function of another department.

SCORECARD FOR LIVE MEET

	LIVE DAYS	AVG. ATTENDANCE	AVG. HANDLE
Track A	139	5,500	1,638,000
Track B	36	25,500	3,171,000
Track C	76	12,371	1,784,343
Track D	43	14,973	2,419,616
Track E	100	9,200	1,358,569
Track F	52	12,608	1,149,031
Track G	115	12,048	2,472,561
Average Tier I	80.1	13,171	1,999,017

Track H	148	4,103	633,300
Track I	96	5,500	720,000
Track J	105	4,062	836,181
Track K	59	3,736	662,243
Track L	18	8,294	594,180
Track M	105	3,129	806,095
Average Tier II	88.5	4,804	708,667

Track N	53	11,060	83,412
Track O	134	3,794	191,478
Track P	27	1,511	74,862
Track Q	158	2,114	223,300
Track R	65		60,737
Track S	54		291,982
Track T	84	4,118	310,000
Track U	67	4,300	263,322
Track V	170	1,434	160,341
Track W	82	1,737	131,985
Track X	41	2,153	324,343
Average Tier III	85	3,580	192,342

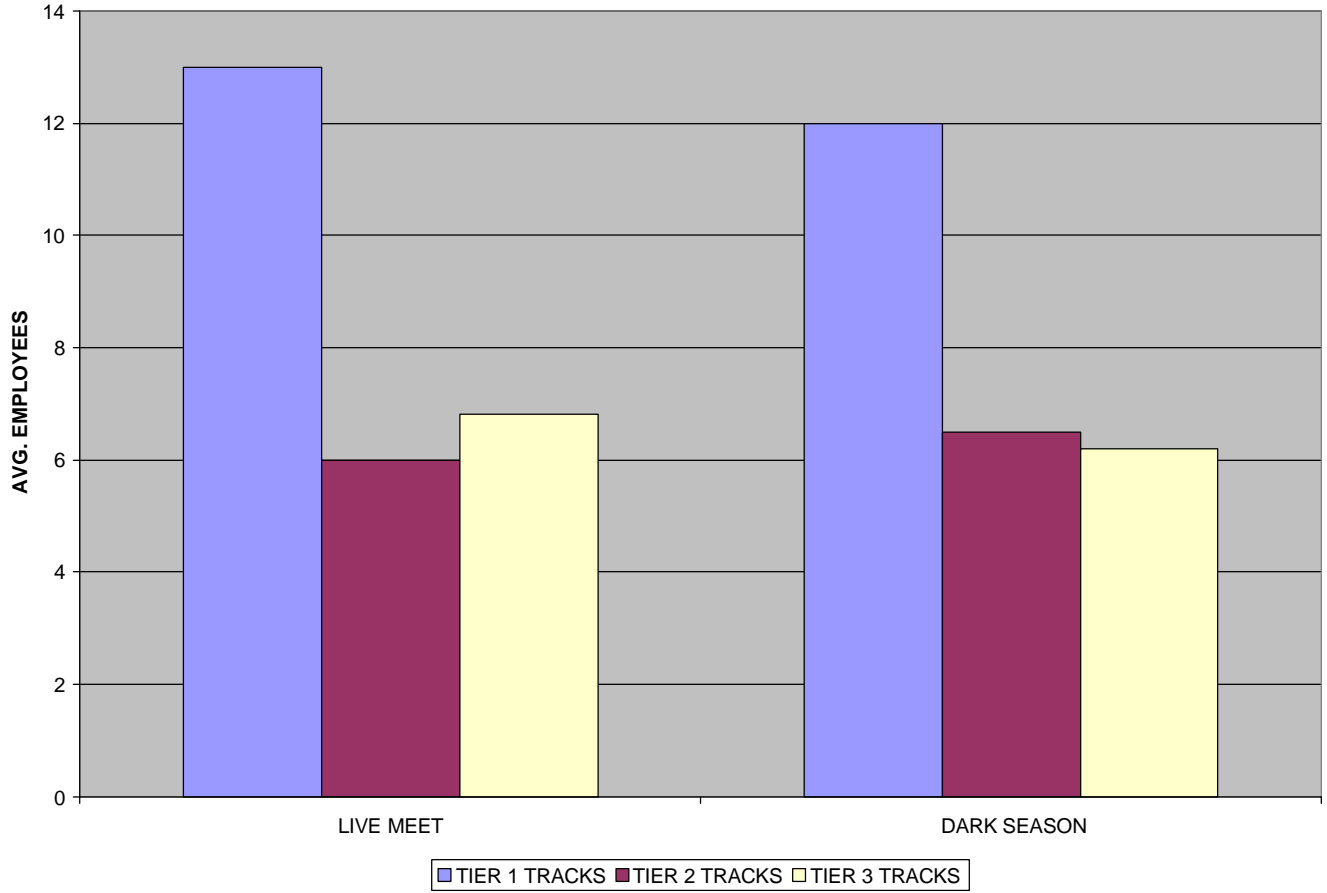
ACCOUNTING DEPARTMENT

Tier I	1,000,000+ handle		
		Live	Dark
Track A		na*	
Track B		na*	
Track C		20	20
Track D		12	7
Track E		10	10
Track F		2	2
Track G		21	21
Average		13	12

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		7	7
Track I		5	4
Track J		8	8
Track K		4	4
Track L		0	4
Track M		12	12
Average		6	6.5

Tier III	under 500,000 handle		
		Live	Dark
Track N		23	23
Track O		9	9
Track P		1	1
Track Q		6	4
Track R		6	5
Track S		4	4
Track T		5	5
Track U		3	3
Track V		4	4
Track W		8	6
Track X		6	4
Average		6.8	6.2

ACCOUNTING DEPARTMENT



*Tracks A and B combined personnel numbers for Administrative and Accounting Departments (the total for both was reported as 198).

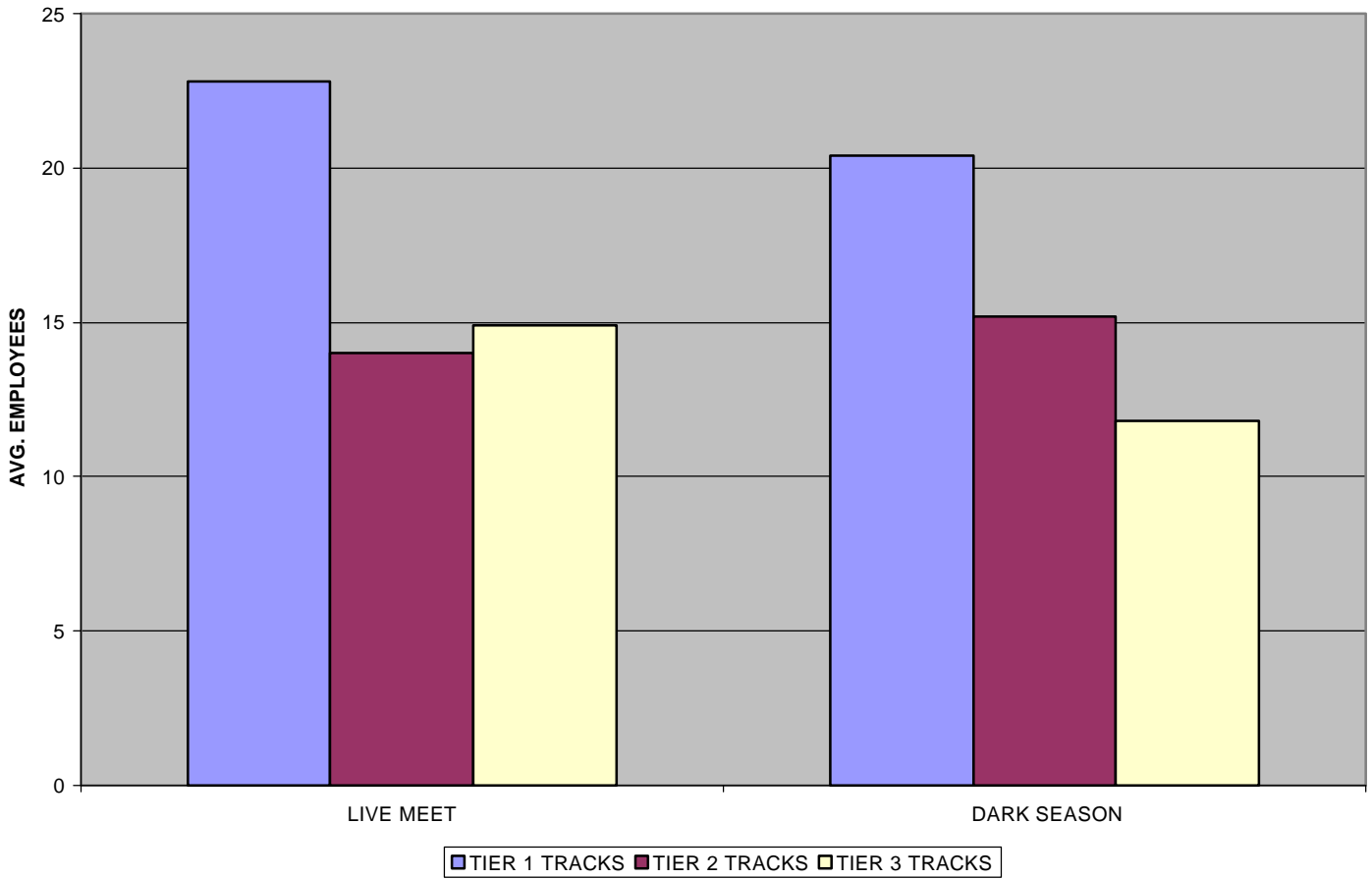
ADMINISTRATIVE DEPARTMENT

Tier I	1,000,000+ handle		
		Live	Dark
Track A		na*	
Track B		na*	
Track C		40	40
Track D		15	7
Track E		5	5
Track F		8	8
Track G		46	42
Average		22.8	20.4

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		12	10
Track I		42	42
Track J		7	7
Track K		10	10
Track L		3	12
Track M		10	10
Average		14	15.2

Tier III	under 500,000 handle		
		Live	Dark
Track N		9	9
Track O		10	9
Track P		7	0
Track Q		15	15
Track R		18	18
Track S		35	27
Track T		5	5
Track U		7	7
Track V		15	7
Track W		3	3
Track X		40	30
Average		14.9	11.8

ADMINISTRATIVE DEPARTMENT



* Tracks A & B combined personnel numbers for Administrative and Accounting Departments (the total for both was reported as 198).

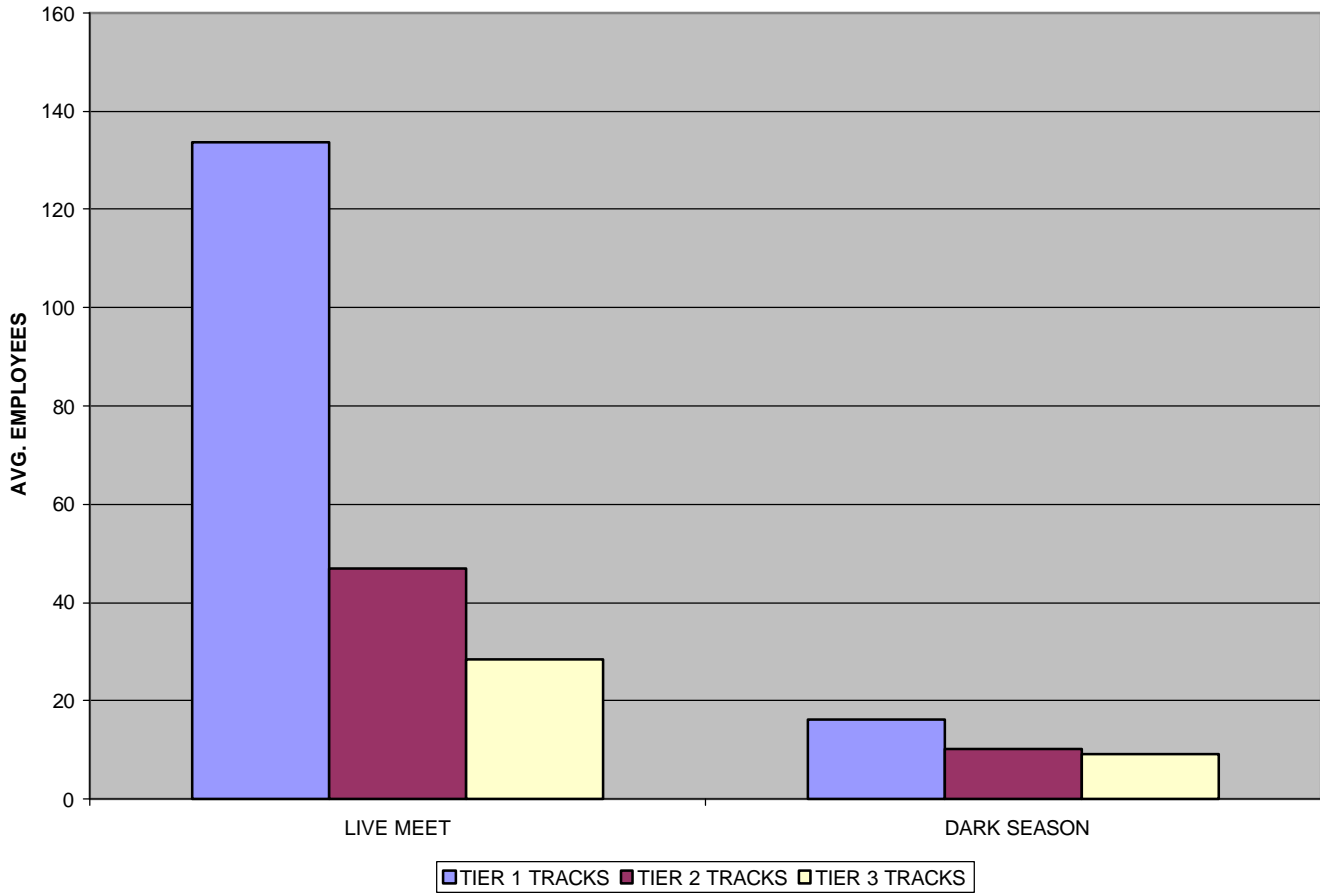
ADMISSIONS AND PARKING

Tier I	1,000,000+ handle		
		Live	Dark
Track A		100	
Track B		300	
Track C		40	7
Track D		214	0
Track E		91	32
Track F		36	6
Track G		155	35
Average		133.7	16

