



Presented by:



2003 Gaming Property Annual Report©



Dear Gaming Executive:

Welcome to the HCE Hospitality Compensation Exchange®, the gaming industry's most comprehensive guide to compensation and benefits. We have created the HCE to provide casino owners and operators with current and credible information concerning salary and incentive trends. Data from the 2003 Gaming Property Annual Report© has been obtained through written survey and is self-reported. The survey includes 116 casinos, representing all industry segments. We hope that you will find the HCE an exciting tool for managing your business, allowing you to attract and retain management talent through equitable compensation practices.

With kind regards, I am,

A handwritten signature in black ink, appearing to read "Stephen".

Stephen Goebel
Managing Director – Las Vegas
HVS Executive Search

A handwritten signature in black ink, appearing to read "Keith Kefgen".

Keith Kefgen
President
HVS Executive Search



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Hospitality Compensation Exchange

The HCE Hospitality Compensation Exchange® is the largest industry forum for the exchange of compensation and benefit information. Annual HCE Surveys are conducted for the lodging, gaming, and restaurant industries, and encompass corporate and property-level positions. Furthermore, clients have access to more focused reports through HCE Select and HCE Custom.

HCE Annual Report

HCE Annual Reports contain an executive summary of the national HCE survey data. The data is categorized by suitable industry criteria. Lodging, Gaming and Restaurant Annual Reports are available for both corporate and property level positions. An HCE Annual Report is \$350.

HCE Select

HCE Select generates criteria-specific reports based on data from the national survey. Users can determine their own query parameters for an HCE Select Report. The HCE Select program allows for numerous parameters to be considered simultaneously. A typical HCE Select is \$500-\$1,000.

HCE Custom

HCE Custom creates client-defined reports from newly gathered data. HCE Custom gives clients access to information not collected in the national HCE surveys. Custom surveys are designed to consider an unlimited number of parameters, positions and questions. It is specifically targeted to competitive properties. This ground-up approach results in a fully customized report. A typical HCE Custom is \$2,500-\$10,000.

Participating in the HCE

There is no charge to become a participant in the HCE Hospitality Compensation Exchange®. HCE participants are eligible to receive discounts on HCE services. As confidentiality is the cornerstone of our business, protecting the reputation and data integrity of the participants is of critical importance. To that end, we only provide results in aggregate format.

For More Information

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Nationwide

Findings from the 2003 *HCE Lodging Property Annual Report* © are based on compensation data from casinos in North America. The survey is our fifth national examination of property level compensation. The results include representation from all industry segments. Based on feedback from industry human resources executives, twenty management positions were included in the survey. Period comparisons between 2001 and 2003 have been noted and illustrated accordingly.

As expected, the GM/CEO position earned the highest median base salary followed by VP Sales & Marketing and VP Casino Operations. Executive Host, Pit Boss, Cage Manager and other mid-level positions earned the lowest base salaries.

The highest bonuses were also given to the GM/CEO, VP Sales & Marketing and Sr. VP Casino Operations. Pit Boss, Executive Host, and Shift Manager received minimal bonus potential along with Cage Managers. Most bonus plans in the gaming industry were based on financial measurements and paid as a percentage of base salary.

The general trend in the gaming industry has been flat compensation over the survey time period, with most positions experiencing modest, cost-of-living increases. In comparison to our 2001 study, median salaries rose approximately 3.5% per annum. VP Finance had the highest increase in median base salary at 22.80% over the survey time followed by an increase of 13.44% for Directors of Food & Beverage. Slot managers also saw double digit increase over the survey time period.



Nationwide Salaries

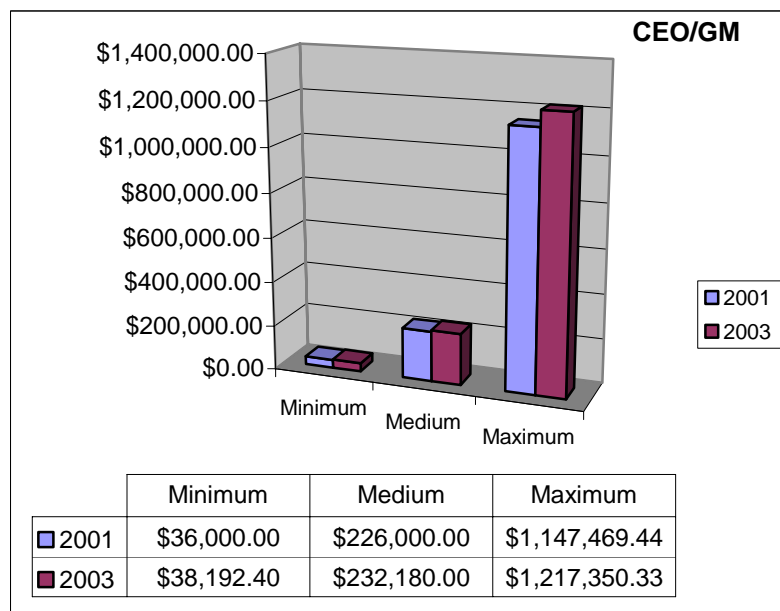
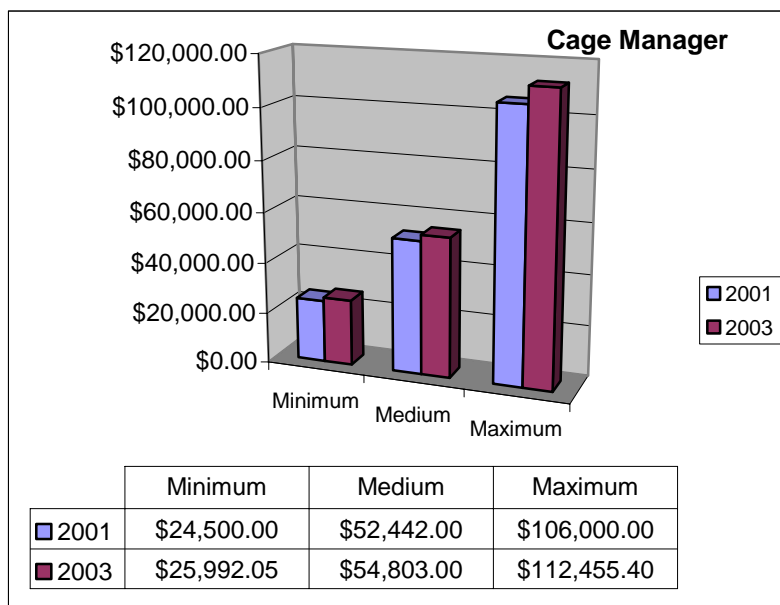
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$25,992.05	\$45,270.19	\$54,803.00	\$66,568.65	\$112,455.40
CEO/GM	\$38,192.40	\$178,168.04	\$232,180.00	\$305,340.72	\$1,217,350.33
Controller	\$33,765.26	\$58,437.98	\$65,790.00	\$76,384.80	\$111,394.50
Dir. Information Systems	\$32,887.90	\$58,489.22	\$70,925.94	\$87,541.02	\$123,247.94
Dir. Marketing	\$45,000.00	\$73,621.78	\$87,729.97	\$100,465.00	\$168,826.32
Dir. Facilities	\$21,218.00	\$52,913.45	\$70,990.00	\$89,409.65	\$123,500.00
Dir. Security	\$23,635.69	\$51,004.40	\$65,178.22	\$80,447.43	\$136,856.10
Dir. Slot Operations	\$33,948.80	\$71,496.17	\$90,176.50	\$113,728.48	\$176,109.40
Dir. Surveillance	\$27,583.40	\$50,750.00	\$62,046.00	\$71,801.82	\$101,295.79
Executive Host(s)	\$19,096.20	\$33,765.26	\$45,002.34	\$51,773.41	\$72,932.97
VP Casino Operations	\$67,530.53	\$92,000.00	\$124,655.75	\$159,135.00	\$413,899.11
VP Finance	\$50,923.20	\$97,067.42	\$116,095.50	\$138,765.26	\$450,203.52
VP Human Resources	\$22,278.90	\$69,479.25	\$92,828.75	\$113,538.58	\$275,104.13
VP Sales & Marketing	\$65,639.67	\$115,324.53	\$143,155.72	\$187,381.46	\$213,036.31
VP/Dir. Food & Beverage	\$41,328.68	\$62,260.76	\$84,413.16	\$100,440.71	\$180,353.00
VP/Dir. Hotel Operations	\$26,480.06	\$53,973.29	\$90,200.00	\$139,000.05	\$365,790.36
Casino Shift Manager	\$20,157.10	\$52,453.00	\$62,000.00	\$73,154.79	\$175,048.50
Pit Boss	\$43,395.12	\$43,794.46	\$49,578.66	\$56,825.53	\$58,873.00
VP/Dir. Table Games	\$42,729.00	\$75,854.35	\$89,115.60	\$106,090.00	\$145,748.56
Dir. Slot Technology	\$42,380.00	\$46,067.25	\$55,000.00	\$62,186.25	\$77,625.00



