



Tuesday, December 10, 2019

The Mark Kaufman Workshop

Moderator:

Amy Gregory: President, Turf Publicists of America

Speakers:

Jason Miner: Executive Managing Director, Glover Park Group

Chip Tuttle: Partner, CTP

Ms. Amy Gregory: Mission as a vehicle for collaboration within the racing industry, and also, we're going to get points on how to talk about safety in the current media environment.

Representing the Thoroughbred Safety Coalition today, our speakers are Jason Miner. He's Executive Managing Director of Glover Park Group and Chip Tuttle who is a partner in CTP. So, thank you.

Mr. Chip Tuttle: Thank you Amy. Good afternoon everybody. It's nice to be here. When I first started coming to this conference to give you an idea of how long that's been, there were a row of payphones on the wall outside and I didn't have glasses.

We're here today to discuss a very serious topic, although there are solutions. There's an old joke about how somebody went bankrupt, and the response was gradually, then all of a sudden.

If you go back in a year's time to December of last year, perhaps we were getting to this point gradually there had been issues of fatal injuries and media coverage of fatal injuries over the last several years, and it was becoming more and more of a topic that was top of mind, and that people in the racing industry were having to deal with.

Then of course, we had the difficult winter and spring in California, and we're at a very different time now, one year later than we were a year ago, and forced to

face up to some realities, that are a little bit difficult. Again, there are challenges, and there are ways forward to these challenges.

To indicate what a different time it is. We are in a world now, in horse racing where they've implemented a set of significant reforms in California that should be applauded and are a model for other jurisdictions, that Keeneland is actually publishing and so transparent.

It is publishing fatal injury data from racing and training on its website on a daily basis. That two-year-old races in Kentucky beginning next year will not be run with the administration of Lasix. We are in a very different place in 2019 than we were a year ago.

To take you through some consumer research, that has some encouraging aspects to it, and to talk about public communications and how we talk about these situations, how you and your organizations, you go back to your own track or your own organization and think about how you communicate to key constituent groups, to fans, to regulators, and government officials to the public, and to the media who can be a conduit for this information for all of us. To tell you a little bit more about that as Jason.

Mr. Jason Miner: Great. Thanks Chip, and thanks everyone for coming. One of the ways we think about this challenge is that it really is at this point, sort of all-encompassing I think for, certainly for folks outside the industry who pay attention as evidenced by the number of panels and discussions on safety here.

This week, it's really a topic of concern.

One of the ways we think about it is this idea, of a shift in culture, and the shift in the culture of safety or the creation of a greater culture of safety. That means a lot of different things.

First and foremost, its operational it's implementing reforms and changes to make the sport safer. Working a lot of industries, and sometimes it's a question of just explaining yourself in a different way or reaching some different people with your message.

I would say this is a case where communications is a trailing indicator that what really needs to drive this as the actual reforms, and so I present this research, and some of the insights we gleaned from it in that context, that the core learning, the fundamental need for the industry is to act.

Then we're here to talk today a little bit about what communicating about those actions look like, what context, language, things like that.

I do think that that is, this idea of culture is really important, and communications, whether it's to your employees, workers, other stakeholders as Chip said to the public through the media, or directly through and platforms to fans.

That a culture of safety is one that starts with the idea that safety is something that we need to be talking about.

When I first started working with the coalition, I think there were — a lot of the questions we heard were, and Chip alluded to this, do we need to be talking about this now? Aren't we just adding more fuel to the fire if we talk about this issue?

The reality is the conversation has moved far beyond that, and so the question is, I think is, is really how do you do it, through what channels to whom, and what are you saying?

That the idea of infusing all of your communications, whatever level it is, with this message of safety, and have safety be a conversation about it, is a really important, whether it's in Track Media or as I said, employee communications, whatever it is, if it becomes a priority in those communications, it tends to drive a different understanding of culture in an organization.

All of that said, one of the first questions we ask ourselves is, how are people thinking about this issue right now out in the public?

What does that look like?

