



## **Item 5-I, Supplement to the Finance Committee Report**

**To: 22<sup>nd</sup> District Agricultural Association Board of Directors**  
**From: Carlene Moore, Interim Chief Executive Officer**  
**Date: February 7, 2021**  
**Subject: 2021 Operating Budget**

In the wake of the global COVID-19 pandemic, 2020 was a very challenging financial year for the 22<sup>nd</sup> District Agricultural Association (22<sup>nd</sup> DAA). In March, Governor Newsom issued Executive Order N-33-20, ordering “all individuals living in the State of California to stay home or at their place of residence except as needed to maintain continuity of operations of the federal critical infrastructure sectors,” and prohibiting mass gatherings of any size. In the interest of public health, this board postponed the 2020 San Diego County Fair, thus eliminating the most profitable program of the 22<sup>nd</sup> DAA which set the organization on a course of extreme uncertainty as to its financial future and ability to maintain short- and long-term debt obligations.

Early efforts to mitigate the impacts included successfully obtaining a Payroll Protection Program Loan (PPP) which inserted significant cash into the organization when the pandemic first began, negotiating reductions on insurance policies, and eliminating expenses other than basic necessities. Subsequent efforts included an overall reduction in human resources of 85% fewer permanent civil service, temporary, and seasonal employees resulting in a restructure of roles and duties for those that remained. The 22<sup>nd</sup> DAA also faced significant changes with the retirement of the long tenured Chief Executive Officer and Chief Financial Officer in the Fall.

Fortunately, the Del Mar Thoroughbred Club (DMTC) was also successful in securing a PPP Loan and, therefore, in addition to the Net Revenues from Horse Racing of \$700,000, was able to contribute an additional \$2.592 million toward the 2021 bond obligation thus alleviating the 22<sup>nd</sup> DAA from the forecasted contribution necessary in 2021.

Through the combined efforts of the board, leadership, and the remaining team of dedicated employees, along with the financial assistance of the California Department of Food & Agriculture (CDFA), the 22<sup>nd</sup> DAA continues to rise to the challenges.

2021 is a new year and the attached budget is a step in the continued forward direction of the 22<sup>nd</sup> DAA.

The approach to the 2021 Operating Budget is reflective of the continued uncertainties as the worldwide pandemic lingers on and public health orders remain in effect that severely impact business operations and the transition from an older accounting software system to new. It also recognizes that not all 2020 year end postings are completed and so the information on the Summary Page will be updated once the 2020 books are closed and the Statement of Operations filed with CDFA.

The following information provides background for the assumptions made in the preparation of the proposed 2021 Operating Budget along with insight into the methodologies taken. This is a very different looking format than previous years, but one that can more easily guide decision-making and provide greater transparency into the operations of the 22<sup>nd</sup> DAA.

This budget was prepared using Zero Based Budgeting techniques and presents the information in a Program Based Budget format. As discussed over the past few months, the attached 2021 Operating Budget only addresses basic revenues and expenses related to Horse Racing, Horsepark, Emergency Relief, and Administration & Overhead that must be maintained in order to sustain basic operations and maintain the facility in proper working order. The prohibition on mass gatherings remains in effect so it does not currently include the San Diego County Fair, non-fair events, Scream Zone, or other activities.

As a reminder, the approach is to build a budget incrementally throughout the early part of the year as the impacts of the vaccination efforts are realized and new information and direction is presented for the hopeful return of mass gathering type events later in the year.

### **Approach:**

Zero-based budgeting is typically a last resort in a worst-case scenario and not one usually considered under normal circumstances. 2020 was a “worst-case” scenario. As the name implies, the process started with a zero balance on all revenue and expense accounts and then allocated resources based on program necessity rather than budget history. Every expense that has been included was specifically reviewed and evaluated for its requirement to maintain basic operations, support vaccination efforts, and allow horse racing to continue with or without patrons.

Historically, the 22<sup>nd</sup> DAA budget format has carried on the traditional format established by CDFA that began as a general ledger approach and goes back more than 30 years to a time when most fairgrounds simply held an annual fair. Since the fair was the only activity, most revenue and some expense categories detailed information about the fair, but not much else. As business and activity changed over the years, revenue categories such as Admissions, Parking, and Sponsorships have come to be cross-pollinated with information on not only the SDCF, but also Scream Zone and other events and activities that take place throughout the year. Additionally, there were not corresponding expense categories reflective of the expenses of any one program, making it difficult to understand and interpret the net operations of each.