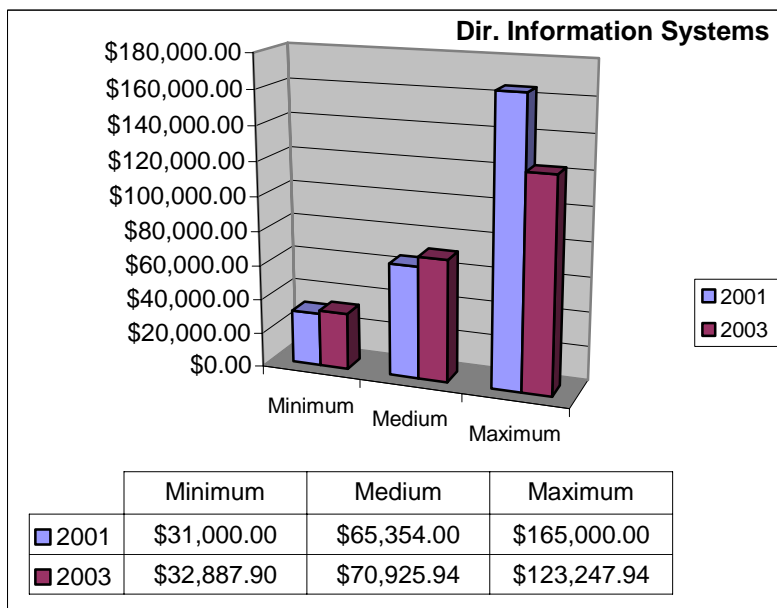
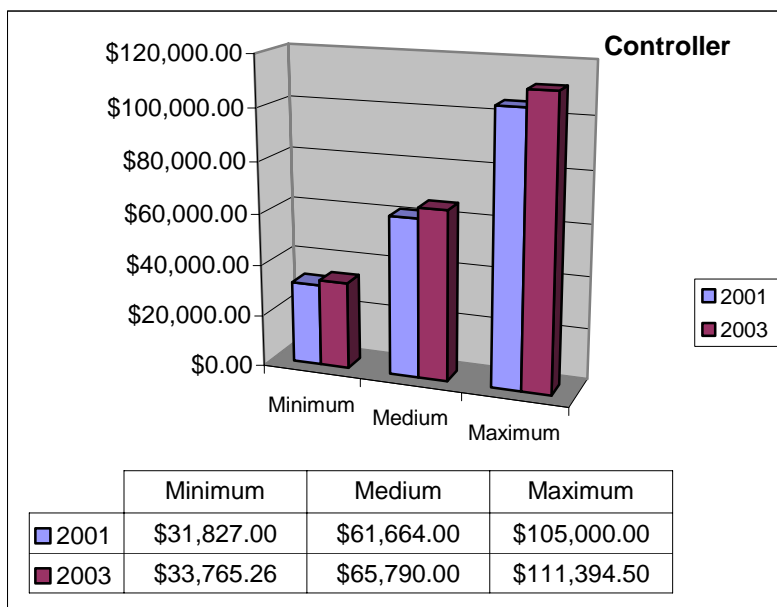
Nationwide Bonuses

Bonus	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$0.00	\$0.00	\$186.00	\$6,139.53	\$23,279.33
CEO/GM	\$0.00	\$21,718.00	\$72,949.39	\$129,164.90	\$344,240.83
Controller	\$0.00	\$0.00	\$2,850.00	\$5,304.50	\$25,645.14
Dir. Information Systems	\$0.00	\$0.00	\$2,234.00	\$7,642.56	\$51,601.12
Dir. Marketing	\$0.00	\$0.00	\$7,938.92	\$17,500.00	\$46,144.00
Dir. Facilities	\$0.00	\$0.00	\$2,862.00	\$9,841.69	\$54,500.00
Dir. Security	\$0.00	\$0.00	\$2,140.00	\$5,075.00	\$50,943.36
Dir. Slot Operations	\$0.00	\$0.00	\$14,160.00	\$28,100.00	\$99,979.00
Dir. Surveillance	\$0.00	\$0.00	\$2,000.00	\$5,304.50	\$29,150.35
Executive Host(s)	\$0.00	\$0.00	\$0.00	\$0.00	\$13,749.26
VP Casino Operations	\$0.00	\$7,000.00	\$39,442.01	\$54,600.00	\$172,120.42
VP Finance	\$0.00	\$5,250.00	\$16,791.65	\$24,866.00	\$132,612.50
VP Human Resources	\$0.00	\$222.00	\$5,000.00	\$10,643.48	\$63,654.00
VP Sales & Marketing	\$0.00	\$12,999.78	\$37,929.21	\$52,685.86	\$127,308.00
VP/Dir. Food & Beverage	\$0.00	\$0.00	\$2,500.00	\$7,963.15	\$62,667.36
VP/Dir. Hotel Operations	\$0.00	\$1,000.00	\$2,750.00	\$4,725.00	\$79,567.50
Casino Shift Manager	\$0.00	\$0.00	\$0.00	\$3,341.35	\$24,330.68
Pit Boss	\$0.00	\$0.00	\$1,816.79	\$3,968.75	\$5,700.00
VP/Dir. Table Games	\$0.00	\$3,500.00	\$13,947.81	\$33,769.63	\$96,709.52
Dir. Slot Technology	\$0.00	\$2,400.00	\$4,240.50	\$7,025.00	\$31,028.00