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		37	20
Track I		60	10
Track J		50	10
Track K		25	10
Track L		20	5
Track M		89	6
Average		46.8	10.2

Tier III	under 500,000 handle		
		Live	Dark
Track N		79	52
Track O		28	2
Track P		21	0
Track Q		20	5
Track R		20	
Track S		24	3
Track T		52*	16*
Track U		15	0
Track V		14	2
Track W		8	2
Track X		30	10
Average		28.3	9.2

ADMISSIONS AND PARKING



* Track T includes personnel from Customer Service in Admissions and Parking number.

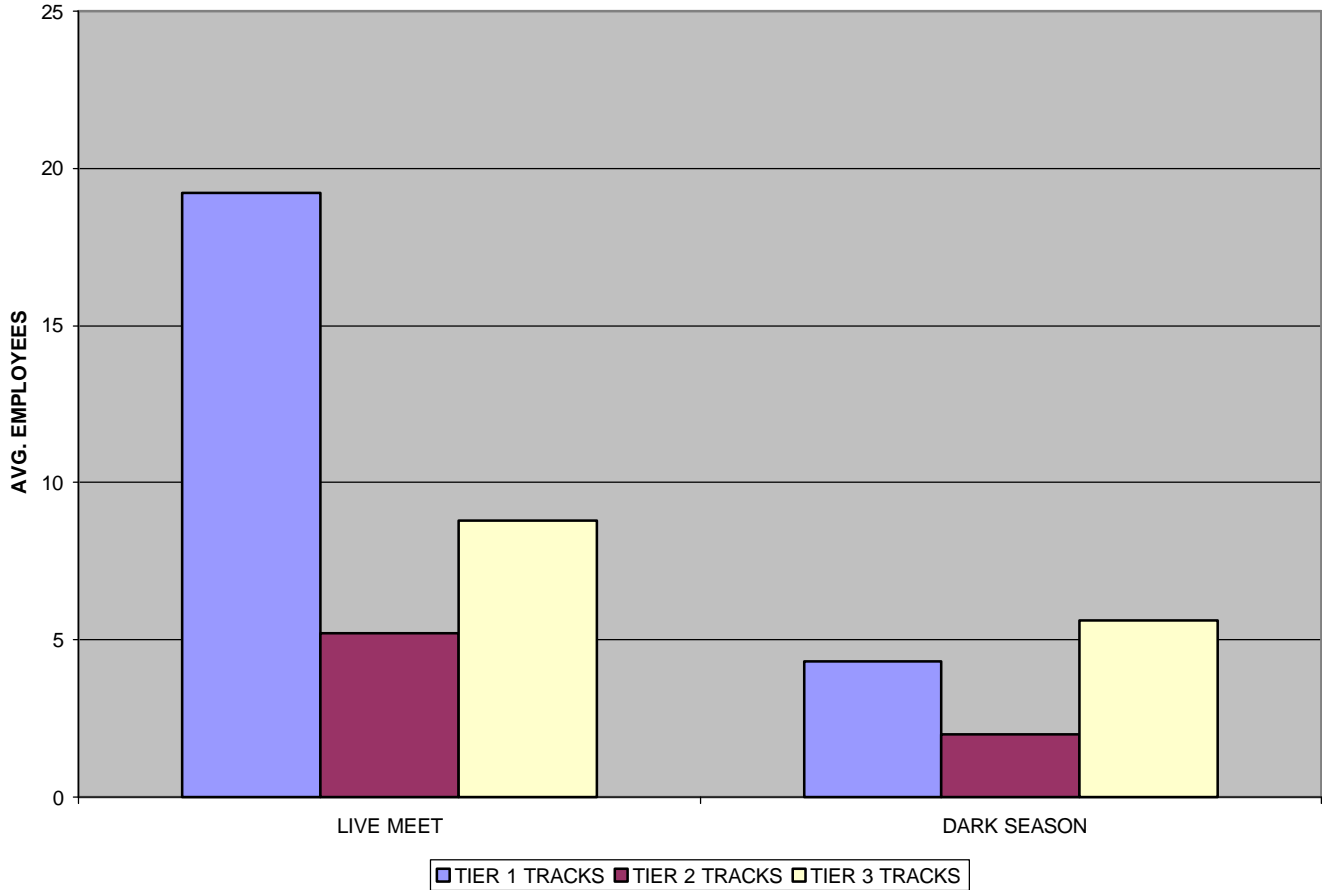
CUSTOMER RELATIONS

Tier I	1,000,000+ handle		
	Live		Dark
Track A	18		
Track B			
Track C	15		0
Track D	na*		na*
Track E	12		3
Track F	30		8
Track G	21		6
Average	19.2		4.3

Tier II	500,000-999,999 handle		
	Live		Dark
Track H	1		1
Track I	20		6
Track J	1		0
Track K	6		4
Track L	2		1
Track M	1		0
Average	5.2		2

Tier III	under 500,000 handle		
	Live		Dark
Track N	42		42
Track O			
Track P	2		0
Track Q	2		0
Track R	1		0
Track S	16**		1**
Track T	na***		na***
Track U	5		0
Track V	na****		na****
Track W	1		1
Track X	1		1
Average	8.8		5.6

CUSTOMER RELATIONS



* Track D considers Customer Relations as part of the Marketing Department.

** Track S Customer Relations employees share other duties.

*** Track T considers Customer Relations as part of Admissions / Parking.

**** Track V considers Customer Relations as part of the Marketing Department.

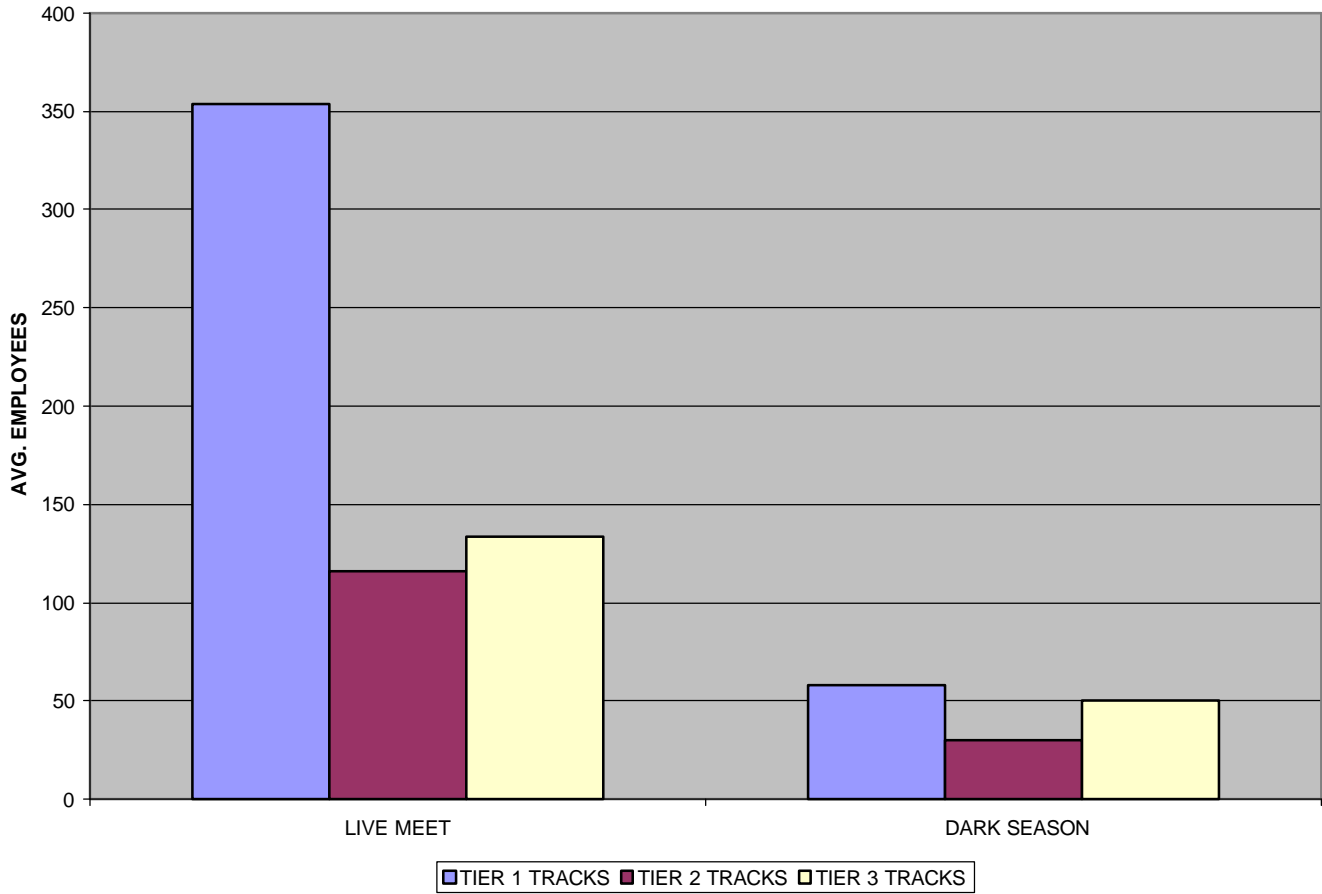
FOOD AND BEVERAGE

Tier I	1,000,000+ handle		
		Live	Dark
Track A		125	
Track B		650	
Track C		out	out
Track D		out	out
Track E		330	80
Track F		320	40
Track G		344	54
Average		353.8	58

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		out	out
Track I		214	94
Track J		130	20
Track K		120	20
Track L		25	6
Track M		90	10
Average		115.8	30

Tier III	under 500,000 handle		
		Live	Dark
Track N		384	258
Track O		150	30
Track P		out	0
Track Q		40	16
Track R		88	72
Track S		76	4
Track T		160	50
Track U		out	out
Track V		61	6
Track W		43	17
Track X		200	45
Average		133.6	49.8

FOOD AND BEVERAGE



Tracks C, D, H, P, and U outsource this department completely.