What do they want to hear?

What would be helpful for them to understand what the industry is doing?

What are they looking for in the industry?

We conducted a few rounds of opinion research just quickly on the methodology. The first was a nationwide survey, with a bit of an oversample in California, for quantitative information, so getting a baseline of understanding, begin to explore perceptions, and test some messages.

We then moved on to a qualitative round throughout online caucuses, which are for those you care, is essentially focus groups at scale.

It's an online focus group where you can get a lot of people in a virtual room to talk about the issue, and we look to gain some more detailed knowledge and understanding of people's opinions through that process.

Through that process, we uncovered that there's good news and bad news, it wouldn't surprise you.

First and foremost, people have — if they have an opinion about racing, they tend to have strong opinions and a lot of the positive opinions are rooted in the spectacle of the sport in the tradition and things that folks you all know and love about the sport.

There was some question; we'll see this in later slides as well about the industry itself, and through the course of this, research, we saw this divide between a love of the sport and questions about the industry, and whether the industry was motivated by the right things and doing the right things for the protection of the athletes in particular the horses.

The other important thing is that, to note from this research is that the views are not fully entrenched and this was — it was a key insight for us and you'll see as it plays out through the learnings here, is there is an opportunity to get out there and tell our story, but if we don't go out and tell it, we lose this debate very quickly.

When people hear from our critics first, when they hear the negative facts framed in a negative way first, it becomes very difficult for us to dig out of that hole and to have a balanced conversation.

This research was conducted in August, so it's a little — I guess you'd call it stale, but I do think that given the media environment we've been in, and everything that's transpired over the fall, that is a pretty reasonable assumption that the trends we're seeing here have just continued or increased.

What this research showed us is that, it really hadn't fully penetrated deeply into the popular consciousness, but if anyone had heard anything about horse racing recently, it was a safety concern, so the degree that people are paying attention across their consciousness, it was about safety, which tells us that it is the defining characteristics of the conversation around the sport right now, which is another good reason to talk about it.

We tested a battery of negative messages, data points facts, messages that the critics have made, or could make against the sport in the industry. There were some very — from a communications perspective, some very compelling and troubling concerns.

The respondents were concerned by the number of deaths concerned by critiques about the motives of the industry, putting profits above the health of the animal,

things like that. The aggregation of those things raised very legitimate concerns. As I said, we have an opportunity because it still hasn't fully penetrated the abroad social conscious.

This slide I think is a bit of a cautionary tale. What it shows you is — although the highlights are a little off center. It shows you how people feel, blue, favorable red, unfavorable a broad cross section of sports including horse racing.

You start with football and you sort of with the highest positive and you work all the way down to ground racing. You look at where boxing sits and ground racing sits, and you see this divide between the sport.

The Triple Crown, the races people know, people generally feel really positive about those things.

When you start talking about the industry that — that level of positivity goes down quite a bit.

I think the communication is imperative, the strategic imperative for the industry right now is to make sure that the sport, that the industry meets — it builds up its reputation and communicates clearly enough that people feel good about the industry and allows them the opportunity to continue to feel good about the sport. 'Cause there's support for the — the general support of horse racing out there.

Again, it's a cautionary tale, and I think you can, you can see where you end up if you're not proactively communicating about the positive things you're doing.

Mr. Chip Tuttle: One of the next things that we talk to people about in the surveys and tested was, the path forward for reform, and the need for reform. The good news is that there was very little appetite for a ban on horse racing.

Some of our most strident critics, animal rights activists, and fringe extremists have called for that. It's become a talking point in the media, and in some jurisdictions, but only 16% of Americans, thought that was a good idea. Then it only ticked up to 19% when we exposed them to some of the conversation about what was happening in California.

Nearly 70%, 69% said that the industry itself needs more better regulation that something needs to be done. Fifty nine percent would be open to seeing the federal government intervene, take a more active role, and enforce the rules.