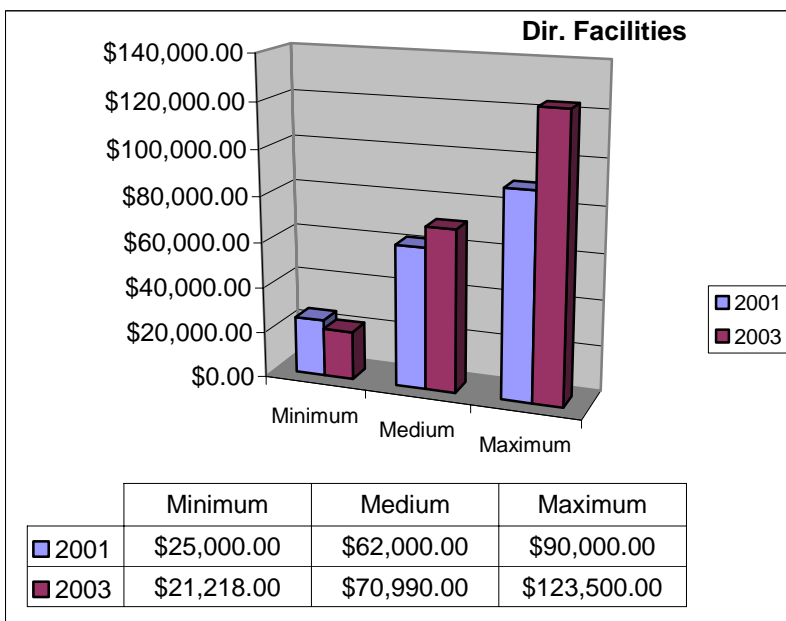
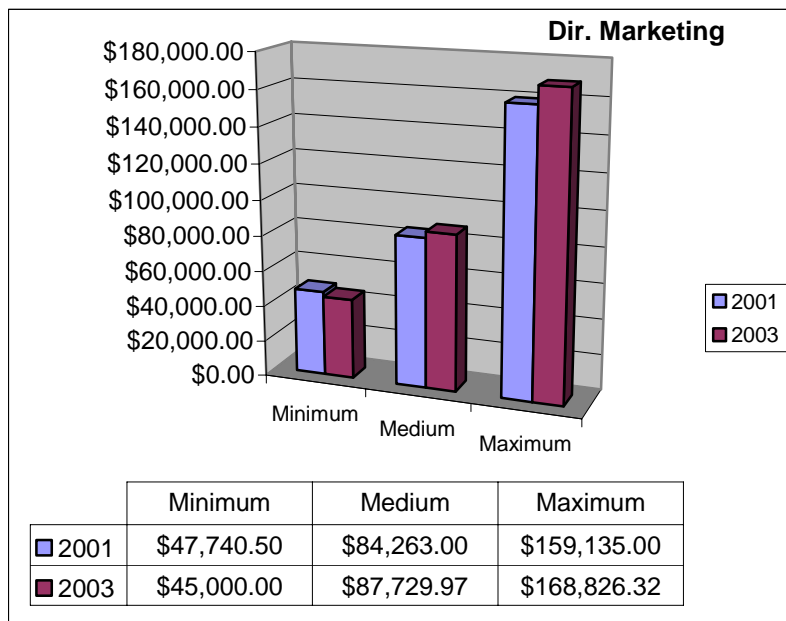
Nationwide Base Salary Comparisons



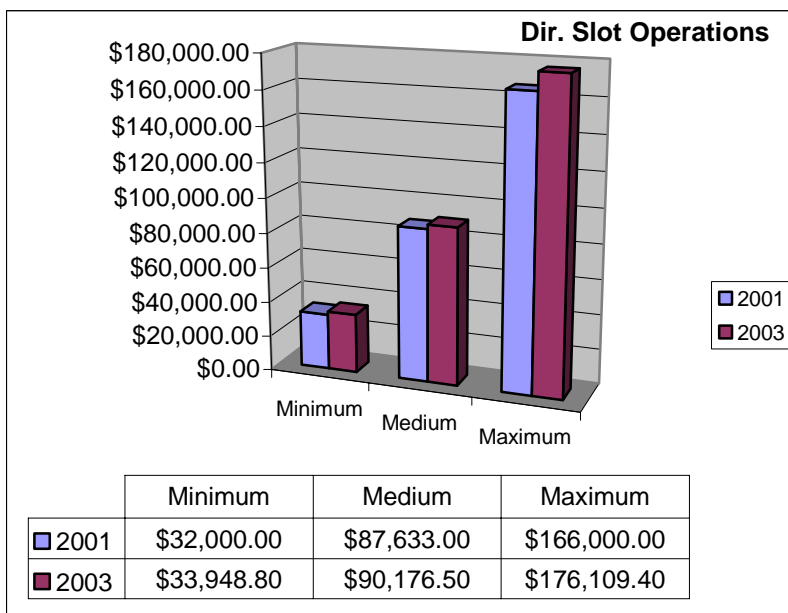
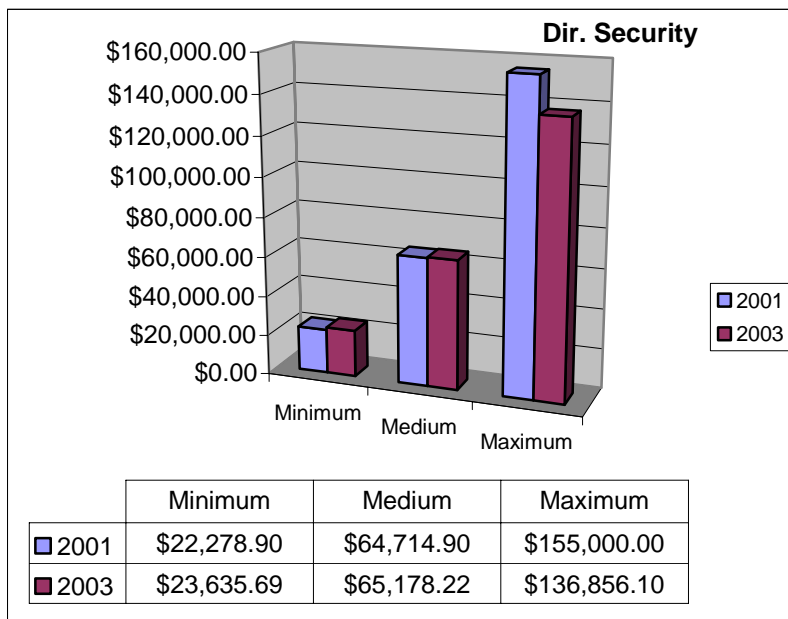
Nationwide Comparisons