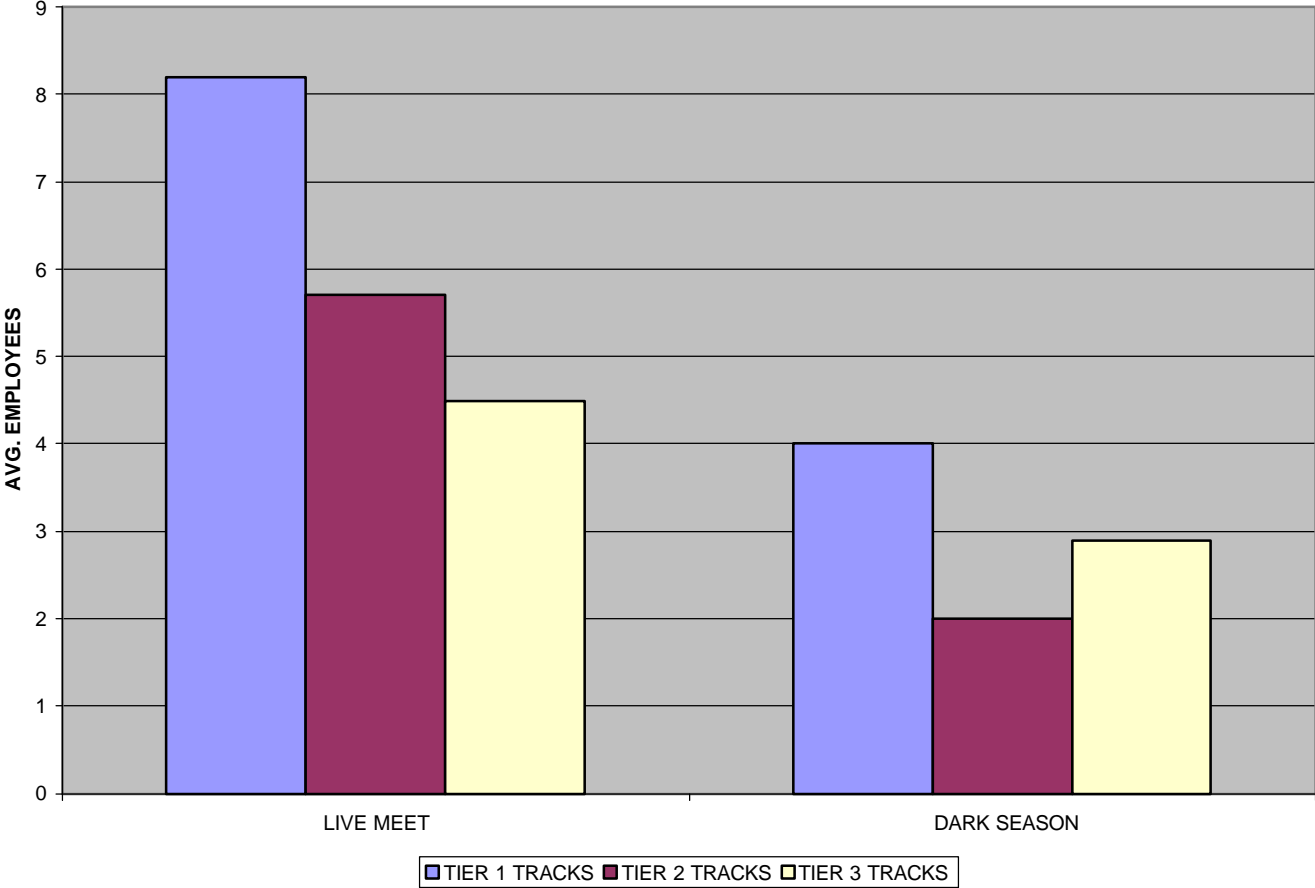
GROUP SALES

Tier I	1,000,000+ handle		
		Live	Dark
Track A		5	
Track B			
Track C		4	4
Track D		10	2
Track E		3	3
Track F		1	1
Track G		18	10
Average		8.2	4

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		1	1
Track I		4	4
Track J		16	4
Track K		2	1
Track L		2	0
Track M		9	2
Average		5.7	2

Tier III	under 500,000 handle		
		Live	Dark
Track N			
Track O		12	9
Track P		1	0
Track Q		1	1
Track R		5	3
Track S		5	2
Track T		7	7
Track U		5	4
Track V		4	1
Track W		1	1
Track X		4	1
Average		4.5	2.9

GROUP SALES



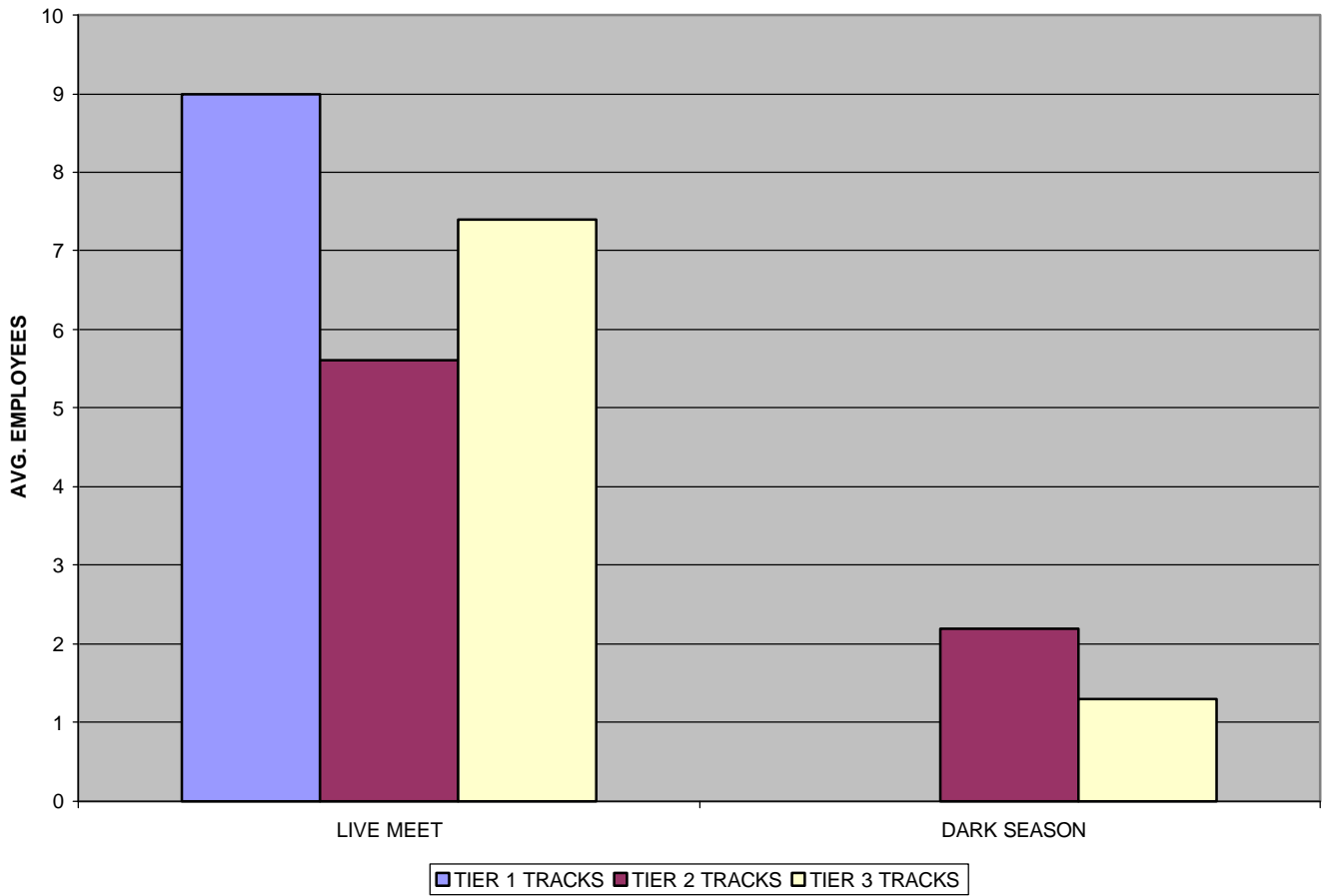
HEALTHCARE PERSONNEL

Tier I	1,000,000+ handle		
		Live	Dark
Track A		17	
Track B			
Track C		5	0
Track D		out	0
Track E		out	0
Track F		5	0
Track G		out	0
Average		9	0

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		3	3
Track I		12	6
Track J		3	1
Track K		na*	na*
Track L		8	1
Track M		2	0
Average		5.6	2.2

Tier III	under 500,000 handle		
		Live	Dark
Track N		9	6
Track O			
Track P		2	0
Track Q		out	0
Track R		5	3
Track S		out	0
Track T		5	1
Track U		18	3
Track V		12	0
Track W		out	0
Track X		1	0
Average		7.4	1.3

HEALTHCARE PERSONNEL



* Considers Healthcare part of the Security Department.

Tracks D, E, G, Q, S, and W outsource Healthcare personnel completely.

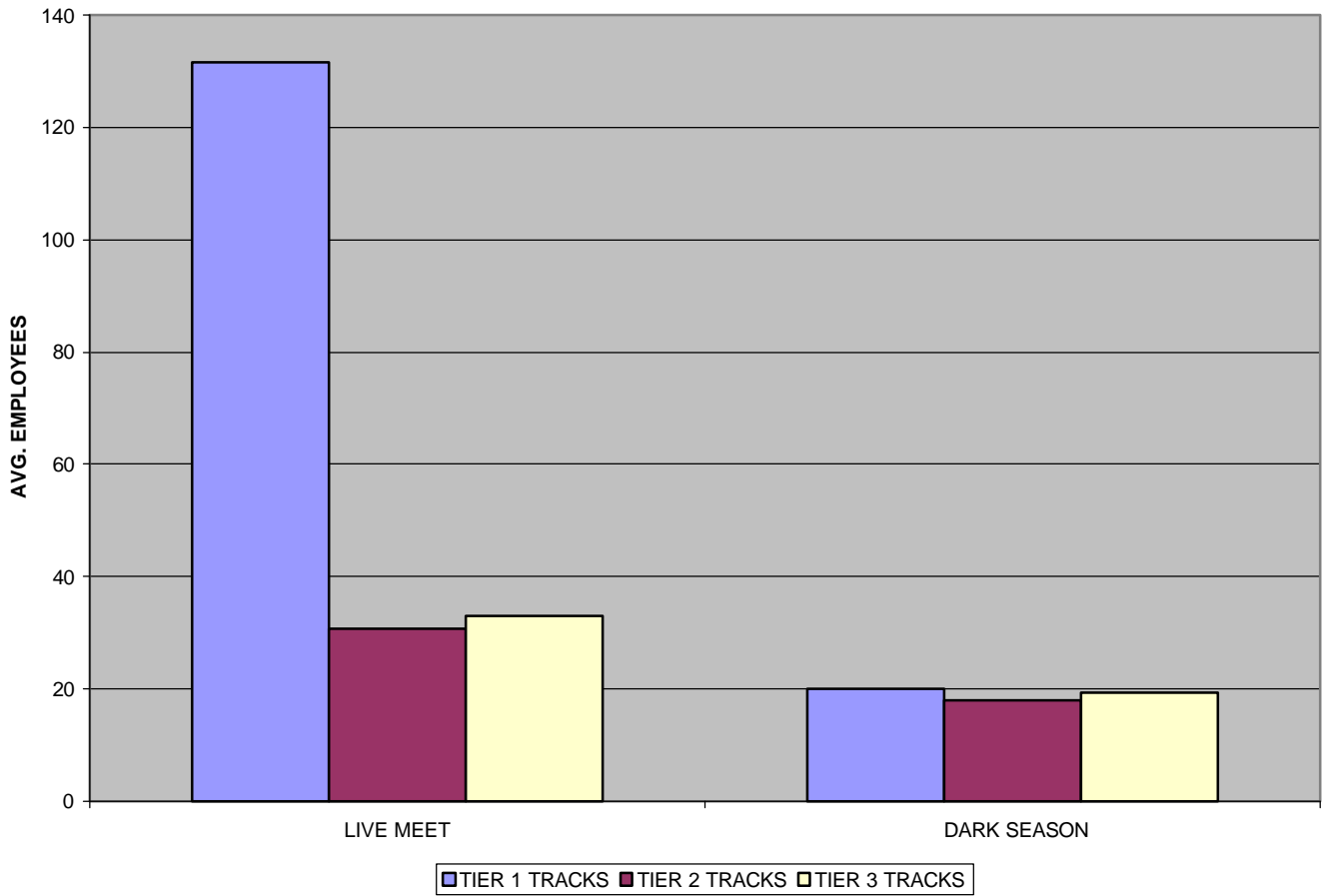
MAINTENANCE: CLEANING PERSONNEL

Tier I	1,000,000+ handle		
		Live	Dark
Track A		169	3
Track B		247	16
Track C		100	30
Track D		92	2
Track E		out	out
Track F		91	24
Track G		90	45
Average		131.5	20

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		out	out
Track I		58	38
Track J		25	25
Track K		20	6
Track L		4	6
Track M		46	15
Average		30.6	18

Tier III	under 500,000 handle		
		Live	Dark
Track N		137	74
Track O			
Track P		3	0
Track Q		11	7
Track R		40	40
Track S		40	16
Track T		3	0
Track U		20	15
Track V		13	3
Track W		out	out
Track X		30	20
Average		33.0	19.4

MAINTENANCE: CLEANING PERSONNEL



Tracks E, H, and W outsource the Cleaning crew completely.