The format of the 2021 Operating Budget is presented by program area, Program Based, providing better understanding of, and insight into, revenues and expenses according to programs and functions instead of broad categories that cover multiple programs. Going forward, this format will provide for better financial and statistical reports, creating a greater understanding of net operations.

Similar to budgets of the past, the detailed information is captured in broad, functional categories, but unlike past presentations, the summary presents that information by the respective programs. The programs have been identified as: San Diego County Fair (SDCF), Events Center, Horse Racing (DMTC and Satellite Wagering), Horsepark, Other Self-Produced Events: Scream Zone (SZ) and Del Mar National Horse Show (DMNHS), Emergency Relief, and Administration & Overhead.

As stated previously, this proposed budget is incomplete for all aspects of typical operations of the 22<sup>nd</sup> DAA and staff will return throughout the year with additional program budgets along with recommendations for modification or adjustment as uncertainties begin to take shape and further knowledge is gained. For example, additional Summary Page information will be provided once end of year adjustments are made and the completed Statement of Operations for 2020 is submitted to CDFA.

## **Revenue Assumptions:**

This budget assumes revenues that the 22<sup>nd</sup> DAA is confident in obtaining throughout 2021 while the ban on mass gatherings remains in effect and are primarily from limited activities in the form of land leases and horse racing.

### **Horse Racing**

Live: Per the terms of the Operating Agreement with the Del Mar Thoroughbred Club, the 22<sup>nd</sup> DAA will receive direct payments of \$1,250,000 in rent, plus an additional \$400,000 for the Breeders' Cup, along with reimbursement of direct expenses such as utilities and landfill charges during race meets and portions of phone and internet access charges, including labor and material expenses incurred by the 22<sup>nd</sup> DAA in support. Reimbursing the DAA is more cost-effective and beneficial to both parties. Though DMTC is conservatively budgeting for 50% capacity at the Summer Meet and 70% capacity at the Fall Meet, professional sports are still excluded from holding events with patrons so the 22<sup>nd</sup> DAA has taken an ultra-conservative approach to Live Meet revenues and has not yet included food & beverage. Additionally, DMTC has pledged the remaining balance of their PPP Loan forgiveness of \$222,017 to the 2022 bond obligation.

**Anticipate \$1,650,000 rent + \$663,154 reimbursement + \$221,017 pledged revenues\***

Satellite Wagering: Due to the ongoing restrictions for indoor satellite wagering, Surfside Race Place remains closed to the public. As such, current revenue forecasts only include online wagering which continues to bring in an average of \$30,000 per month.

**Anticipate \$360,000 online wagering**

***Revenues from Horse Racing (live and satellite wagering): \$2,895,171***

### **Emergency Relief**

Emergency Relief revenues consist only of pre-determined, reimbursable expenses in partnership with Scripps Health and San Diego County Public Health in service to the Vaccine Super Station for the 60 day contract period. Corresponding expenses include rental of additional traffic control equipment, security guards dedicated to the daily operation, and the necessary temporary parking and traffic control staff. The contract may be extended beyond 60 days, at which time the revenues and corresponding expenses will be updated and brought to the attention of this board.

**Anticipate \$414,000 reimbursement**

***Revenues from Emergency Relief: \$414,000***

### **Administration & Overhead Revenues**

Comprised of overall organization operating revenues and does not include direct revenues of other programs.

Contributions & Support (formerly Sponsorship): As the official printer/copier partner of the 22<sup>nd</sup> DAA, Sharp Copier contributes \$4,600 per month.

**Anticipate \$55,200 contribution**

Government Grants & Contracts: As a Class VII fairground as determined by CDFA, the 22<sup>nd</sup> DAA has not received allocation or other funding from CDFA since at least 2011, as funding models over this past decade directed allocations to smaller organizations that were not capable of generating necessary revenues to operate under normal circumstances. In June 2020, passage of the FY20/21 State budget included AB75 which provided \$40.3 million in General Fund support for District Agricultural Associations and Cal Expo to pay legally mandated costs that were incurred during the state civil service layoff process, including ongoing unemployment benefit reimbursement through the fiscal year. In October 2020, AB1499 distributions, which are derived from ¾ of 1% of sales tax generated on all fairgrounds in California, were restructured to provide greater financial support to the Class V through VII fairgrounds due to the knowledge and understanding gained by CDFA and the Department of Finance of the basic operational costs of the larger organizations far exceeding those of smaller ones. Additionally, in early 2020, the 22<sup>nd</sup> DAA was awarded a grant for infrastructure improvements to the Surf & Turf RV Park from CDFA's partnership with State Parks & Recreation, known as SB5 bonds.