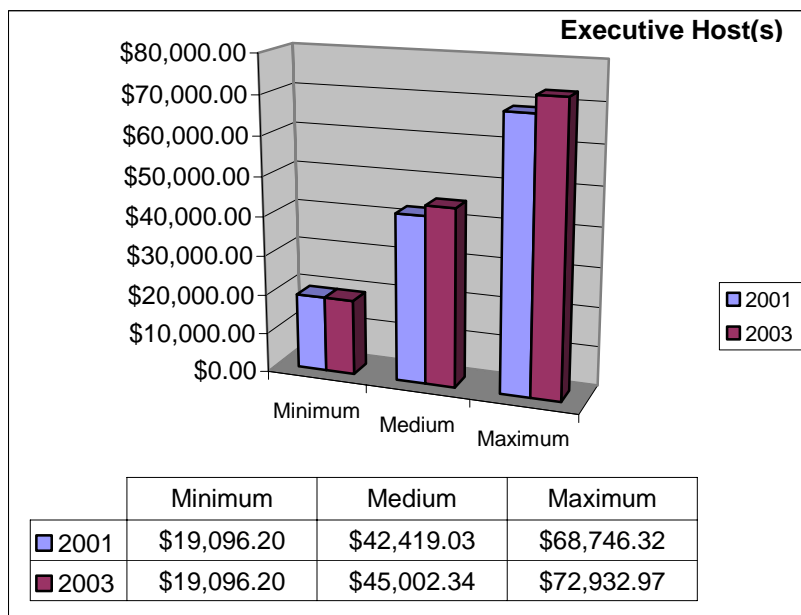
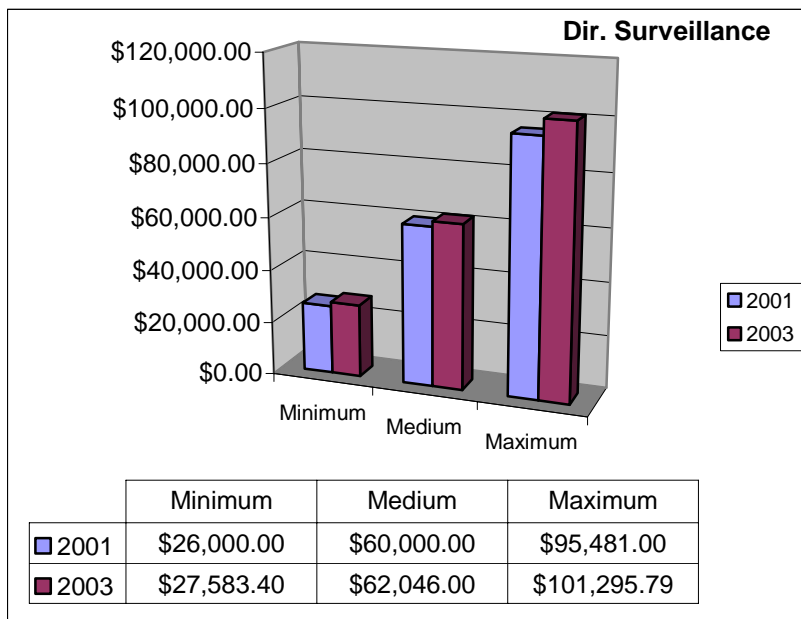
Nationwide Comparisons



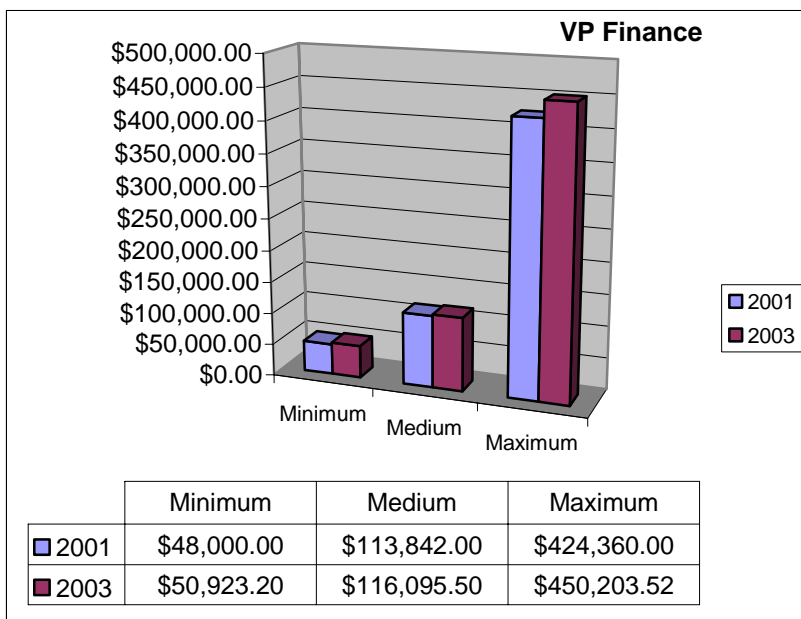
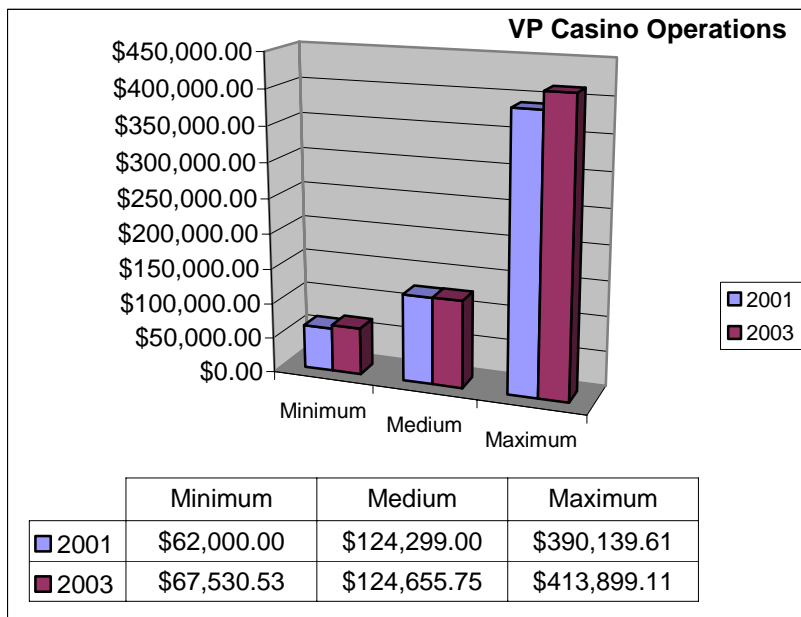
Nationwide Comparisons