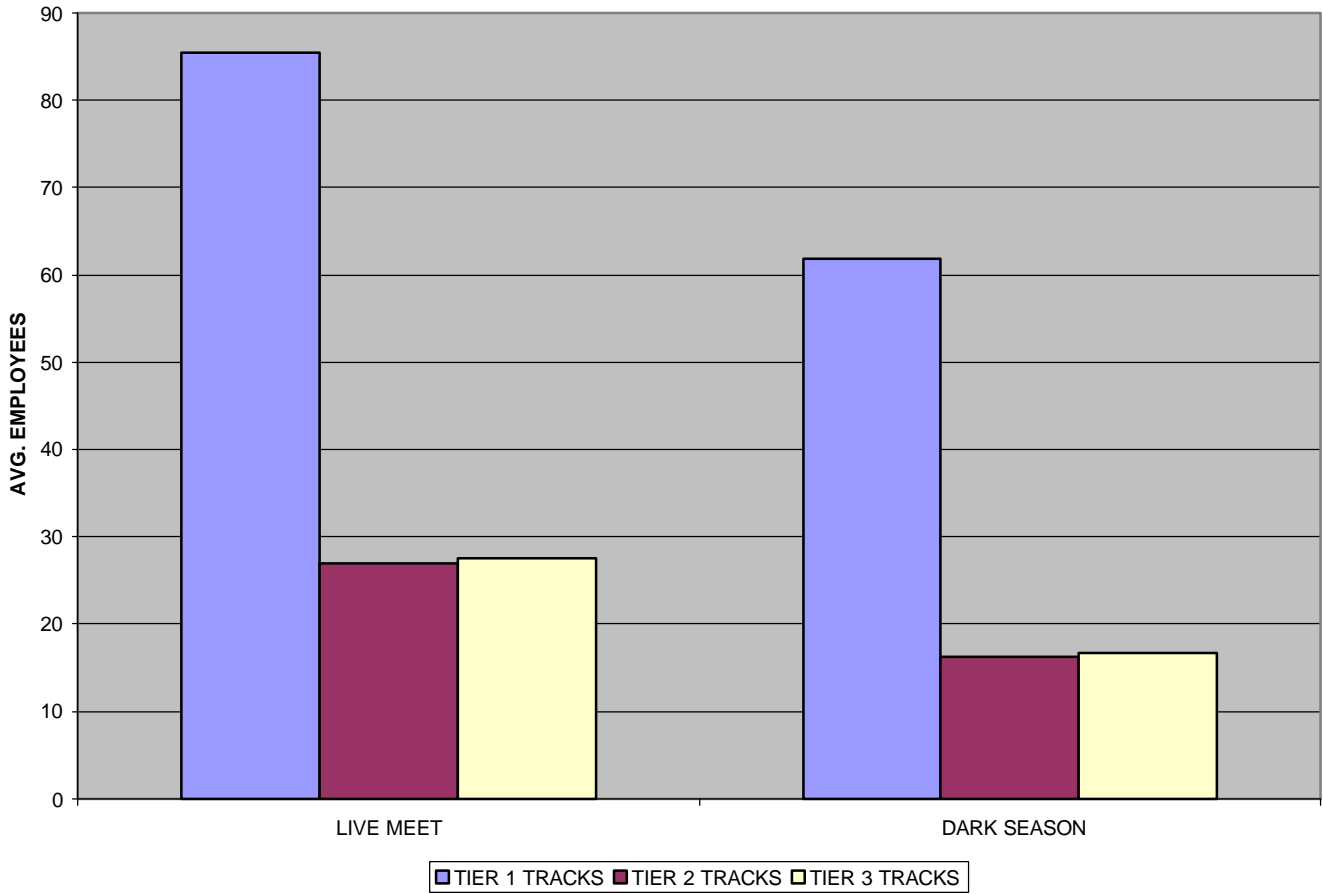
MAINTENANCE: TRACK AND PHYSICAL PLANT

Tier I	1,000,000+ handle		
		Live	Dark
Track A		117	104
Track B		144	116
Track C		27	27
Track D		112	13
Track E		70	59
Track F		21	12
Track G		107	102
Average		85.4	61.9

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		48	40
Track I		26	11
Track J		27	20
Track K		8	2
Track L		25	9
Track M		28	15
Average		27	16.2

Tier III	under 500,000 handle		
		Live	Dark
Track N		68	54
Track O			
Track P		8	0
Track Q		13	7
Track R		14	14
Track S		36	25
Track T		49	25
Track U		26	20
Track V		20	2
Track W		12*	10*
Track X		30	10
Average		27.6	16.7

MAINTENANCE: TRACK AND PHYSICAL PLANT



* Track W outsources maintenance of the physical plant.

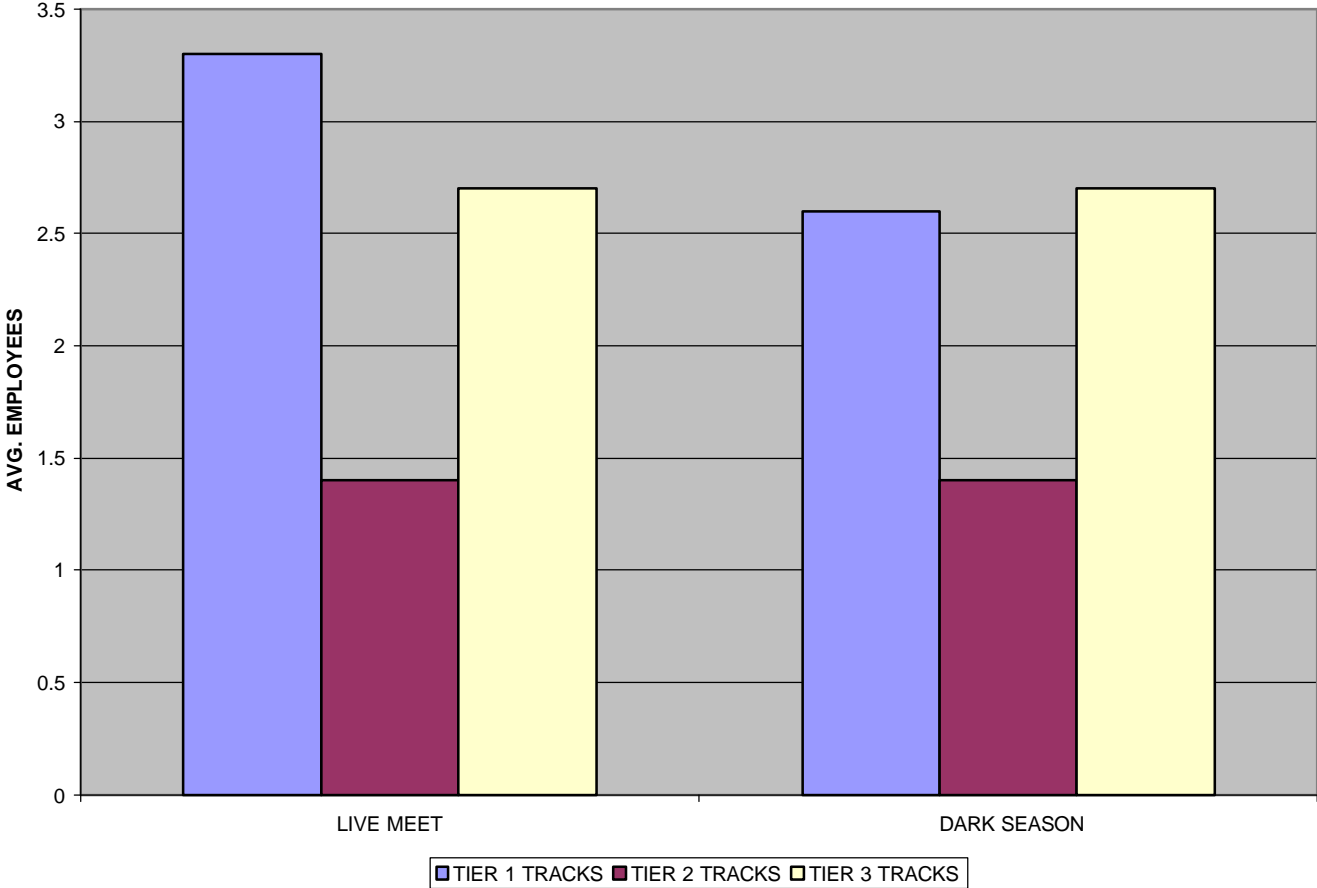
MANAGEMENT INFORMATION SYSTEMS

Tier I	1,000,000+ handle		
		Live	Dark
Track A		7	
Track B			
Track C		5	5
Track D		1	1
Track E		3	3
Track F		1	1
Track G		3	3
Average		3.3	2.6

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		out	out
Track I		1	1
Track J		1	1
Track K		1	1
Track L		3	3
Track M		1	1
Average		1.4	1.4

Tier III	under 500,000 handle		
		Live	Dark
Track N		12	12
Track O			
Track P			
Track Q			
Track R		1	1
Track S		1	1
Track T		2	2
Track U		0	0
Track V		0	0
Track W		out	out
Track X			
Average		2.7	2.7

MANAGEMENT INFORMATION SYSTEMS



Tracks H and W outsource MIS completely.

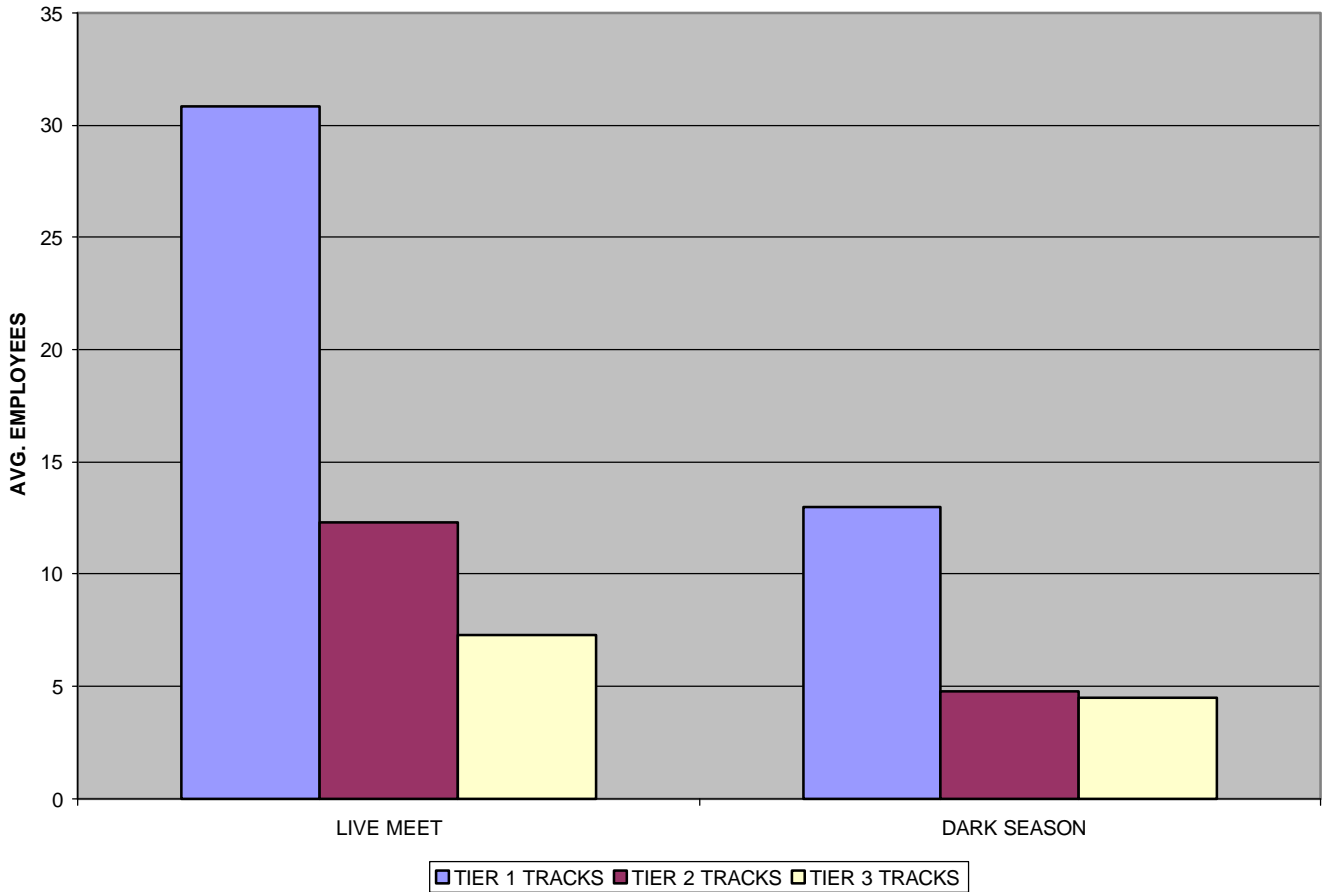
MARKETING DEPARTMENT

Tier I	1,000,000+ handle		
		Live	Dark
Track A		15	
Track B			
Track C		13	13
Track D		66	7
Track E		30	21
Track F		9	4
Track G		52	20
Average		30.8	13