The preference, as you can see from the bottom slide, the preference was to let us clean up ourselves, and give the industry a chance to embrace the reforms, to tell

the public what we're doing, and so that was part of the impetus for the formation of the Thoroughbred Safety Coalition.

I should take a moment here to just tell everybody in the room, because some of you have done a lot of good work over the last decade or so on safety and welfare issues.

The launch of the coalition is not meant to discount that work at all or to — just the opposite, it's meant to build on it, but it's meant to be a catalyst for additional reform as Jason Miner said, a really a culture of safety.

Part of this that I think we need to embrace and particularly the people in this room as publicists, and marketing people; we need to embrace talking about that.

We need to embrace the public communication side of that and really lean into it. If the industry has all sorts of progressive reforms and meaningful actions taking place, but we're not doing a good enough job telling the public, then that's an issue.

That's a big part of why the coalition was formed.

Mr. Jason Miner: Just to emphasize the bottom part of the screen there. Again, having done this kind of work across industries, it's pretty unique, especially in today's climate to have agreement between Democrats and Republicans.

That industry should take the lead on implementing and monitoring themselves, their reforms. That's not to say government doesn't have a role, but it does speak to — as Chip said, it does speak to this opening we have across a lot of really diverse audiences to prove to people that the industry is worthy of their trust and to continue to have the permission, the social permission, the social license to operate, so we do have this moment in which to act.

What are those, reforms look like?

What are people concerned about?

This is a bit of an iChat, and I won't go through each line of it. I'll say generally what it tells us is that there are two broad thematic pillars of messaging and the first one is around care.

If you go through a lot of these individual initiatives, we tested, it's really about care for the animals, close attention to it, ensuring, preventing injuries from happening in the first place.

The second pillar is around accountability, and this I think really gets to the idea of trust of the industry. Can the industry be expected and trusted to hold itself accountable if there are bad actors, if there are people making the wrong decisions, how does the industry course correct that?

How do they hold people accountable for it?

Buried in all of these different initiatives, all of which tested very highly, if you look at them, it's really focused on care and accountability.

Mr. Chip Tuttle: Although, and Jason has a nicely articulated the categories that these fall into. I would encourage all of you to look at the sum of these individual measures that we talked about, because it really jumps out at you. I think we're all guilty of being in our own bubble, and our own echo chamber, and we all listened to each other, and what we have here is the general public telling us that we should really think seriously about embracing some of these reforms in a more progressive way than we have done to date.

Mr. Jason Miner: One of the things we also tested, which isn't up on the slide, but I think is really central, is the question about messengers.

Who do you trust to carry out or make sure that actors in the industry are adhering to any safety reforms, or safety rules and regulations?

Veterinarians ranked very high on that list. The public's perception that their primary concern is the care for the animals, so as you think about communicating — and I would say that track owners, were lower on the list, because of a perceived conflict, the potential conflict of interest or at least what the motivation would be.

That tells us two things. One, that's our really good spokespeople for the general public, they appreciate that they are on the first line of sort of defense, if you will, in terms of the care for the animals.

It also tells us that, the people in the track community, we need to build that trust up a little bit. Again, being communicating about the stuff you're doing, we need to move those voices up as well, but other stakeholders in the industry, the Jockeys and the Horsemen and others, backstretch workers all had tested well, but that's stood out consistently.

We probed a bit on messaging and put some different constructions together of how to talk about the industry, how to talk about the sport, how to talk about the values of the sport. Some things really stood out to us, and we tested a bunch of different iterations and some specific language to the care point, personalizing it a

bit, talking about the passion for the animals, the love of the animals. The care with which, horses are treated from the time they're born through the time they retire from racing, infusing, the conversation with a bit of humanity and personal experience.

It worked really well, people really responded to that, which would make sense, but also, I think gets to that trust question.

The ability to speak in human terms about care for the animals really goes a long way in making it united "industry," but a group of people that care and love the animals. Interestingly tradition really popped.

I think this gets back to that slide about opinions about the industry versus the sport if you will with that divide. Do people really appreciate what part of American culture horse racing is, part of the tradition is really important as a reason to continue doing it.