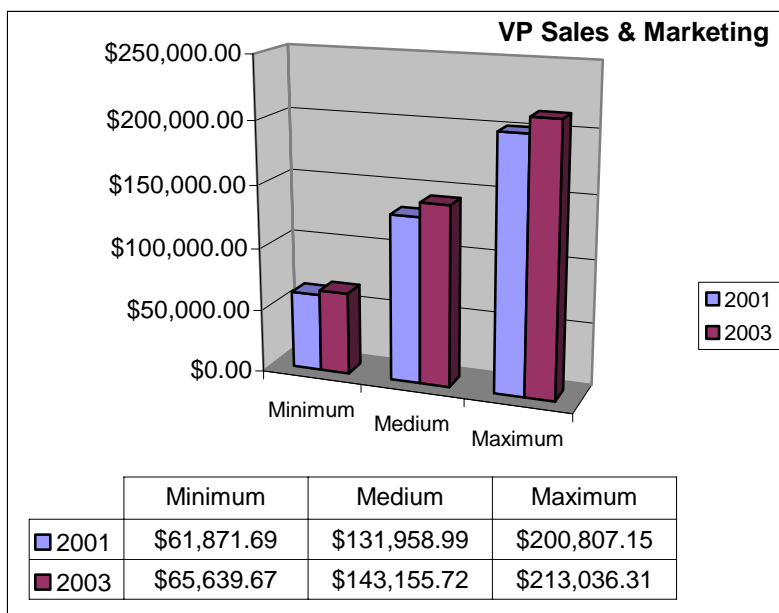
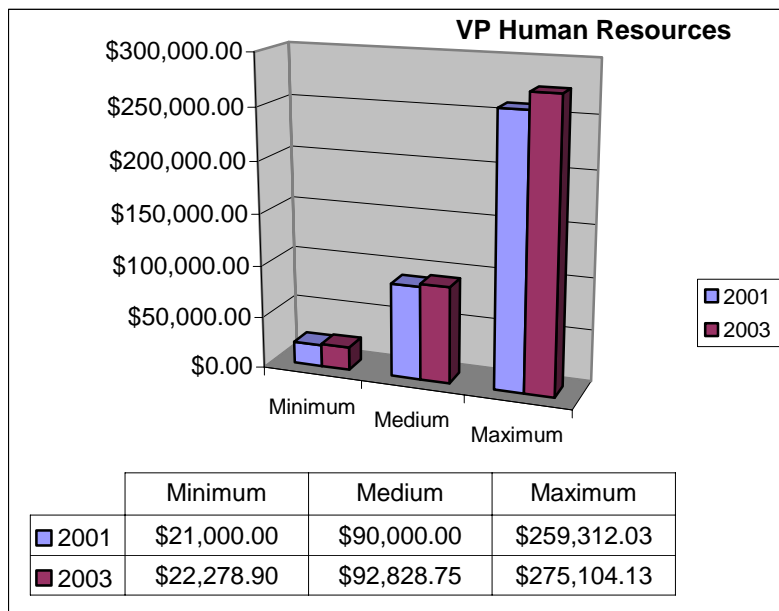
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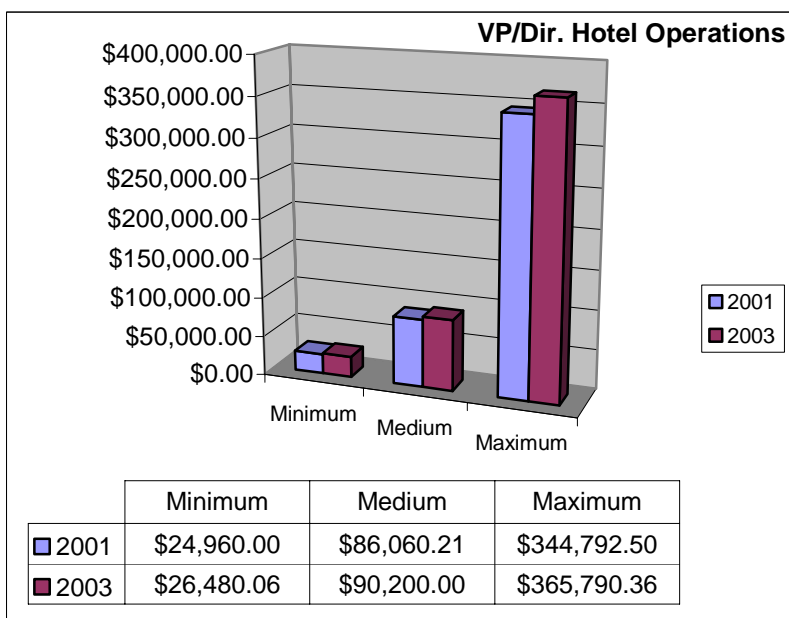
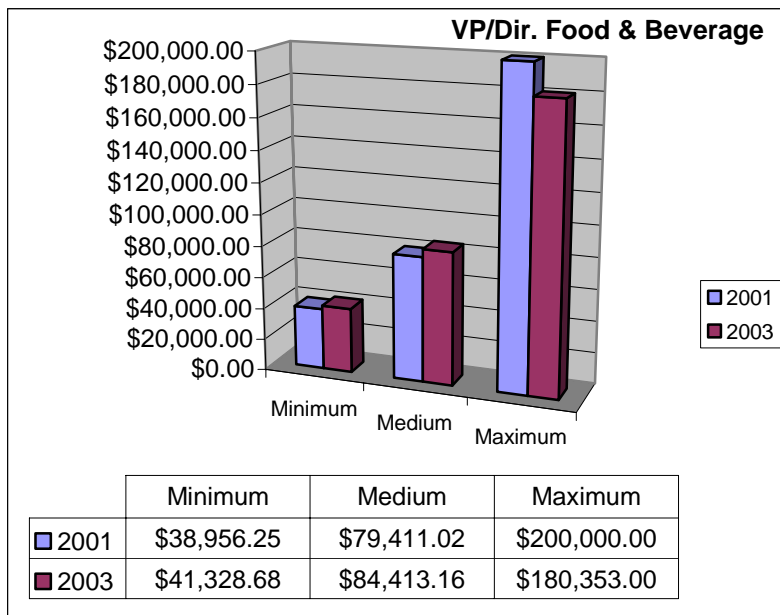
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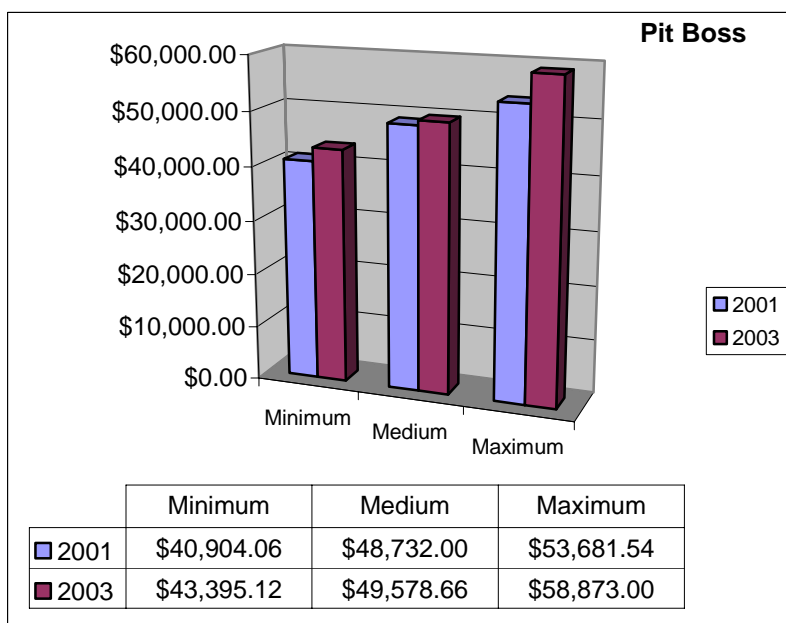
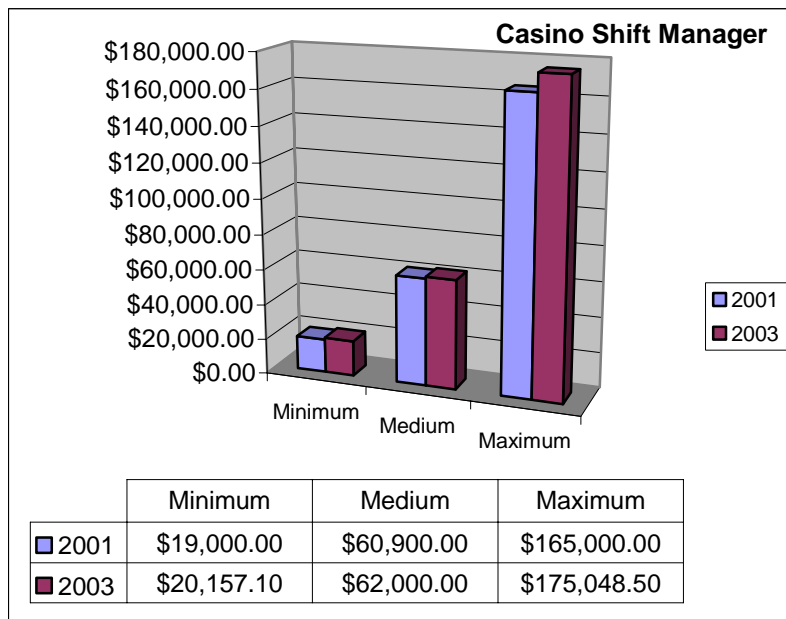
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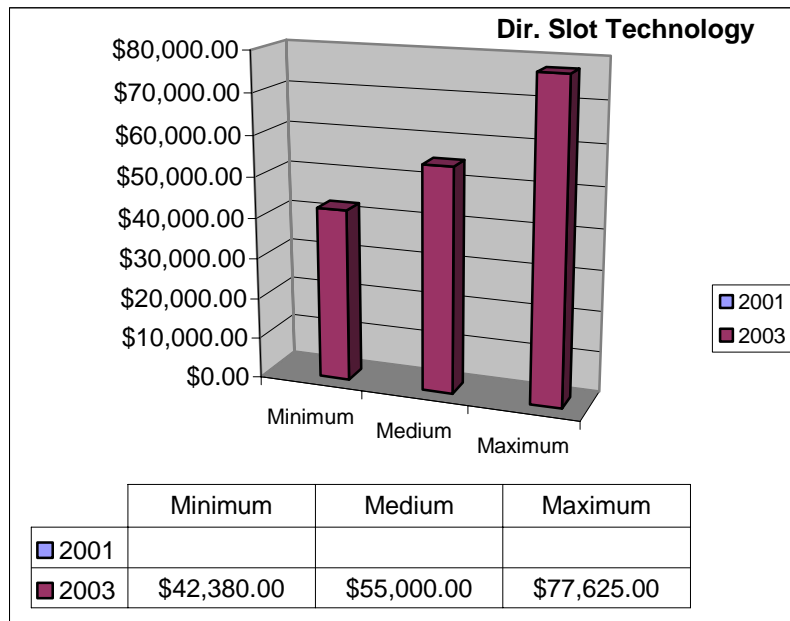
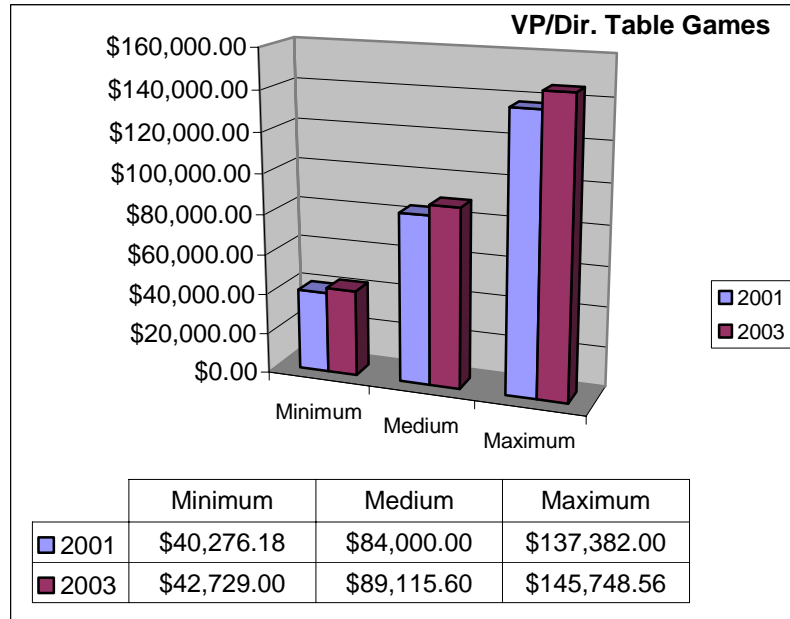
Nationwide Comparisons