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		15	13
Track I		11	4
Track J		3	2
Track K		10	3
Track L		20	3
Track M		15	4
Average		12.3	4.8

Tier III	under 500,000 handle		
		Live	Dark
Track N		17	17
Track O		14	13
Track P		3	0
Track Q		4	2
Track R		5	3
Track S		5	2
Track T		12	5
Track U		3	3
Track V		2	1
Track W		5	2
Track X		10	1
Average		7.3	4.5

MARKETING DEPARTMENT



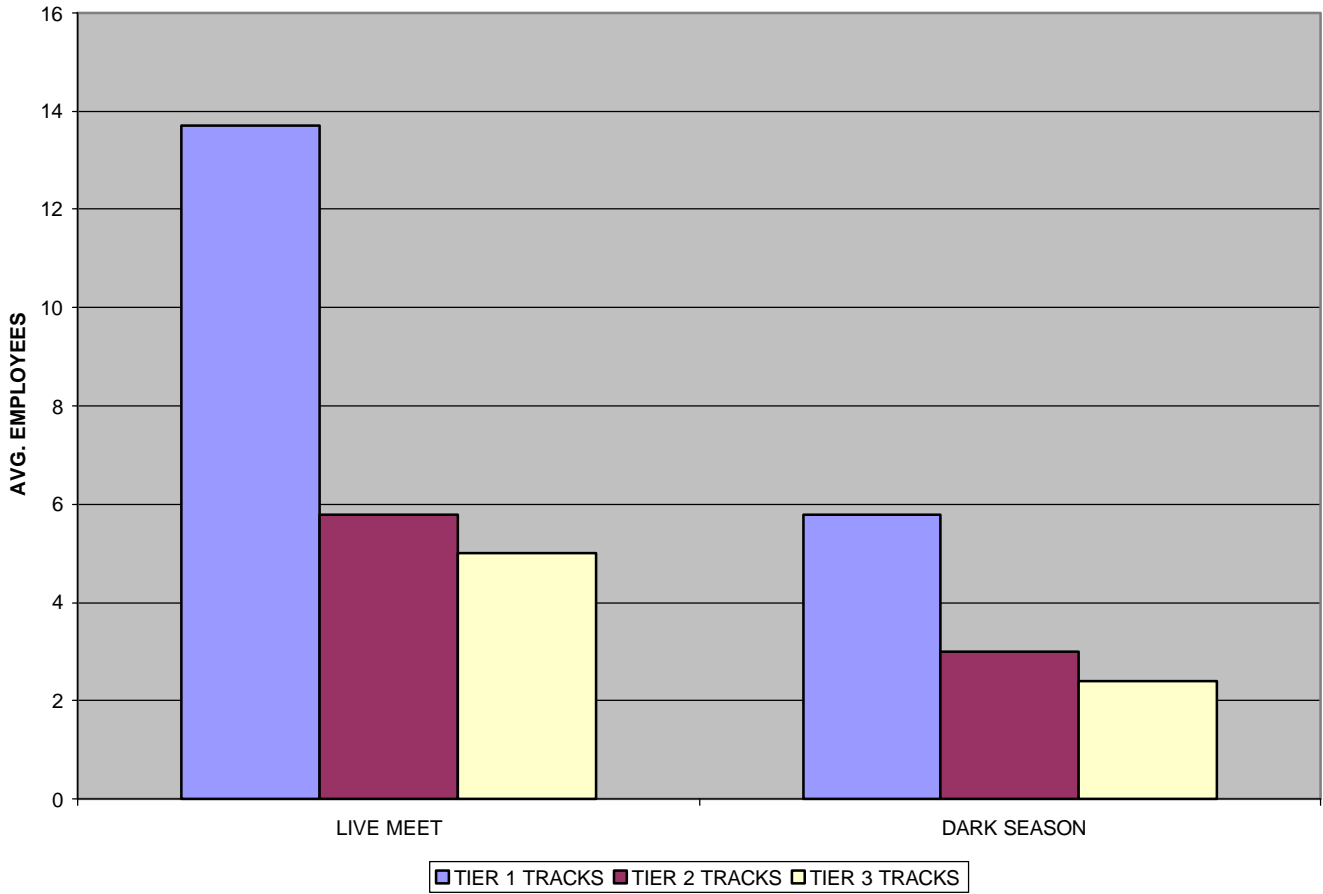
MUTUEL DEPARTMENT: SUPERVISORS

Tier I	1,000,000+ handle		
		Live	Dark
Track A		8	
Track B			
Track C		5	5
Track D		13	0
Track E		6	0
Track F		12	6
Track G		38	18
Average		13.7	5.8

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		4	4
Track I		10	5
Track J		8	2
Track K		7	5
Track L		3	1
Track M		3	1
Average		5.8	3

Tier III	under 500,000 handle		
		Live	Dark
Track N			
Track O			
Track P		1	0
Track Q			
Track R		2	2
Track S		15	10
Track T		6	2
Track U		10	0
Track V		1	1
Track W		3	2
Track X		2	2
Average		5.0	2.4

MUTUEL DEPARTMENT: SUPERVISORS



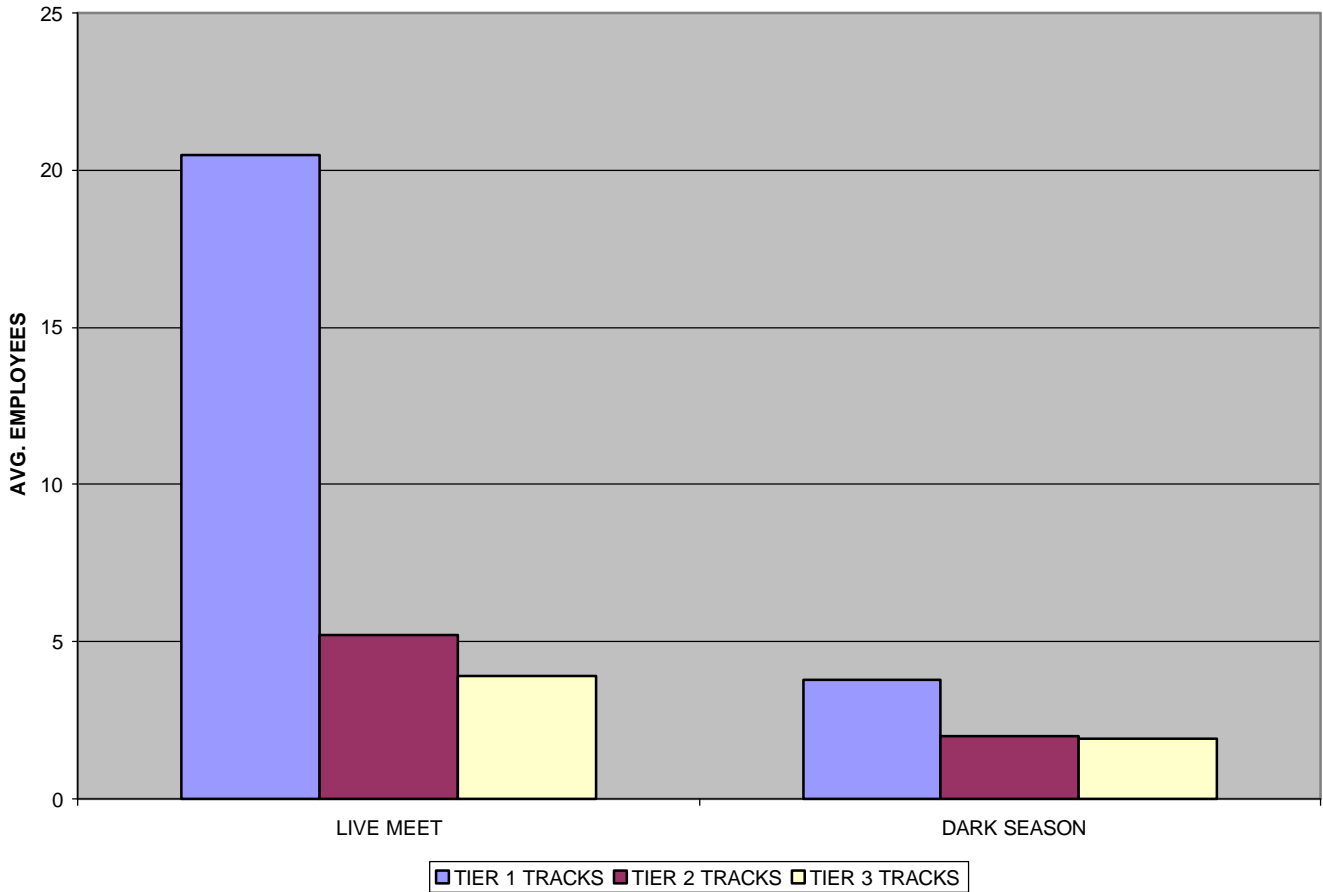
MUTUEL DEPARTMENT: MONEY ROOM

Tier I	1,000,000+ handle		
		Live	Dark
Track A		23	
Track B			
Track C		2	2
Track D		22	0
Track E		16	0
Track F		45	10
Track G		15	7
Average		20.5	3.8

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		9	6
Track I		2	1
Track J		4	1
Track K		4	2
Track L		9	1
Track M		3	1
Average		5.2	2

Tier III	under 500,000 handle		
		Live	Dark
Track N			
Track O			
Track P		4	0
Track Q		4	2
Track R		6	6
Track S		10	5
Track T		3	1
Track U		5	0
Track V		1	1
Track W		1	1
Track X		1	1
Average		3.9	1.9

MUTUEL DEPARTMENT: MONEY ROOM



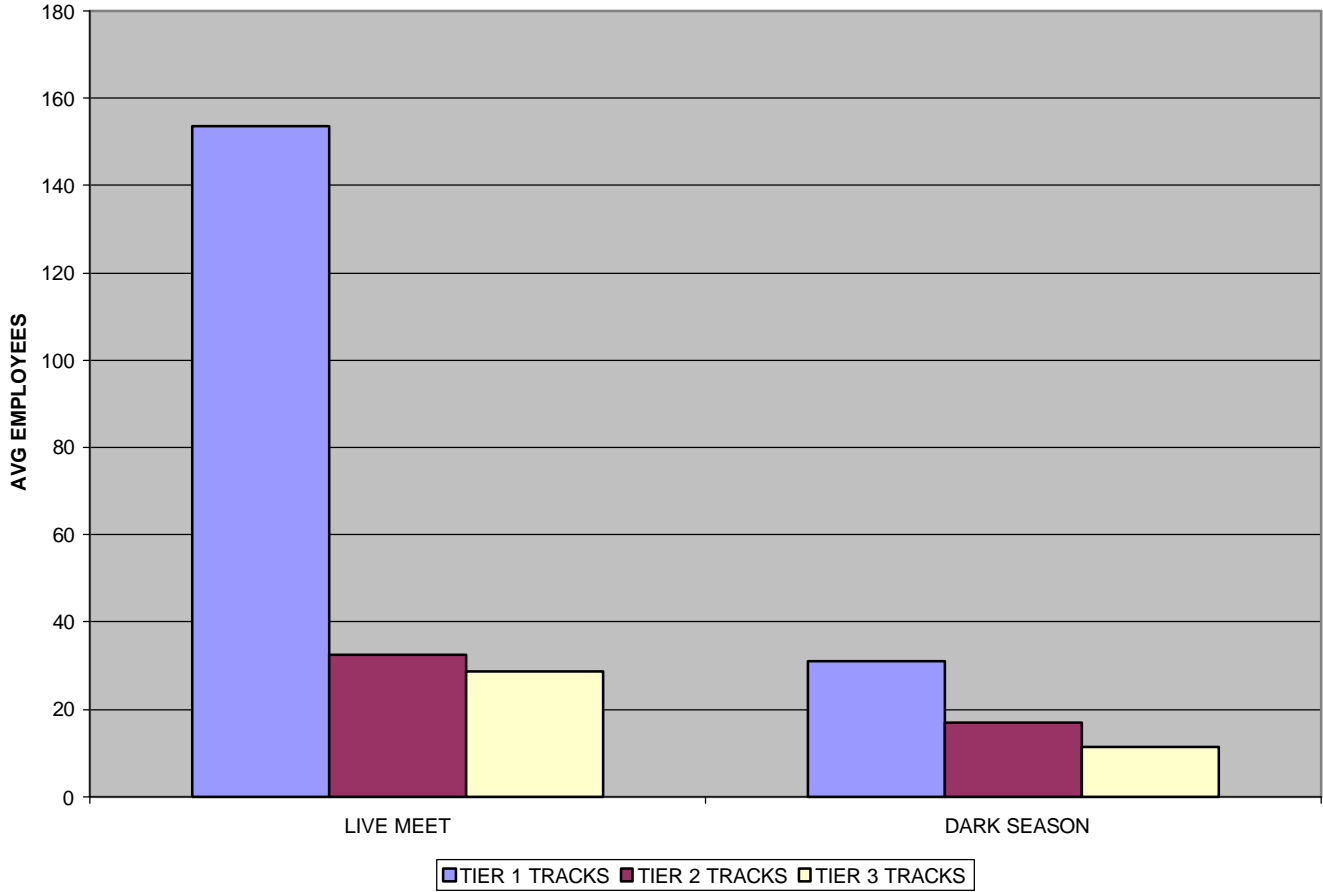
MUTUEL DEPARTMENT: FULL-TIME CLERKS

Tier I	1,000,000+ handle		
		Live	Dark
Track A		244	
Track B			
Track C		80	80
Track D		353	0
Track E		120	0
Track F		20	20
Track G		105	55
Average		153.7	31