**Anticipate \$830,170 AB1499 + \$3,250,000 AB75 reimbursement + \$1,764,000 SB5 reimbursement**

This budget does not include the remaining \$9 million request made of CDFA through the fiscal year because it has not yet been confirmed.

#### Other Revenue

Investment Income: The interest rate for our investments in the Local Agency Investment Fund (LAIF) was 0.576% as of November 1, 2020, down from 2.103% the year before. Our anticipated interest income for 2021 is based conservatively on a LAIF interest rate of 0.540% calculated on lower reserves than any previous year.

In addition, our loan proceeds of \$8.9 Million for the completion of the water quality improvements for the fall race meet, and \$15 Million for the entertainment venue remain with the Infrastructure Bank of California (IBank) and will be fully spent down by mid year. The funds are invested by IBank in a Treasury Obligation Fund with First American Funds. The 22<sup>nd</sup> DAA accrues interest income based on the average monthly yield and is paid through IBank once a year in August. The interest income for 2021 represents best estimates of fund investments that remain after payments are made periodically on these projects to our project manager, California Construction Authority (CCA).

**Anticipate \$8,000 LAIF + \$100,000 IBank**

Leases and Reimbursements: Lease revenues include contracts with the Del Mar Fire Station, Surf & Turf tenants including the RV Park, and cell site leases. There are escalators in the cell site leases and small increases are built into the terms of the leases at Surf & Turf and the fire station. While temporarily disrupted due to the statewide shutdown during the initial pandemic response, all activities at Surf & Turf were able to resume in 2020. Surf & Turf tenants reimburse for phone and internet access charges, including labor and material expenses incurred by the 22<sup>nd</sup> DAA in support. New in 2021, the driving range and miniature golf lease has been restructured to be net of operations (the past included gross revenues with offsetting expenses for operations and management fees).

**Anticipate \$690,524 fixed payments + \$696,000 net revenues golf + \$236,500 net RV revenues**

## **Expense Assumptions:**

This budget assumes basic expenses that must be incurred in order for the 22<sup>nd</sup> DAA to maintain and secure the property from becoming a public nuisance, remain available to the community for emergency and natural disaster relief, support lessees and horse racing to ensure revenues streams in order to have a viable organization going forward and one poised to take advantage of opportunities once the ban on mass gatherings is lifted.

The format includes two major categories consisting of Personnel and Other Than Personnel Service (OTPS). OTPS is further broken down into Direct Expenses, which are amounts attributed specifically to one or more programs, and Shared Expenses that cannot be attributed directly to one or more programs, but is rather shared by many and split amongst programs by FTEs, attendance, or other allocation criteria. General ledger categories represent both Direct and Shared Expenses so they will be addressed together. The difference between Direct and Shared is how the expenses are allocated to each program.

## **Personnel:**

Personnel expenses are all inclusive of payroll and related benefits and maintains the organization structure as of October 16, 2020, with the anticipation of filling the Accounting Administrator II and one vacant Security Guard position in the coming months. Full-Time positions are presented by State Classification with 29 classifications used for 65 positions.

Under Food and Agricultural Code section 3953, District Agricultural Associations are state institutions. As a state institution, permanent employees of the 22<sup>nd</sup> DAA participate in the state's CalPERS pension program and are recipients of the same benefits as all other civil service employees of the State of California. Salaries, pensions, and benefit rates are determined by CalPERS and CalHR.

From 2008 to 2020, employer contributions to CalPERS increased 14.344 points, from 16.633% to 30.977% of covered payroll. Effective July 1, 2020 in response to the economic crisis caused by the COVID-19 pandemic, CalPERS reduced employer contributions to 29.37%, while simultaneously eliminating employee contributions and increasing employer contributions to Other Post-Employment Benefits (OPBE) between 2.4% to 4.6% on all civil service employees.

Also effective July 1, 2020, CalHR implemented the Personal Leave Program 2020 (PLP 2020) in which employees received a 9.23% base salary reduction (with no impacts to recruitment and retention pay, holiday, disability, or overtime), while simultaneously adding an employer contributed health stipend benefit of \$260 per month for nearly all employees and providing two additional days per month of Personal Leave.