Racing horse is an entirely optional exercise. If it went away today, a lot of people would be unhappy, because that's how they make their living, but the reality is, it is an optional exercise.

What are the reasons to keep it going?

The big one is tradition, and the memories people create with their families, it's really important. I would emphasize it's not a standalone message, it's not enough, it's gotta be used in combination with the conversation about what the industry is doing to improve and learn and improve the safety of the animals.

We spoke about accountability. I don't know if I need to belabor that too much, but it is hugely important. Really interestingly, there were some arguments we tested that didn't resonate as well with a broad audience.

The first is the economic argument and I fully appreciate that this is an important reality. It can be really important for certain stakeholders, government officials and policymakers, the business community, other people, for the general public when the welfare of the animal was the primary concern. The economic benefits actually work in a counter way. It actually undermines our argument because it implies that we care more about making money than anything else. I think that's an important data point but used in the right context.

We've heard a lot of conversation about international standards, and whether or not we should be meeting our international standards or passing them.

What does that mean?

It's that end of itself is fine.

I think one of the things that happens in that conversation often is a reiteration of some of the facts about equine fatalities in the States, and so we suggest steering clear of that.

Another one and this is so interesting because so many people we talk to in the industry talked about the cohort, these horses are born to run. Everyone has an anecdote about that that sort of internal fire within the animals and the athletes to run.

Again, this did not work well with the general public. The feeling was that the horses didn't have a choice, to run in this context, and it really got to one of the fundamental questions people asked, which is, "What are we asking these animals to do?"

While I think it's an argument that I've heard from people in the sport really believe with a lot of passion, I would say it's definitely not an effective communication to a broader audience who doesn't have maybe that firsthand experience with the animals that you all do.

Mr. Chip Tuttle: Telling the public that they just don't understand is generally not a good idea.

Mr. Jason Miner: We've covered a lot of these, but the key takeaways for us from this research, first and foremost, and I've said this, a bunch of times, but just to reiterate, the industry needs to act while audiences are still open.

While we have an opportunity, either they haven't heard a full suite of negative messaging from opponents and critics, or they just haven't heard anything yet, but they might, or they've heard some.

We have an opportunity to get in there and establish ourselves as credible spokespeople, credible defenders of the sport and incredible advocates for the athletes and particularly the horses, but that window will close.

The more there's a public conversation in which a consensus and clear voice that is pro safety that puts safety first, that reflects a culture of safety is absent, the more that that trust, that reservoir of goodwill for the industry will dwindle. You will have a very different fight on our hands as Chip alluded to when that goes away.

Medication and accountability really popped in the research in terms of people's kind of understanding of it. I appreciate these are complex issues but having those be the pillars in terms of communications and focus is something that resonated well. We talked about the ethos of the industry.

That's everything from care that infuses how you treat and handle the animals, and what your priorities are all the way through to your commitment to reform and making the sports safer, people need to feel that, commitment and energy from you.

Tradition and meaning we talked about is very important. I think we've got gotta be — the question of oversight, whether it's, government or otherwise is an important one, and it is important for the industry to be open to the idea of whatever form it takes of increased accountability, and it gets to Chip's point saying nothing is wrong.

You just don't understand it or I don't understand why you care now and you didn't care two years ago is not the time in the conversation we're living in now.

Mr. Chip Tuttle: The oversight question also, it leads directly to the trust issue. If you go back to the slide of the different sports, and the positive and negative sentiment about trust, the greater oversight leads — greater regulation leads to greater trust from the public.

I think that's part of why nothing really is off the table here, and that's part of what you heard from the coalition launch in Lexington in November.

Mr. Jason Miner: All of that information helped inform the creation of the Thoroughbred Safety Coalition. I would say as you all know from having read about it or covered it. It was launched very recently, inexplicitly in the message around the launch, on the website, is the idea that that the coalition is certainly not the answer?