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		90	70
Track I		0	0
Track J		30	15
Track K		0	0
Track L		50	7
Track M		26	10
Average		32.7	17

Tier III	under 500,000 handle		
		Live	Dark
Track N			
Track O			
Track P		0	0
Track Q		55	0
Track R		30	15
Track S		55	10
Track T		23	23
Track U		40	0
Track V		11	11
Track W		30	30
Track X		15	15
Average		28.8	11.6

MUTUEL DEPARTMENT: FULL-TIME CLERKS



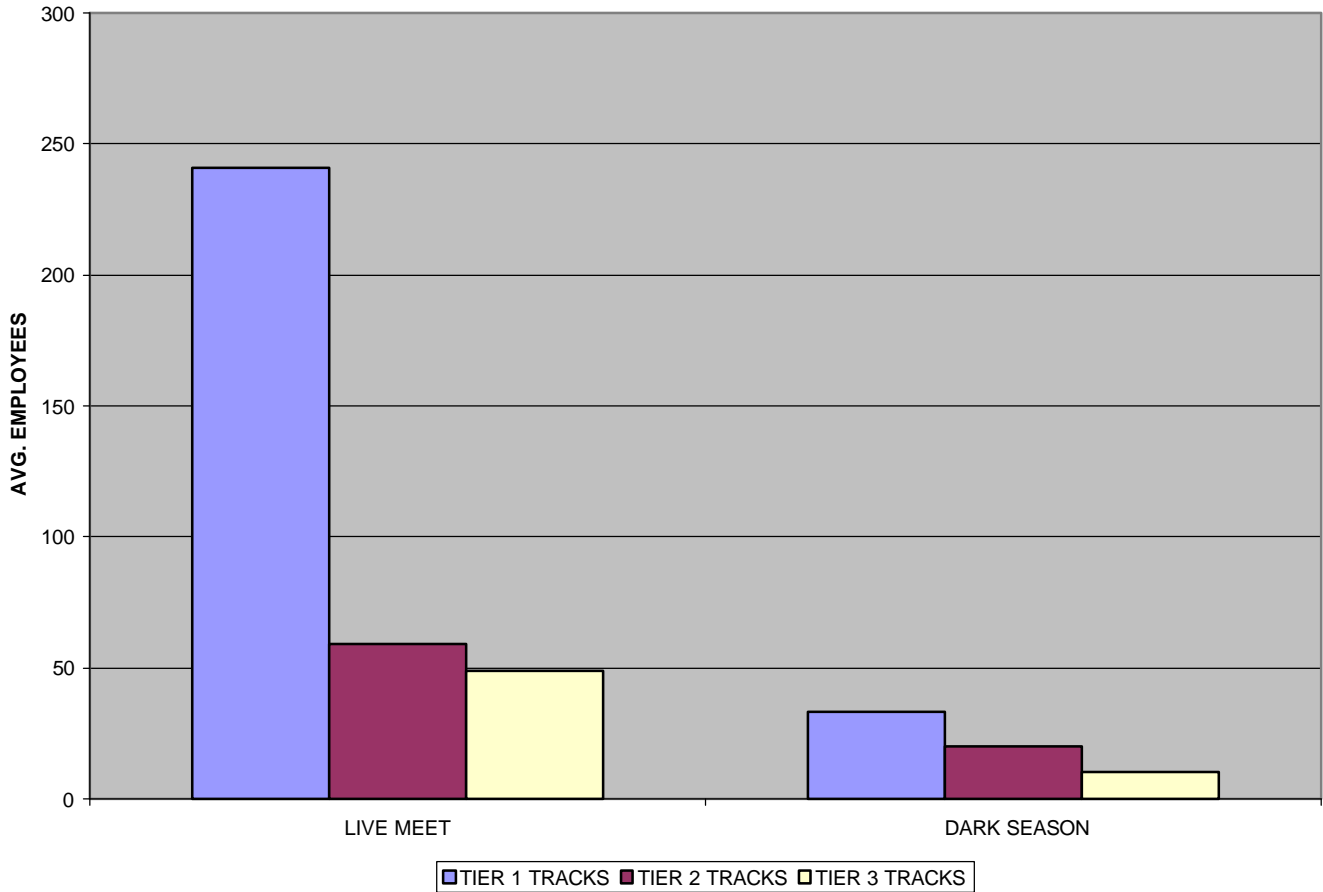
MUTUEL DEPARTMENT: PART-TIME CLERKS

Tier I	1,000,000+ handle		
		Live	Dark
Track A		192	
Track B			
Track C		300	0
Track D		30	0
Track E		250	0
Track F		369	74
Track G		305	93
Average		241	33.4

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		10	10
Track I		124	48
Track J		40	15
Track K		120	35
Track L		26	12
Track M		35	0
Average		59.2	20

Tier III	under 500,000 handle		
		Live	Dark
Track N			
Track O			
Track P		30	0
Track Q		20	0
Track R		10	5
Track S		50	10
Track T		85	17
Track U		20	0
Track V		54	0
Track W		70	0
Track X		100	60
Average		48.8	10.2

MUTUEL DEPARTMENT: PART-TIME CLERKS



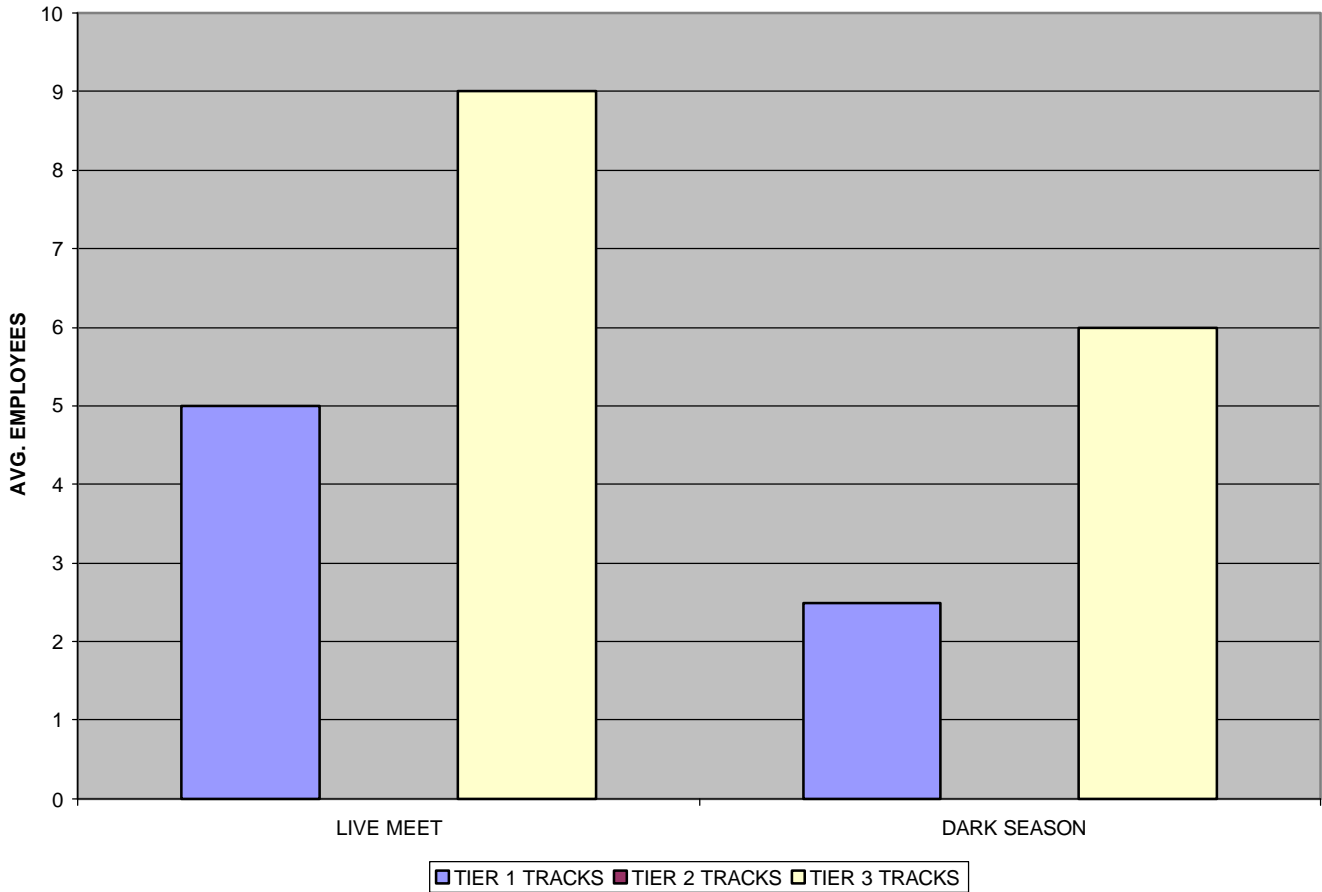
PRINTING DEPARTMENT

Tier I	1,000,000+ handle		
		Live	Dark
Track A			
Track B			
Track C		out	out
Track D		1	1
Track E		6	3
Track F		2	2
Track G		11	4
Average		5	2.5

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		out	out
Track I		out	out
Track J			
Track K		out	out
Track L		out	out
Track M		out	out
Average			

Tier III	under 500,000 handle		
		Live	Dark
Track N		22	15
Track O			
Track P			
Track Q		3	1
Track R			
Track S		out	out
Track T			
Track U		out	out
Track V		out	*
Track W		2	2
Track X			
Average		9.0	6

PRINTING DEPARTMENT



* Printing during simulcast season done in house by switchboard operators.

Tracks C, H, I, K, L, M, S, U, and V outsource Printing completely.