Temporary Employees: The State's minimum wage increased to \$14.00 per hour effective January 1, 2021. Per the terms of the grant contract with CDFA for AB1499 funds, the 22<sup>nd</sup> DAA had to relinquish its recreational exemption from paying overtime to temporary employees through at least June 30, 2021. Temporary staff for parking and traffic control necessary to support the County's Vaccine Super Station are included.

Leave Liabilities: Through AB75, the 22<sup>nd</sup> DAA is eligible for reimbursement for all leave liabilities through the fiscal year for any civil servant employee separating from state employment. There are none anticipated at this time.

One full-time Maintenance Worker is allocated to Horsepark to maintain the facility while equestrian activities remain paused, a portion of one Event Services Supervisor is allocated to Emergency Relief for the dedicated time necessary to manage and supervise parking and traffic control for the County's Vaccine Super Station, and all remaining employees are currently allocated to Administration & Overhead (A&O). As such, a portion of Shared Expenses OTPS are automatically calculated to these program areas. As

additional program budgets are built and brought forward to this board, adjustments to the allocation of personnel expense from A&O to particular programs will be presented.

Background on GASB 68, Accounting and Financial Reporting for Pensions – Not included in this budget

The Government Accounting Standards Board implemented this requirement for the year ended December 31, 2015. This impacts the accounting and reporting of net pension liability, deferred outflows of resource and deferred inflows of resources related to pensions, and pension expense. The State Controllers Office receives and audits information from CalPERS, then passes on to CDFA the amount of pension liability apportioned to the District Agricultural Associations (DAA). CDFA then allocates the entire liability to each DAA, based on their payroll that is subject to PERS. In 2016, the 22<sup>nd</sup> DAA incurred an additional expense of \$154,357. In 2017, that additional expense was \$1,569,784. At this time, the 2018 through 2020 expenses remain unknown and are not included.

In addition, CalPERS has used 7.50% as their assumption of the rate of return on their investments for many years. At their December 2016 meeting, they lowered the assumed rate of return to 7.375% effective July 1, 2017, 7.25% effective July 1, 2018, and 7.0% effective July 1, 2019. There were not any additional expenses or credits factored into the 22<sup>nd</sup> DAA budget periods for 2018 through 2020. At this time, there is no way of estimating the 22<sup>nd</sup> DAA's share of any unfunded post-retirement benefits liability, as it has never been reported by State entities in the past.

**Direct & Shared Expenses:**

Even though budgets for the SDCF, Events, and Horsepark have not yet been fully incorporated into this proposed operating budget, a few necessary expenses will be incurred whether or not these programs operate in 2021 and, therefore, are included.

Capital Improvement Project: Surf & Turf RV Park electrical and sewer upgrade project expenses, made possible by the corresponding CDFA grant revenue above.

Dues & Subscriptions: Membership dues to affiliate organizations that provide advocacy, education, and networking opportunities such as San Diego Tourism Authority, International Association of Venue Management, Western Fairs Association, and local Chambers of Commerce and destination management organizations.

Equipment Rental: Rental of additional equipment necessary for the smooth and safe operation of the County's Vaccine Super Station, offset by revenues above. Operational and office equipment rental including copiers and printers, some of which is offset by Sharp Copier's sponsorship contribution in the above revenues.

Insurance: In 2020, insurance premiums were successfully negotiated down for Workers Compensation and Excess Liability due to not holding the annual fair. Also included here are Property, Earthquake, Equipment, General Liability, Business Auto, Crime, Directors and Officers, Cyber, and Flood insurance premiums. Increases to Workers Comp and Excess Liability due to the SDCF will be made a part of that program budget and brought back to this board. All policies renew in May except Flood at Horsepark which renews in October.

Internet: Internet lines.

Legal Expenses: Attorney fees, consent orders, and other settlements.

Licenses & Permits: Includes software licenses for computer programs including those specific to accounting, human resources, time keeping, and events management.

Loan Expense: Principal, interest, and annual fees for capital improvement project loans, energy efficiency loan, SB84 CalPERS loan, and bond obligations. The Water Quality Improvement loan with IBank originated

in 2019 and will come to maturity in 2037. The Center (SSRP) Renovation loan with IBank originated in 2020 and will come to maturity in 2048. The Energy Efficiency Loan with the Department of General Services officially began on May 1, 2019, but DGS allowed a one-year deferral due to the COVID-19 pandemic and disruptions on 22<sup>nd</sup> DAA cash flows. Del Mar Racetrack Authority Revenue Bonds originated in 2016 and will mature in 2038.