I think it's an acknowledgement that — as Chip said, there's a lot of amazing work that's been done out there. Not all of that work is known by broader audiences, and so I think part of the job of the coalition is to act as a communications vehicle and a platform for helping educate and explain, but also as an aggregation point for a lot of those activities and a way to get people in the room to continue to push reforms forward.

They said this at the launch, and I believe it to be true that if people have reason to be skeptical and if the coalition isn't out there actively advocating for and moving for real reforms, then it will have failed and we will have failed.

I guess referencing what I said at the beginning, this is an exercise in action, and a secondary exercise in communication. I think at least from what I've seen, the coalition's really focused on that.

Mr. Chip Tuttle: I want to take a moment here to make two points. There've been some two or three really to echo what Jason said.

Some people asked me right after the announcement of the coalition, isn't this just — is this a public relations initiative? And the answer is yes, absolutely. Because we need to do a better job telling the public about everything, we do on a daily basis to care for these animals.

What you see here is some institutional weight and funding behind that effort, right? Including increasing public communication, especially next year in the lead up to the Triple Crown, and other times when racing is top of mind, and at the highest point of its public awareness.

The other thing is sort of why now? I think there were a lot of conversations in the industry about, what slate of reforms can we all agree to right now? Then we'll go forward with that slate of reforms.

This is a classic case of not letting the perfect be the enemy of the good. We don't have the luxury of waiting for everyone to agree on every detail on every reform, but we do have to get rolling here, and we do have to get moving.

The coalition was formed with the knowledge that there may be areas that where we haven't reached complete consensus or need additional discussion, and consideration, but that doesn't mean we should stay in the shell or put our heads in the sand until such time that we've reached that point, so that's part of it.

The third is the original organizations that formed the foundation for this Safety Coalition. This is not meant to be exclusive, it's meant to be inclusive.

Lots and lots of racing industry organizations have asked, how can I support, can I join, how does my organization join, and we are open for business? If you want to grab me after this or you want to talk about — there's certainly going to be standards you're going to have to meet in order to be part of this, you're going to have to make a commitment, a real actionable commitment to reform in a reform agenda.

We want everybody to know that this is inclusive of anybody that wants to be part of it within the horse racing industry.

Mr. Jason Miner: Maybe just before we close and would love if you guys have questions to have this be more of a conversation, but maybe we just spend a minute talking a little bit about what a culture of safety looks like on a kind of daily level, on an operational level.

Maybe I'll just start with a couple of observations and Chip you'll have a lot more specific details.

I think that as we've been emphasizing, first and foremost, it's being not just willing to talk about it, but actively talking about the issue, and making that a priority in your communications.

That can be everything from a safety page on your website, thinking about and knowing your own safety story.

What does it look like?

What are the actions you've been taking, either individually or as part of the industry?

Having that aggregated and then put in a way that — compiled in the way that a broader public can understand it.

Then if you're at the track level using your platforms to have that be one of the communications out there. I fully appreciate that this conversation is at different places in different jurisdictions and geographies.

For sure the conversation that's happening in California is not the conversation that's happening in some other States. I will say we've seen over the past year, what started as a Santa Anita conversation has moved out fairly quickly to local press, and I'm sure many of you have experienced it yourself across the country.

What was standard operating procedure and accepted practices suddenly not, and those that kind of change of external expectations and more is what is what we're dealing with.

I would say, you know your press, you know your community. As Chip said, this stuff changes really quickly these days, it's not a linear process.

I encourage you to get in front of it and begin compiling your story and thinking about how you can communicate it to your stakeholders.

Mr. Chip Tuttle: Some of you are clearly already doing that. There are some really good examples out there. I missed the panel, but I guess Jill Byrne earlier today from Colonial Downs in Virginia talked about their approach.

You can look at the Churchill Downs website and the NYRA website, and Del Mar has completely embraced a more open communication policy on Thoroughbred Safety, and its initiatives to the point of creating materials that went out into the greater San Diego media community in advance of their meet and editorial meetings, things like that.