Nationwide Comparisons



Nationwide Comparisons





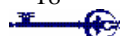
Salary and Bonus Results by Gross Revenues

Using \$100 million in gross revenues as a benchmark, casinos that did less than \$100 million paid their upper level management executives less than those with revenues greater than \$100 million. In most cases logic dictates that as casino operations get larger and more complex, compensation increases. For example, a GM/CEO at a casino with revenues greater than \$100 million received a median salary \$79,898 more than GM/CEO's at casinos with revenues less than \$100 million. With the exception of the top 3-4 executives that worked for casinos with revenues less than \$100 million, bonus payouts were relatively flat.



Salary Results by Gross Revenues less than \$100 Million

Position	Base Salary	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager		\$25,992.05	\$42,384.32	\$49,449.00	\$56,259.22	\$84,872.00
CEO/GM		\$38,192.40	\$127,821.78	\$180,102.00	\$205,000.00	\$636,540.00
Controller		\$33,765.26	\$52,780.00	\$63,097.15	\$70,549.85	\$111,394.50
Dir. Information Systems		\$32,887.90	\$49,985.92	\$58,526.46	\$64,445.23	\$116,699.00
Dir. Marketing		\$45,500.00	\$72,797.91	\$80,000.00	\$94,621.98	\$120,120.00
Dir. Facilities		\$21,218.00	\$45,353.48	\$58,166.80	\$71,000.00	\$110,333.60
Dir. Security		\$23,635.69	\$43,321.96	\$58,000.00	\$63,180.00	\$99,300.24
Dir. Slot Operations		\$33,948.80	\$56,379.66	\$73,291.04	\$90,691.04	\$148,526.00
Dir. Surveillance		\$27,583.40	\$47,569.26	\$52,755.87	\$61,825.75	\$93,359.20
Executive Host(s)		\$19,096.20	\$30,473.15	\$42,085.03	\$52,190.97	\$72,932.97
VP Casino Operations		\$67,530.53	\$80,315.21	\$115,197.50	\$123,288.24	\$165,500.40
VP Finance		\$50,923.20	\$93,766.85	\$108,600.00	\$122,003.50	\$180,353.00
VP Human Resources		\$22,278.90	\$56,275.44	\$68,765.26	\$81,104.06	\$212,180.00
VP Sales & Marketing		\$106,293.00	\$137,964.87	\$146,316.15	\$160,690.24	\$213,036.31
VP/Dir. Food & Beverage		\$41,328.68	\$51,527.95	\$66,725.00	\$79,891.88	\$143,433.68
VP/Dir. Hotel Operations		\$26,480.06	\$47,123.43	\$71,737.75	\$91,372.05	\$165,076.04
Casino Shift Manager		\$20,157.10	\$48,269.02	\$54,321.56	\$61,828.72	\$175,048.50
Pit Boss		N/A	N/A	N/A	N/A	N/A
VP/Dir. Table Games		\$42,729.00	\$62,565.64	\$76,701.68	\$88,362.06	\$103,546.81
Dir. Slot Technology		\$42,380.00	\$45,224.50	\$50,287.50	\$56,000.00	\$68,000.00