On July 10, 2017, Governor Brown signed SB 84 into law, which had the effect of borrowing \$6 billion from the Pooled Money Investment Account to make a one-time supplemental payment to the California Public Employees' Retirement System as part of the 2017-18 fiscal year budget package. The intent of this one-time supplemental payment was to save the State money over the next few decades by slowing the pace of cost increases for the State's annual pension payments. Under SB 84, the Department of Finance developed a repayment schedule for principal and interest, and allocated the proportionate share to fairs for a total of \$9.9 Million. The 22<sup>nd</sup> DAA's share of this is \$3,403,924. On November 21, 2019, the 22<sup>nd</sup> DAA was notified by CDFA of this obligation to be paid over five years beginning in fiscal year 20/21 of \$619,895 per year for the first four years and one final payment in FY24/25 of \$924,344.

Postage & Shipping: Postage expenses for outgoing mail and packages.

Printing: Printing of business cards, letterhead, envelopes and other miscellaneous items.

Professional Development: Consideration for the ongoing investment in 22<sup>nd</sup> DAA human resources. Employees to attend programs through the International Association of Venue Management (IAVM) including the Academy of Venue Safety & Security, Senior Executive Symposium, and Venue Management School, as well as the California Fairs Alliance/Western Fairs Association (CFA/WFA) managers conference.

Professional Services: Contracted services such as audit and financial review services, peer security, annual inspections, environmental compliance, food & beverage, information technology support, and other professional services.

Repairs & Maintenance: Repairs and maintenance of the District's equipment, machinery, software, vehicles, facilities, plumbing, landscaping, tree trimming and infrastructure.

Recognition & Awards: The 22<sup>nd</sup> DAA established a Safety Incentive Program for Bargaining Unit 12 to encourage employees to work safely as individuals and in crews and to reward employees for working safely, providing gift card incentives issued on a quarterly basis.

Service Fees: Bank and credit card fees.

Small Wares: Replacement of noncapitalized small equipment such as replacement radios, repeaters, antennas, batteries, etc.

Supplies: Includes janitorial, carpentry, electrical, plumbing and landscape items for the maintenance of the facilities, as well as office and safety supplies and personal protective equipment.

Telephone: Telephone, fax, and cellular services.

Travel & Transportation: Associated business travel for in-person attendance at Professional Development and training events, if allowed in 2021. All out of State travel is placed on the agenda for approval by the Board of Directors.

Uniforms: Uniforms expense includes uniforms for our security guards and janitorial and grounds keeping staff and is a requirement of their respective bargaining unit agreements.

Utilities: Electric, gas, water, sewer, and trash and manure hauling.

## **Net Operations**

Emergency Relief: The 22<sup>nd</sup> DAA's daily contribution of in-kind services is approximately \$17,000 a day in facility and equipment uses as well as a permanent staff member dedicated daily to ensure smooth operations.

## **Next Steps**

Staff continues to be creative and work to bring revenue opportunities forward that are in accordance with current public health guidelines. The next update will present a conservative events and activities budget, based on what is known at the time, inclusive of promoters that are committed to adjusting their events in such a way as to meet the current public health orders such as drive-ins, drive-throughs, and reduced capacity retail activities.

The 2021 Operating Budget is very much a work in progress.