When we talk about embracing it and leaning into it, it may be difficult given some of the subject matter, and some of the questions that are going to come up, but you've got to do it.

If you're not comfortable, you gotta get your executives comfortable with it, and do media training, and do some of the things that will be required to take the steps to make this a more transparent public communication.

Mr. Jason Miner: That's all we had.

Mr. Chip Tuttle: We're happy to open it up in the — since we just talked about transparency, we're happy to open it up to any that anybody has.

I don't know if there's a microphone out there, somebody just wants to raise their hand.

Jim, you want to moderate?

Audience Participant: Well, never let dry hair happen. I'm involved with a couple of racetracks, little regional tracks, and have been for over 25 years, and we've never had Lasix or Bute, we're limiting the cost, and we are forced to track debts for 1.3%, and we're going to go down.

We run without Lasix, then we run without bute and you know what? Our horses still run, and —

Mr. Chip Tuttle: Joseph, if I can ask, what's the jurisdiction?

Audience Participant: It's in Western Canada.

It's a historical race tracks.

One of them is in the Rocky Mountain Turf Club, but before you blow it off, that's where George Ralph and Johnny Walton started.

Mr. Chip Tuttle: Sure.

Audience Participant: Yeah, I'm being a little facetious there. I just want to make the point that, but the second one which is my question, half of my job is lobbying government.

We have a racino to make sure the percentages for horse racing. I found it interesting and I wouldn't mind to comment. When I lobby, it's all about economics to government that there's employment, there's rural development, economic development, history and culture, and that's what resonates with government and that's why they keep supporting and our return just of revenue from SWAT, it makes horse racing somewhat financially.

I was interested that you didn't think that was the way to go.

Mr. Jason Miner: I think it's the way to go when you're talking to policymakers, when people who understand that value.

I'm just saying from the research perspective, from a broader public perspective, it's not an argument that that resonates as well. Because it forces a question of priorities for a broader public who doesn't have the burden of guaranteeing economic growth and prosperity for their constituents, if that makes sense?

The public's imperatives are just different. If you say, is it more important that horses are protected and don't die or more important that at a race track makes money, even if there are jobs associated with it, they're going to always say it's more important than the horses are protected.

In a public conversation, I think it's better to steer away from it. I think it's hugely important, I mean, obviously it's materially important, and it's a real fact. I just think how you use it is the difference, if that makes sense?

Mr. Scott Wells: I'm Scott Wells President of Remington Park and Lone Star Park and I'm not an official spokesperson for the Jockey Guild by any means. Though I did attend their meetings yesterday, and one point that was made resonated with me was by Aaron Gryder who was called upon to appear on the media during the Santa Anita crisis to be a voice of the situation.

The point that you made that resonated particularly with me was that as a racetrack operator if I'm on the media saying something, I think we are going to know that in the back of my mind profit another things are involved.

The group that has the greatest credibility or can have the greatest credibility is those guys and ladies who out there risking their lives in a race. When Aaron Gryder or any other Jockey gets up and says, "Hey, I'm not afraid of this race track, I think it's good, we are doing things."

Whatever the message is, they have a level of credibility that none of the rest of us I think in the industry really have.

They brought up a question, well why weren't we contacted about joining this coalition, well I'm not looking back, and saying that should have been, what has happened has happened, but I do think that the voice of the Jockeys who have a passion for the horses, a passion for the sport and have skin in the game literally.

I think that's a very important aspect that should be incorporated in any coalition going forward. I'm unofficially representing them, I think that's the point we should consider.

Mr. Chip Tuttle: Sure. I'll let Jason speak to, how jockeys are viewed as spokespeople, by the public and the in the polling and the research. Yeah, I know several Guild members and Terry Meeks for years, and, clearly want them to know that, that the coalition is open to the Guild, to be part of. We're in real time, having steering committee meetings, and fielding interest from organizations that want to join, and, the Guild is certainly welcomed. I concur with all of that.