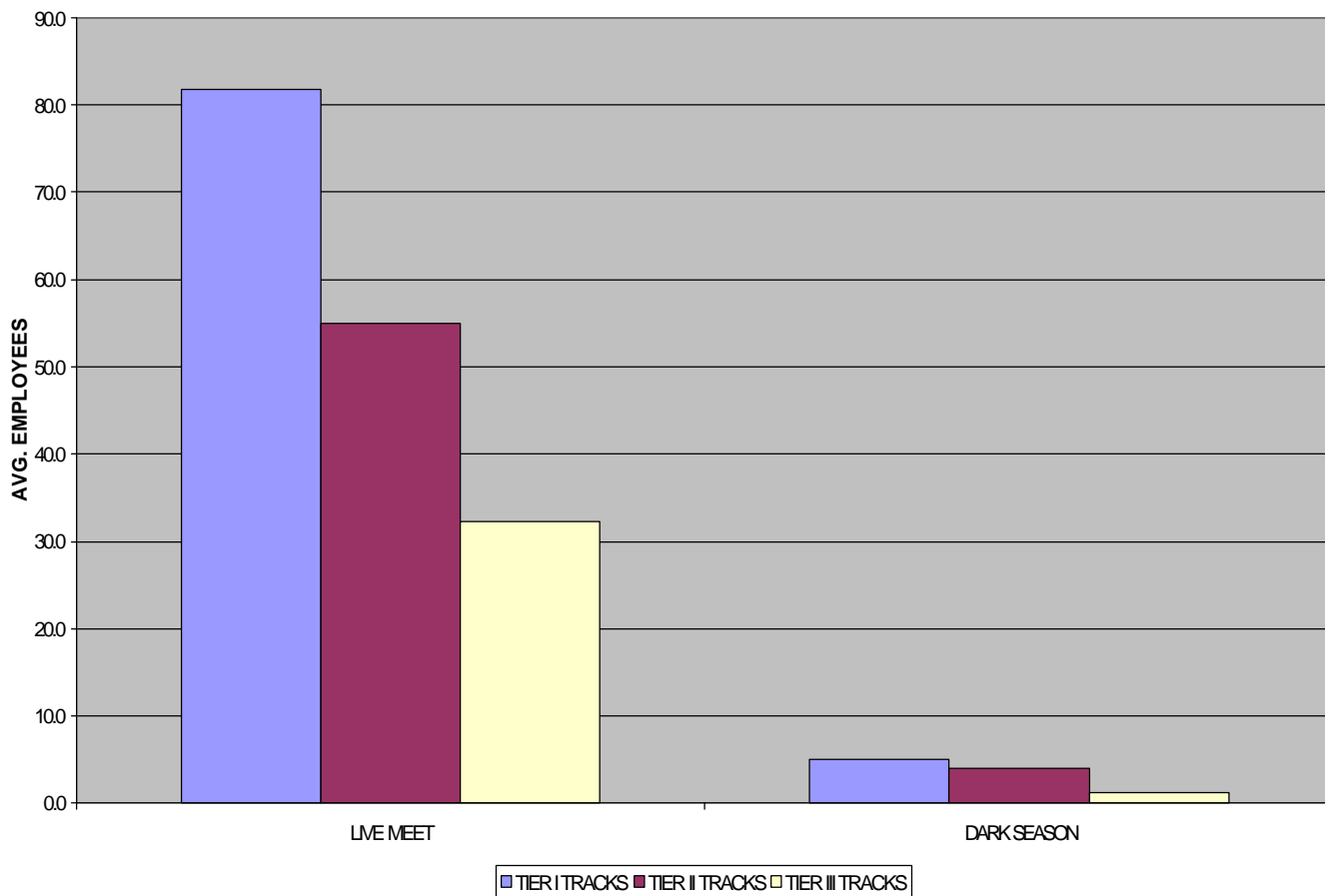
RACING DEPARTMENT

Tier I	1,000,000+ handle		
	Live		Dark
Track A	116		
Track B			
Track C	35		5
Track D	107		1
Track E	85		15
Track F	41		0
Track G	107		9
Average	81.8		5

Tier II	500,000-999,999 handle		
	Live		Dark
Track H	58		2
Track I	28		1
Track J	69		7
Track K	50		0
Track L	40		0
Track M	85		14
Average	55		4.0

Tier III	under 500,000 handle		
	Live		Dark
Track N	62		7
Track O			
Track P	14		0
Track Q	33		3
Track R	41		0
Track S	40		0
Track T	35		2
Track U	15		0
Track V	37		0
Track W	21		0
Track X	25		0
Average	32.3		1.2

RACING DEPARTMENT



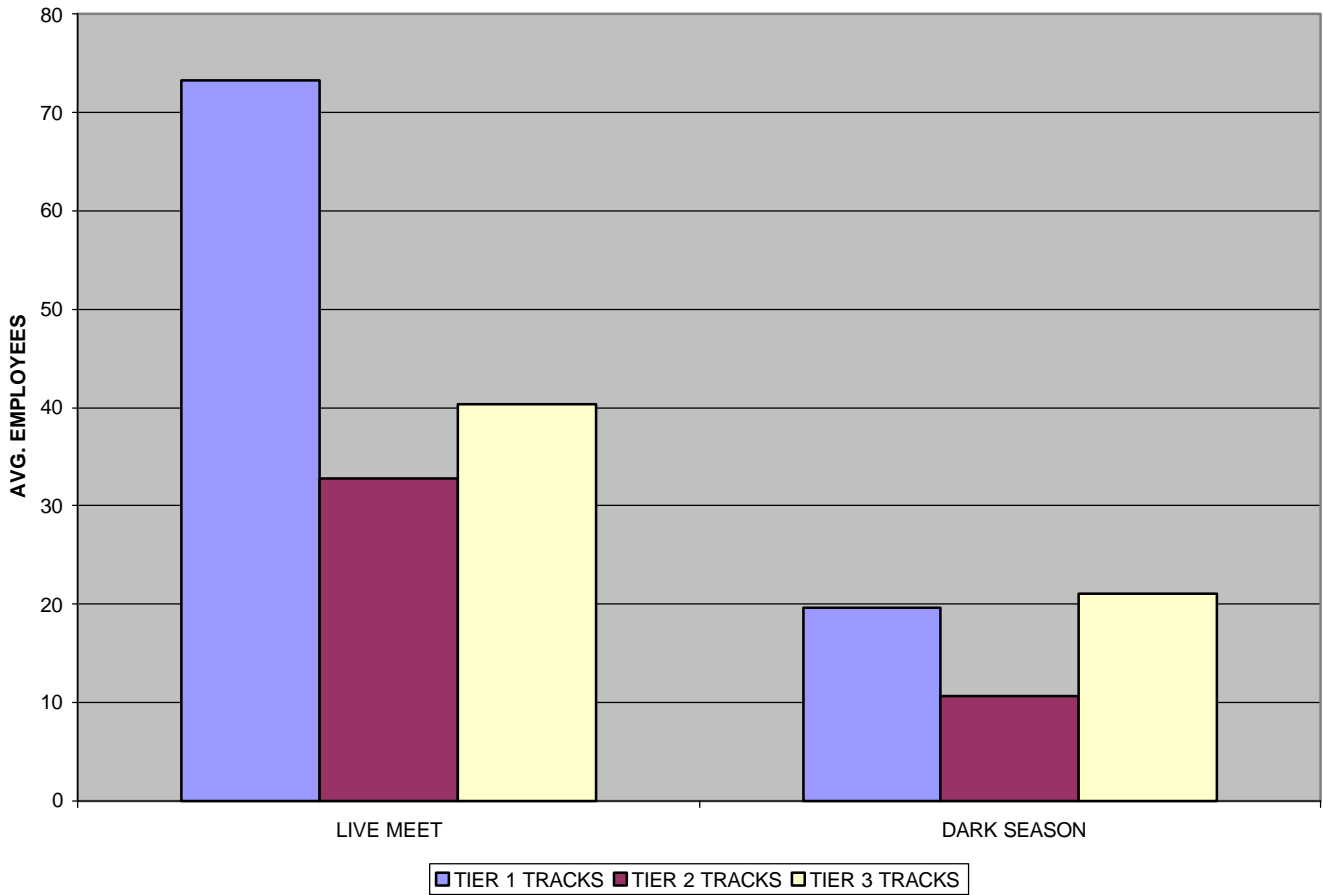
SECURITY DEPARTMENT

Tier I	1,000,000+ handle		
		Live	Dark
Track A		127	
Track B			
Track C		40	15
Track D		90	0
Track E		71	43
Track F		46	13
Track G		65	27
Average		73.2	19.6

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		out	out
Track I		41	22
Track J		15	9
Track K		25	10
Track L		50	6
Track M		33	6
Average		32.8	10.6

Tier III	under 500,000 handle		
		Live	Dark
Track N		135	82
Track O			
Track P		6	0
Track Q		16	8
Track R		49	37
Track S		31	15
Track T			
Track U		42	18
Track V		27	4
Track W		25	10
Track X		30	15
Average		40.3	21

SECURITY DEPARTMENT



Track H outsources Security Department completely.

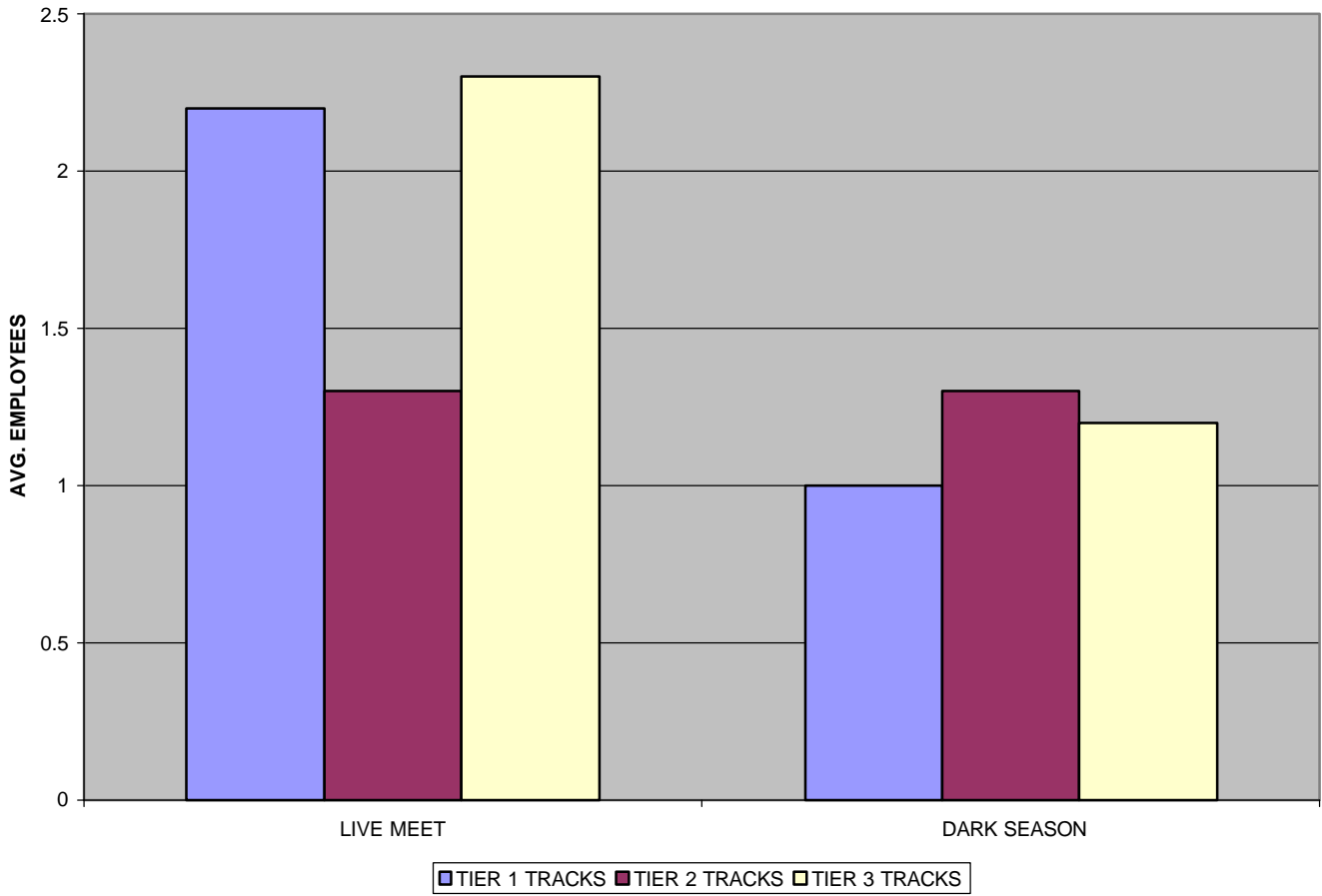
SIMULCAST DEPARTMENT

Tier I	1,000,000+ handle		
		Live	Dark
Track A		2	
Track B			
Track C		2	2
Track D		2	0
Track E		4	0
Track F		2	2
Track G		1	1
Average		2.2	1

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		1	1
Track I		1	1
Track J		1	1
Track K		2	2
Track L		2	2
Track M		1	1
Average		1.3	1.3

Tier III	under 500,000 handle		
		Live	Dark
Track N			
Track O			
Track P			
Track Q		2	2
Track R		8*	1
Track S		1	1
Track T		1	1
Track U		1	1
Track V			
Track W		1	1
Track X			
Average		2.3	1.2

SIMULCAST DEPARTMENT



* Track R includes Video Department in Simulcast Department numbers.