22nd District Agricultural Association  
Del Mar Fairgrounds

Operating Budget

For the period of January 1, 2021 to December 31, 2021	SUMMARY		
	Budget	Estimated	Proposed
	2020	2020	2021
<b>TOTAL NET RESOURCES, January 1</b>			
Unrestricted Net Position Available for Operations	\$0	\$0	(\$6,751,603)
Unrestricted Net Position - Pension	\$0	\$0	\$0
Temporarily Restricted Net Position	\$0	\$0	\$0
Restricted Net Position	0	0	0
Investment in Capital Assets, Net of Related Debt	0	0	0
Prior Year Audit Adjustment(s)	0	0	0
Subtotal (Total Net Position)	0	0	(6,751,603)
<b>OPERATION REVENUES</b>			
Fair			0
Events Center			0
Horse Racing (live & satellite)			2,895,171
Horse Park			0
Self-Produced: DMNHS, Scream Zone			0
Emergency Relief			414,000
Administration & Overhead			7,633,694
<b>TOTAL REVENUES</b>	<b>87,163,672</b>	<b>20,388,347</b>	<b>10,942,865</b>
<b>OPERATION EXPENSES</b>			
Fair			2,480
Events Center			18,630
Horse Racing (live & satellite)			1,270,954
Horse Park			138,802
Self-Produced: DMNHS, Scream Zone			0
Emergency Relief			773,208
Administration & Overhead			25,305,421
<b>TOTAL EXPENSES</b>	<b>84,542,820</b>	<b>27,139,950</b>	<b>27,509,495</b>
<b>NET GAIN / (LOSS) OPERATIONS</b>			
Fair	0	0	(2,480)
Events Center	0	0	(18,630)
Horse Racing (live & satellite)	0	0	1,624,217
Horse Park	0	0	(138,802)
Self-Produced: DMNHS, Scream Zone	0	0	0
Emergency Relief	0	0	(359,208)
Administration & Overhead	0	0	(17,671,727)
<b>TOTAL NET POSITION FROM OPERATIONS:</b>	<b>2,620,852</b>	<b>(6,751,603)</b>	<b>(16,566,630)</b>
<b>OTHER EXPENSES</b>			
Depreciation Expense	1,730,000		
Pension Expense			
<b>NET POSITION (after State Allocations and Depreciation)</b>	<b>\$ 890,852</b>	<b>\$ (6,751,603)</b>	<b>\$ (16,566,630)</b>
<b>TOTAL NET POSITION DECEMBER 31:</b>			
Unrestricted Net Position Available for Operations		(6,751,603)	(23,318,233)
Unrestricted Net Position - Pension		0	0
Temporarily Restricted Net Position		0	0
Restricted Net Position		0	0
Investment in Capital Assets			
Subtotal	\$0	(\$6,751,603)	(\$23,318,233)
Reserve Percentage	0.0%	-24.9%	-84.8%

Chairperson, Board of Directors

Date



Revenue Source	Total	SDCF	Events	Horse Racing	Horsepark	Scream Zone	DMNHS	Emergency Relief	Administration + Overhead
<b>REVENUES</b>									
<b>Contributions &amp; Support</b>									
Foundations									
Corporations									
Sharp Copier	\$ 55,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,200
Individual contributions	\$ -								
<b>Satisfaction of Prior Year Restrictions</b>	\$ -								
<b>Government grants/contracts</b>									
CDFA AB 75	\$ -								
CDFA AB 1499	\$ 830,170								\$ 830,170
CDFA AB 75 - UI	\$ 3,250,000								\$ 3,250,000
CDFA SB 5	\$ 1,764,000								\$ 1,764,000
Scripps Health: Vaccine Super S	\$ 414,000							\$ 414,000	
<b>Other revenue</b>									
Investment income	\$ 108,000								\$ 108,000
Leases	\$ 3,273,924			\$ 1,650,000					\$ 1,623,924
Miscellaneous	\$ -								
Program Revenues	\$ 360,000			\$ 360,000					
Reimbursement	\$ 665,554			\$ 663,154					\$ 2,400
	\$ -								
Pledged Revenues	\$ 222,017			\$ 222,017					
<b>Total Revenue by Program/Function</b>	<b>\$ 10,942,865</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,895,171</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 414,000</b>	<b>\$ 7,633,694</b>
<b>EXPENSES</b>									
<b>Personnel:</b>									
<b>Full Time</b>									
Salaries/Wages	\$ 5,354,673	\$ -	\$ -	\$ -	\$ 52,188	\$ -	\$ -	\$ 131,453	\$ 5,171,032
Fringe	\$ 3,223,716	\$ -	\$ -	\$ -	\$ 31,419	\$ -	\$ -	\$ 79,140	\$ 3,113,157
<b>Part Time</b>									
Salaries/Wages	\$ 322,455	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 217,560	\$ 104,895
Fringe	\$ 43,887	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,610	\$ 14,276
<b>Total Personnel</b>	<b>\$ 8,944,731</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 83,607</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 457,763</b>	<b>\$ 8,403,361</b>
<b>Other Than Personal Service (OTPS):</b>									
<b>Direct Expenses</b>									
<b>Total Direct OTPS</b>	<b>\$ 5,264,377</b>	<b>\$ 2,480</b>	<b>\$ 18,630</b>	<b>\$ 1,270,954</b>	<b>\$ 37,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 265,620</b>	<b>\$ 3,669,293</b>
<b>Shared Expenses</b>									
<b>Total Shared OTPS</b>	<b>\$ 13,300,387</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,795</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 49,826</b>	<b>\$ 13,232,767</b>
<b>Total Expenses by Program/Function</b>	<b>\$ 27,509,495</b>	<b>\$ 2,480</b>	<b>\$ 18,630</b>	<b>\$ 1,270,954</b>	<b>\$ 138,802</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 773,208</b>	<b>\$ 25,305,421</b>
<b>Revenues Less Expenses</b>	<b>\$ (16,566,630)</b>	<b>\$ (2,480)</b>	<b>\$ (18,630)</b>	<b>\$ 1,624,217</b>	<b>\$ (138,802)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (359,208)</b>	<b>\$ (17,671,727)</b>