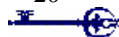
Bonus Results by Gross Revenues less than \$100 Million

Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$0.00	\$0.00	\$0.00	\$3,096.35	\$15,000.00
CEO/GM	\$0.00	\$20,000.00	\$40,687.55	\$62,500.00	\$235,519.80
Controller	\$0.00	\$0.00	\$1,500.00	\$3,500.00	\$16,728.27
Dir. Information Systems	\$0.00	\$0.00	\$1,500.00	\$7,783.34	\$18,600.00
Dir. Marketing	\$0.00	\$1,901.77	\$7,103.79	\$14,328.86	\$46,144.00
Dir. Facilities	\$0.00	\$0.00	\$2,160.00	\$3,666.47	\$54,500.00
Dir. Security	\$0.00	\$0.00	\$2,000.00	\$4,243.60	\$15,350.00
Dir. Slot Operations	\$0.00	\$3,150.00	\$7,096.00	\$17,594.73	\$21,813.16
Dir. Surveillance	\$0.00	\$0.00	\$1,800.00	\$3,617.75	\$16,200.00
Executive Host(s)	\$0.00	\$0.00	\$0.00	\$0.00	\$13,749.26
VP Casino Operations	\$0.00	\$4,500.00	\$16,304.09	\$30,422.23	\$45,800.00
VP Finance	\$0.00	\$1,750.00	\$8,990.00	\$24,732.00	\$81,158.85
VP Human Resources	\$0.00	\$1,500.00	\$2,473.91	\$8,932.00	\$46,199.00
VP Sales & Marketing	\$1,947.81	\$11,358.00	\$19,944.92	\$45,439.79	\$57,373.47
VP/Dir. Food & Beverage	\$0.00	\$0.00	\$3,387.60	\$5,228.38	\$18,126.00
VP/Dir. Hotel Operations	\$0.00	\$0.00	\$3,990.00	\$6,056.25	\$21,412.14
Casino Shift Manager	\$0.00	\$0.00	\$0.00	\$1,269.43	\$12,374.34
Pit Boss	N/A	N/A	N/A	N/A	N/A
VP/Dir. Table Games	\$0.00	\$3,030.05	\$9,530.27	\$11,474.69	\$22,949.39
Dir. Slot Technology	\$0.00	\$1,022.50	\$3,325.00	\$4,375.25	\$7,500.00



Salary Results by Gross Revenues greater than \$100 Million

Position	Base Salary	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager		\$40,113.69	\$50,547.37	\$60,641.13	\$73,800.53	\$112,455.40
CEO/GM		\$122,003.50	\$220,697.25	\$300,000.00	\$517,830.27	\$1,217,350.33
Controller		\$48,634.84	\$63,740.50	\$73,154.04	\$80,266.88	\$106,090.00
Dir. Information Systems		\$43,221.07	\$66,359.30	\$80,628.40	\$89,258.82	\$123,247.94
Dir. Marketing		\$68,000.00	\$94,769.47	\$100,000.00	\$109,864.90	\$168,826.32
Dir. Facilities		\$32,259.33	\$71,561.29	\$86,035.09	\$95,705.38	\$123,500.00
Dir. Security		\$33,613.00	\$66,836.70	\$76,437.85	\$91,237.40	\$136,856.10
Dir. Slot Operations		\$52,336.16	\$84,257.21	\$106,090.00	\$118,986.57	\$176,109.40
Dir. Surveillance		\$34,797.52	\$63,322.47	\$69,488.95	\$79,905.39	\$101,295.79
Executive Host(s)		\$26,449.46	\$33,934.09	\$46,661.89	\$49,297.29	\$72,932.97
VP Casino Operations		\$71,496.17	\$127,327.88	\$160,647.80	\$186,400.13	\$413,899.11
VP Finance		\$73,041.02	\$108,102.50	\$127,308.00	\$164,719.75	\$450,203.52
VP Human Resources		\$63,654.00	\$92,473.57	\$106,090.00	\$125,804.00	\$275,104.13
VP Sales & Marketing		\$65,639.67	\$114,382.24	\$139,995.29	\$189,814.81	\$213,036.31
VP/Dir. Food & Beverage		\$60,777.48	\$84,872.00	\$97,602.80	\$108,742.25	\$180,353.00
VP/Dir. Hotel Operations		\$37,131.50	\$80,200.00	\$95,481.00	\$127,500.00	\$365,790.36
Casino Shift Manager		\$36,967.06	\$63,342.63	\$70,705.94	\$81,204.25	\$98,748.57
Pit Boss		\$43,395.12	\$45,020.35	\$54,136.97	\$58,200.00	\$58,873.00
VP/Dir. Table Games		\$57,400.95	\$83,583.84	\$104,834.96	\$116,699.00	\$145,748.56
Dir. Slot Technology		\$51,000.00	\$58,950.00	\$69,000.00	\$77,625.00	\$103,809.07





Bonus Results by Gross Revenues greater than \$100 Million

Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$0.00	\$0.00	\$4,100.00	\$7,375.94	\$23,279.33
CEO/GM	\$0.00	\$41,600.00	\$79,315.19	\$113,092.47	\$344,240.83
Controller	\$0.00	\$0.00	\$3,750.00	\$7,198.75	\$25,645.14
Dir. Information Systems	\$0.00	\$0.00	\$3,250.00	\$7,293.69	\$51,601.12
Dir. Marketing	\$0.00	\$8,387.03	\$17,600.00	\$25,511.25	\$34,800.00
Dir. Facilities	\$0.00	\$0.00	\$3,968.00	\$15,166.95	\$52,331.01
Dir. Security	\$0.00	\$0.00	\$3,800.00	\$10,609.00	\$50,943.36
Dir. Slot Operations	\$0.00	\$4,000.00	\$14,500.00	\$24,718.69	\$99,979.00
Dir. Surveillance	\$0.00	\$0.00	\$4,100.00	\$10,609.00	\$29,150.35
Executive Host(s)	\$0.00	\$0.00	\$0.00	\$0.00	\$13,749.26
VP Casino Operations	\$0.00	\$1,268.00	\$39,547.04	\$58,045.00	\$172,120.42
VP Finance	\$0.00	\$5,900.00	\$18,947.81	\$25,986.26	\$132,612.50
VP Human Resources	\$0.00	\$4,760.00	\$9,440.00	\$23,273.50	\$63,654.00
VP Sales & Marketing	\$0.00	\$9,547.04	\$25,913.50	\$44,424.08	\$127,308.00
VP/Dir. Food & Beverage	\$0.00	\$0.00	\$6,000.00	\$16,609.00	\$62,667.36
VP/Dir. Hotel Operations	\$0.00	\$3,000.00	\$6,400.00	\$15,000.00	\$79,567.50
Casino Shift Manager	\$0.00	\$0.00	\$4,161.16	\$9,000.00	\$24,330.68
Pit Boss	\$0.00	\$981.33	\$2,652.25	\$14,365.00	\$5,700.00
VP/Dir. Table Games	\$0.00	\$3,500.00	\$14,166.00	\$24,332.33	\$96,709.52
Dir. Slot Technology	\$0.00	\$2,000.00	\$6,000.00	\$15,000.00	\$31,028.00



Salary and Bonus Results by Casino Floor Size

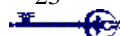
The 2003 HCE Gaming Property Survey results were also tabulated by casino gaming floor square footage. We grouped the casinos into one of three categories: under 35,000 square feet, between 35,000 and 75,000 square feet, and more than 75,000 square feet.