We launched with the group that we launched with in part, because again, we wanted to get the ball rolling, and show some institutional weight, and there was a considerable funding commitment from those organizations as well. We don't expect that organizations like the Guild are going to be able to even come close to the funding commitment, but we certainly want them at the table.

Audience Participant: Well does that mean you let me raise another question.

Mr. Chip Tuttle: Sure.

Audience Participant: 'Cause I committed both of our race tracks to join this alliance when it was formed. There has been some further public communications, which includes some very big names in the industry but doesn't include my two racetracks, and the ownership groups that control those racetracks.

If we're going to have a coalition, I was thinking one broad-based and inclusive, and for instance I have made no communication to our racing commission, because it was really in our conversation that we would have a unified message that worked across all 36 jurisdictions eventually.

It's easy to talk about inclusiveness and so on, but there needs to be true inclusiveness, unless there's going to be something conducted by the very highest echelon great strategy, and to leave the rest of us as the tail of the dog.

Mr. Chip Tuttle: Sure.

Audience participant: I would urge you to take in consideration that each state and each racing jurisdiction whether be Western Canada or Oklahoma, or Dallas that they have a seat at the table, and they are included — I remember when we endorsed the uniform medication years ago, there were 71 entities that endorsed the uniform medication. I think that would be appropriate going forward.

Something as ground shaking, and paradigm shifting as this is. I'd like to be able to say to my local media that yes, we joined this coalition, because we believe in its intent, but if they see media out there and only the top four, or five racetracks, are cited in the coalition. I mean are we wanted in the coalition, or we are not, are we — ?

Mr. Chip Tuttle: No, you're absolutely wanted, and part of it is, organizing and making sure that, when we have another announcement in January or sooner that we have the list of organizations like yours that have expressed an interest, right?

We're fielding inquiries as I said on a regular basis. If we've been delinquent in responding to you, then I apologize, and we'll take that up when this is over. I do want everybody to know that yes, the coalition is open for others to join, yeah, no question.

Audience participant: I'm not pointing fingers, believe me I applaud loudly the efforts, but I just wanted to make sure that we are not jousting at windmills because I'm going to have a price to pay and I'm gonna have some explanation to make to commissioners of those states as to why we think this is a worthwhile effort.

Mr. Chip Tuttle: Sure.

Audience participant: I think a unified speaking points on those points coming from the coalition to be accepted by the various jurisdictions around the country, is the strategic way to go down.

Mr. Chip Tuttle: Thank you. I don't know if you wanted to speak to the Jockeys as spokes people.

Mr. Jason Miner: I think you're actually right. I think they should be out there. I think that — and it gets to your broader point about the breadth of the coalition and the need for multiple voices out there, yes.

Jockeys, vets, anyone else who has their hands on the horses and can speak from their perspective to the care they receive and the steps they take. I totally agree with your point that validating the safety of tracks or the comfort level with what's happening is, as you say, they're on the front line, so absolutely.

Mr. Chip Tuttle: Amy?

Ms. Amy Gregory: I have a question?

Mr. Chip Tuttle: Yeah.

Ms. Amy Gregory: Just again, because maybe I can take the overlay that encompasses a broad coalition of publishers and marketing people, not just the racetracks, do you see this part and parcel with talking about your safety initiatives, and your reforms also as an educational process?

Educating the public about racing and really from the time the horse starts on the farm all the way through Thoroughbred Aftercare, really trying to raise the awareness of how these horses are taken care of, and as far as just more of an education process where the public is being heard and accepted as well?

Mr. Jason Miner: Yeah, I mean I think that's a great question. It was an immediate imperative, which is to get out there and answer this growing concern about the sport, and there is — I think it kind of gets to the culture of safety and care.

Is that something that you're talking about, is it a priority for you, or is it reflected through how you're communicating?

Yes, I think there's some really important short term imperatives around communicating about what's actually happening and the desire to make it safer, and then underpinning that over time has got to be this longer discussion about what happens, but I totally agree.

Mr. Chip Tuttle: Okay, the questions are — it's 2:30, I don't know what's next, but thank you very much.