Position or Expense Category	Base Salary or Line Budget	SDCF	Events	Horse Racing	Horsepark	Scream Zone	DMNHS	Emergency Relief	Administration + Overhead
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**Personnel**

<b>Full Time</b>									
Chief Executive Officer (Secretary-Manager)	\$ 204,210	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 204,210
Career Executive Assignment	\$ 539,028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 539,028
Supervising Environmental Planner	\$ 140,314	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,314
Staff Services Manager II - Managerial	\$ 852,062	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,603	\$ 809,459
Staff Services Manager II - Supervisor	\$ 115,258	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 115,258
Staff Services Manager I	\$ 419,962	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 419,962
Staff Services Manager I (Specialist)	\$ 104,990	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 104,990
Accounting Administrator II	\$ 120,269	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,269
Telecommunications Systems Manager	\$ 110,952	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,952
IT Specialist I	\$ 215,976	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 215,976
Equestrian Center Manager	\$ 99,967	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 99,967
Graphic Designer III	\$ 80,628	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,628
Associate Government Programs Analyst	\$ 386,760	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 386,760
Event Services Supervisor	\$ 172,831	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,468	\$ 150,363
Audio-Visual Specialist Tech	\$ 154,704	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 154,704
Senior Personnel Specialist	\$ 69,240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69,240
Plumber II	\$ 68,892	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,892
Electrician II	\$ 68,832	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,832
Heavy Equip Mechanic	\$ 67,416	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,416
Satellite Facility Supervisor	\$ 75,431	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,431
Maintenance Mechanic	\$ 62,664	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 62,664
Executive Assistant	\$ 52,188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,188
Area Operations Supervisor CSF	\$ 65,315	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,315
Tractor Operator-Laborer	\$ 109,488	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 109,488
Bus Services Asst-Spec	\$ 107,256	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 107,256
Maintenance Worker, DF	\$ 417,504	\$ -	\$ -	\$ -	\$ 52,188	\$ -	\$ -	\$ -	\$ 365,316
Lead Security Guard	\$ 82,056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82,056
Security Guard	\$ 390,480	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,382	\$ 324,098
<b>Total Full Time Salaries/Wages</b>	<b>\$ 5,354,673</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 52,188</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 131,453</b>	<b>\$ 5,171,032</b>
<b>Total Full Time Fringe</b>	<b>\$ 3,223,716</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,419</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 79,140</b>	<b>\$ 3,113,157</b>
<b>Part Time</b>									
Security Guard-Unarmed	\$ 104,895	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 104,895
Dispatcher	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Emergency Medical Tech	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Traffic Controller	\$ 94,080	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 94,080	\$ -
Parking Cashier	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ticket Seller	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Parking Attendant	\$ 88,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88,200	\$ -
Traffic Controller	\$ 35,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,280	\$ -
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Full Time Salaries/Wages</b>	<b>\$ 322,455</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 217,560</b>	<b>\$ 104,895</b>
<b>Total Part Time Fringe</b>	<b>\$ 43,887</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29,610</b>	<b>\$ 14,276</b>
<b>TOTAL SALARIES/WAGES</b>	<b>\$ 5,677,128</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 52,188</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 349,013</b>	<b>\$ 5,275,927</b>
<b>TOTAL FRINGE</b>	<b>\$ 3,267,603</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,419</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 108,750</b>	<b>\$ 3,127,434</b>
<b>TOTAL PERSONNEL COSTS</b>	<b>\$ 8,944,731</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 83,607</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 457,763</b>	<b>\$ 8,403,361</b>