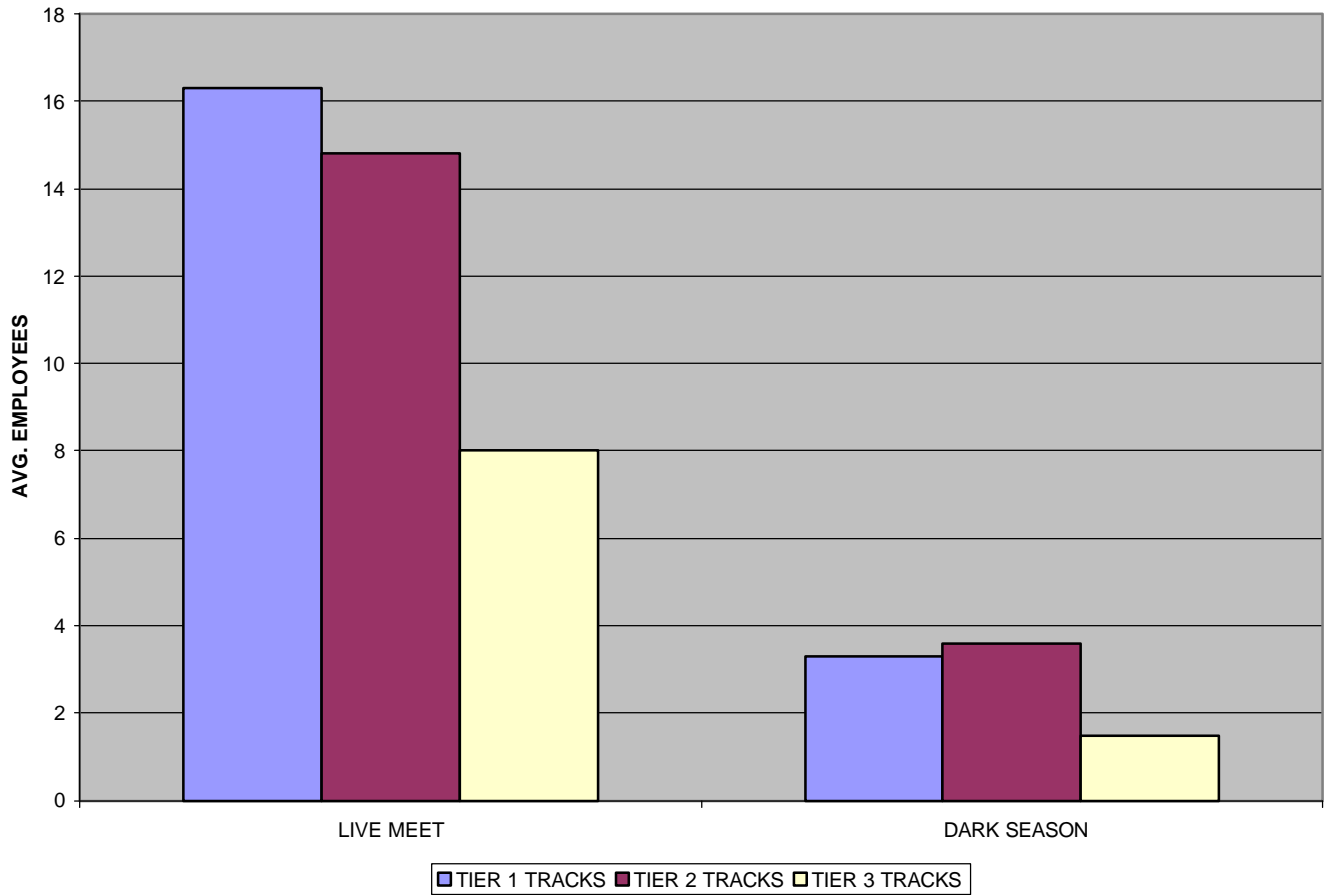
TELEVISION AND BROADCASTING

Tier I	1,000,000+ handle		
		Live	Dark
Track A		20	
Track B			
Track C		out	out
Track D		2	0
Track E		25	7
Track F			
Track G		18	3
Average		16.3	3.3

Tier II	500,000-999,999 handle		
		Live	Dark
Track H		out	out
Track I		15	5
Track J		15	4
Track K		10	3
Track L		out	0
Track M		19	6
Average		14.8	3.6

Tier III	under 500,000 handle		
		Live	Dark
Track N		16	8
Track O			
Track P		out	0
Track Q		7	2
Track R			
Track S		7	0
Track T		na*	na*
Track U		2	0
Track V		10	1
Track W		6	1
Track X		out	out
Average		8.0	1.5

TELEVISION AND BROADCASTING



* Track T considers TV / Broadcasting part of the Marketing Department.

Tracks C, H, P, and X, outsource TV / Broadcasting completely.

IV. OUTSOURCING

TIER I TRACKS

	Track A	Track B	Track C	Track D	Track E	Track F	Track G
Administration							
Accounting	YES	YES					
Racing Dept.							
Mutuel Dept.							
Security	YES	YES	YES				
Food and Beverage			YES	YES			
Marketing				YES			YES
Group Sales							
Customer Service							
Maintenance (track)							
Maintenance (cleaning)					YES		
Admissions/Parking			YES				
Simulcasting							
Printing			YES				
TV/Broadcasting			YES	YES			YES
MIS							YES
Healthcare			YES	YES			YES

YES indicates a “yes” response on the survey. This means that at least one function of the department (but not necessarily the entire department) is outsourced by the track.

TIER II TRACKS

	Track H	Track I	Track J	Track K	Track L	Track M
Administration						
Accounting					YES	
Racing Dept.						
Mutuel Dept.						
Security	YES					
Food and Beverage	YES			YES		
Marketing				YES		
Group Sales						
Customer Service						
Maintenance (track)						
Maintenance (cleaning)	YES			YES		
Admissions/Parking						
Simulcasting						
Printing	YES	YES		YES	YES	YES
TV/Broadcasting	YES				YES	
MIS	YES					
Healthcare						

OUTSOURCING

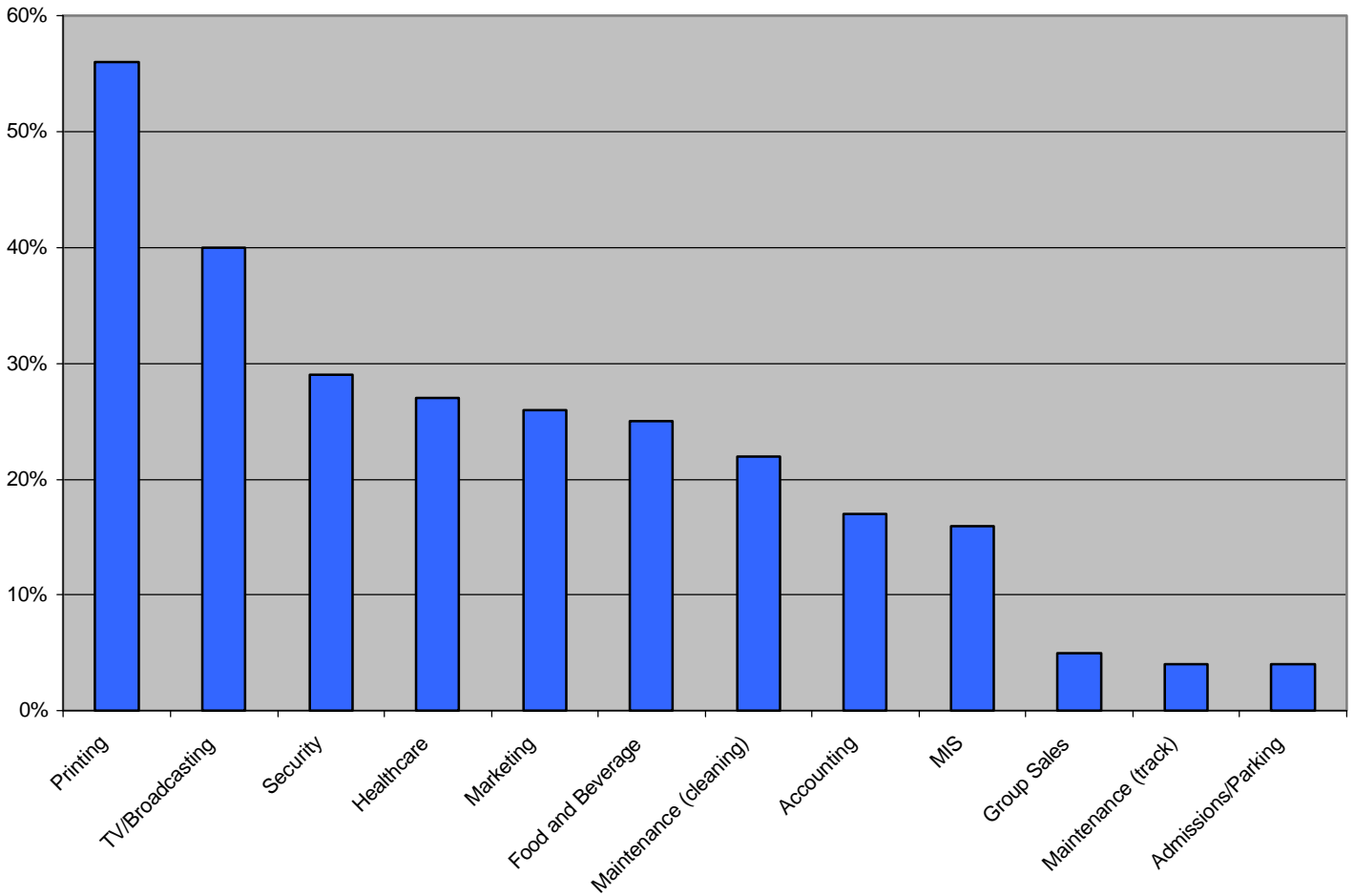
TIER III TRACKS

	Track N	Track O	Track P	Track Q	Track R	Track S	Track T
Administration							
Accounting							
Racing Dept.							
Mutuel Dept.							
Security			YES				
Food and Beverage			YES				
Marketing							YES
Group Sales						YES	
Customer Service							
Maintenance (track)							
Maintenance (cleaning)							
Admissions/Parking							
Simulcasting							
Printing						YES	
TV/Broadcasting			YES				
MIS							
Healthcare				YES		YES	

TIER III TRACKS (CONT.)

	Track U	Track V	Track W	Track X
Administration				
Accounting	YES			
Racing Dept.				
Mutuel Dept.				
Security	YES			
Food and Beverage	YES			
Marketing	YES		YES	
Group Sales				
Customer Service				
Maintenance (track)			YES	
Maintenance (cleaning)	YES		YES	
Admissions/Parking				
Simulcasting				
Printing	YES	YES		
TV/Broadcasting	YES			YES
MIS			YES	
Healthcare			YES	

PERCENT OF RESPONDANTS THAT OUTSOURCE



If tracks did not respond to the question on outsourcing they were not included when calculating percentages.

V.

CONCLUSION



V. EXECUTIVE SUMMARY

Although we expected some disparity between the three tiers of tracks, the gap between Tier I tracks and Tiers II and III was somewhat surprising. There was a much larger difference than we expected for many of the departments, such as Marketing. In the same vein, the relative lack of difference between Tier II and III was also unexpected. For the vast majority of departments, the difference in Tier II and Tier III employee numbers during the live meet was not very significant. We expected to see a “stair step” pattern emerge, but in most of the departments it was more like falling off a cliff to a landing area.

The dark season numbers turned out more like we expected. The difference between Tier I and the rest of the tracks was muted. This may be due in large part to the fact that the average dark season simulcast handle was \$628,300 for the Tier I tracks that reported data compared with \$549,700 for the Tier II tracks. We did not get enough information from the Tier III tracks to compare data, and a few tracks within this category do not offer dark season simulcasting. The fact that employee numbers evened out when handle began to even out signals that handle is the single biggest force in determining employee numbers. Since the majority of revenue is generated from pari-mutuel handle, this theory makes logical business sense.

A final conclusion that can be drawn from the data is the tremendous difference having a casino or slots operation has on employee numbers. Two tracks in Tier III fall into this category, and it is not difficult to pick them out. The difference extends to both the live meet and the dark season. Departments such as Security, Marketing, and Maintenance had employee numbers well above the averages for the rest of the tracks. This certainly had an impact on the disappearance of the “stair step” graph we expected. Again, though, this fits with the conclusion that handle is the driver of employee numbers because now there is another significant revenue stream, of which a portion can go to payroll.

As you can see as you go through the data charts, we decided to use all of the numbers in determining the final averages for each tier rather than pulling out the tracks that tended to skew the averages up or down. We felt it was better to represent all of the data we received rather than to try to be selective as to what was significant and what was not. The two connections that skewed the data most were slots operations, as we discussed previously, and connections to county fair associations. Otherwise it was remarkable how consistent the numbers tended to be within the tiers on most departments.