**Non-Personnel / OTPS**

<i>Specific Expenses</i>									
Advertising & Marketing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Improvement Projects	\$ 1,764,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,764,000
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 37,202	\$ 1,760	\$ 3,770	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,672
Equipment Rental	\$ 30,090	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,540	\$ 2,550
Insurance	\$ 12,500	\$ -	\$ -	\$ -	\$ 12,500	\$ -	\$ -	\$ -	\$ -
Internet	\$ 68,796	\$ -	\$ -	\$ 22,068	\$ -	\$ -	\$ -	\$ -	\$ 46,728
Legal Expenses	\$ 288,853	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 288,853
Licenses & Permits	\$ 63,689	\$ 720	\$ 14,860	\$ -	\$ 120	\$ -	\$ -	\$ -	\$ 47,989
Loan Expense	\$ 645,886	\$ -	\$ -	\$ 645,886	\$ -	\$ -	\$ -	\$ -	\$ -
Office Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Postage & Shipping	\$ 15,625	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,625
Printing	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75
Professional Development	\$ 11,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,100
Professional Services	\$ 1,236,454	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 161,850	\$ 1,074,604
Promotional & Public Relations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs & Maintenance - General	\$ 300,890	\$ -	\$ -	\$ -	\$ 24,480	\$ -	\$ -	\$ -	\$ 276,410
Recognition & Awards	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000
Service Fees: Bank, Credit Card	\$ 39,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,300
Small Wares	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 79,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58,500	\$ 20,840
Telephone	\$ 26,748	\$ -	\$ -	\$ 3,000	\$ 300	\$ -	\$ -	\$ -	\$ 23,448
Travel & Transportation	\$ 6,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,100
Uniforms	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,000
Utilities	\$ 617,730	\$ -	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ 17,730	\$ -
<b>Total Specific Expenses</b>	<b>\$ 5,264,377</b>	<b>\$ 2,480</b>	<b>\$ 18,630</b>	<b>\$ 1,270,954</b>	<b>\$ 37,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 265,620</b>	<b>\$ 3,669,293</b>
<i>Shared Expenses (allocated by FTE)</i>									
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 775	\$ -	\$ -	\$ -	\$ 3	\$ -	\$ -	\$ 10	\$ 762
Equipment Rental	\$ 8,688	\$ -	\$ -	\$ -	\$ 39	\$ -	\$ -	\$ 109	\$ 8,541
Insurance	\$ 3,250,000	\$ -	\$ -	\$ -	\$ 14,509	\$ -	\$ -	\$ 40,625	\$ 3,194,866
Licenses & Permits	\$ 49,448	\$ -	\$ -	\$ -	\$ 221	\$ -	\$ -	\$ 618	\$ 48,609
Loan Expenses	\$ 620,000	\$ -	\$ -	\$ -	\$ 2,768	\$ -	\$ -	\$ 7,750	\$ 609,482
Printing	\$ 800	\$ -	\$ -	\$ -	\$ 4	\$ -	\$ -	\$ 10	\$ 786
Professional Services	\$ 10,920	\$ -	\$ -	\$ -	\$ 49	\$ -	\$ -	\$ 137	\$ 10,735
Supplies	\$ 8,200	\$ -	\$ -	\$ -	\$ 37	\$ -	\$ -	\$ 103	\$ 8,061
<i>Shared Expenses (allocated by other method)</i>									
Advertising & Marketing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Dues & Subscriptions	\$ 14,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,340
Equipment Rental	\$ 90,371	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,371
Insurance	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Licenses & Permits	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500
Loan Expense	\$ 4,439,933	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,439,933
Postage & Shipping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Printing	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500
Professional Services	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000
Promotional & Public Relations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs & Maintenance - General	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Service Fees: Bank, Credit Card	\$ 1,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,700
Small Wares	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ 2,554,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,554,000
<b>Total Shared Expenses</b>	<b>\$ 13,300,387</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,795</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 49,826</b>	<b>\$ 13,232,767</b>
<b>Total Non-Personnel / OTPS Costs</b>	<b>\$ 18,564,764</b>	<b>\$ 2,480</b>	<b>\$ 18,630</b>	<b>\$ 1,270,954</b>	<b>\$ 55,195</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 315,446</b>	<b>\$ 16,902,060</b>
<b>Total Budget by Program/Function</b>	<b>\$ 27,509,495</b>	<b>\$ 2,480</b>	<b>\$ 18,630</b>	<b>\$ 1,270,954</b>	<b>\$ 138,802</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 773,208</b>	<b>\$ 25,305,421</b>
<b>Percentage of Total Expenses</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>5%</b>	<b>1%</b>	<b>0%</b>	<b>0%</b>	<b>3%</b>	<b>92%</b>