Similar to our last study, as casino floor size increases so do executive base salaries. In a majority of the positions, executives were paid significantly more at casinos with greater than 75,000 square feet than those at casinos with less than 35,000 square feet. This trend follows the same pattern as gross revenues. As a casino increases in size and becomes more complex, they are thus obligated to pay their executives more. Bonuses were higher for casinos with larger gaming floor square footage as well.



Salary Results for less than 35,000 Gaming Floor Square Feet

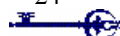
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$25,992.05	\$41,721.22	\$49,502.35	\$56,337.61	\$82,035.00
CEO/GM	\$38,192.40	\$125,577.00	\$182,551.00	\$219,316.08	\$506,417.74
Controller	\$33,765.26	\$57,050.10	\$62,896.55	\$71,192.39	\$86,993.80
Dir. Information Systems	\$32,887.90	\$47,935.13	\$59,423.23	\$65,377.96	\$100,785.50
Dir. Property Operations	\$26,329.00	\$32,311.57	\$42,170.78	\$46,851.20	\$65,279.51
Dir. Facilities	\$21,218.00	\$46,205.11	\$64,999.56	\$81,582.10	\$104,057.79
Dir. Security	\$23,635.69	\$42,602.67	\$55,000.00	\$62,562.50	\$106,090.00
Dir. Slot Operations	\$33,948.80	\$62,393.62	\$77,549.00	\$96,729.76	\$140,038.80
Dir. Surveillance	\$27,583.40	\$45,750.96	\$52,511.74	\$61,982.82	\$90,176.50
Executive Host(s)	N/A	N/A	N/A	N/A	N/A
VP Casino Operations	\$68,958.50	\$80,315.21	\$112,593.64	\$138,012.25	\$159,135.00
VP Finance	\$50,923.20	\$93,766.85	\$110,115.00	\$125,660.89	\$185,657.50
VP Human Resources	\$22,278.90	\$57,925.14	\$72,958.50	\$82,639.87	\$127,308.00
VP Sales & Marketing	\$49,650.12	\$72,459.47	\$108,054.70	\$120,986.05	\$253,016.16
VP/Dir. Food & Beverage	\$42,729.00	\$51,655.30	\$63,654.00	\$81,560.65	\$109,803.15
VP/Dir. Hotel Operations	\$26,480.06	\$46,000.00	\$59,660.00	\$78,372.05	\$95,481.00
Casino Shift Manager	\$20,157.10	\$46,145.86	\$52,906.00	\$67,530.53	\$175,048.50
Pit Boss	N/A	N/A	N/A	N/A	N/A
VP/Dir. Table Games	\$42,729.00	\$70,359.25	\$79,567.50	\$100,949.70	\$140,038.80
Dir. Slot Technology	\$42,380.00	\$45,668.50	\$50,287.50	\$56,737.50	\$63,265.00





Bonus Results for less than 35,000 Gaming Floor Square Feet

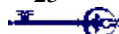
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$0.00	\$0.00	\$2,100.00	\$5,772.76	\$15,500.00
CEO/GM	\$0.00	\$2,000.00	\$44,004.69	\$71,053.00	\$265,225.00
Controller	\$0.00	\$0.00	\$3,254.09	\$13,500.25	\$19,368.85
Dir. Information Systems	\$0.00	\$0.00	\$2,000.00	\$4,869.88	\$16,630.67
Dir. Marketing	\$0.00	\$1,947.81	\$9,184.00	\$28,561.00	\$46,144.00
Dir. Facilities	\$0.00	\$0.00	\$2,663.06	\$9,947.23	\$54,500.00
Dir. Security	\$0.00	\$0.00	\$1,947.81	\$5,000.00	\$40,378.91
Dir. Slot Operations	\$0.00	\$4,600.00	\$10,192.00	\$28,213.15	\$57,606.87
Dir. Surveillance	\$0.00	\$0.00	\$2,200.00	\$8,335.50	\$16,200.00
Executive Host(s)	N/A	N/A	N/A	N/A	N/A
VP Casino Operations	\$0.00	\$8,000.00	\$14,655.50	\$36,512.38	\$45,800.00
VP Finance	\$0.00	\$6,947.81	\$12,730.80	\$26,697.50	\$132,612.50
VP Human Resources	\$0.00	\$4,000.00	\$6,396.37	\$10,609.00	\$61,306.00
VP Sales & Marketing	\$0.00	\$6,680.00	\$14,500.00	\$12,269.50	\$63,930.89
VP/Dir. Food & Beverage	\$0.00	\$0.00	\$3,591.35	\$7,426.30	\$42,809.44
VP/Dir. Hotel Operations	\$0.00	\$0.00	\$3,980.00	\$4,725.00	\$21,412.14
Casino Shift Manager	\$0.00	\$0.00	\$0.00	\$1,338.86	\$17,736.13
Pit Boss	N/A	N/A	N/A	N/A	N/A
VP/Dir. Table Games	\$0.00	\$5,530.45	\$12,956.75	\$22,837.31	\$58,007.89
Dir. Slot Technology	\$0.00	\$1,935.00	\$3,325.00	\$4,105.75	\$5,000.00





Salary Results between 35,000 and 75,000 Gaming Floor Square Feet

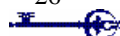
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$40,113.69	\$47,056.48	\$55,499.50	\$59,772.30	\$79,000.00
CEO/GM	\$121,735.03	\$199,241.01	\$218,590.00	\$245,505.25	\$690,237.64
Controller	\$38,320.00	\$61,902.98	\$71,080.30	\$76,084.40	\$95,481.00
Dir. Information Systems	\$50,647.90	\$66,804.03	\$84,139.98	\$89,211.08	\$109,399.46
Dir. Marketing	\$60,777.48	\$68,000.00	\$90,000.00	\$98,550.00	\$111,295.79
Dir. Facilities	\$32,259.33	\$60,777.48	\$72,520.51	\$90,385.67	\$123,500.00
Dir. Security	\$33,613.00	\$57,611.95	\$68,398.76	\$79,402.96	\$105,000.00
Dir. Slot Operations	\$56,048.41	\$83,844.50	\$101,573.17	\$110,068.38	\$148,526.00
Dir. Surveillance	\$31,514.25	\$56,275.44	\$65,798.00	\$72,203.64	\$90,176.50
Executive Host(s)	\$19,096.20	\$35,988.14	\$45,332.12	\$53,349.12	\$72,932.97
VP Casino Operations	\$74,283.58	\$110,862.62	\$131,934.40	\$167,356.98	\$299,655.65
VP Finance	\$85,568.00	\$98,500.00	\$120,306.06	\$127,308.00	\$202,591.59
VP Human Resources	\$56,275.44	\$86,638.20	\$110,414.19	\$125,326.82	\$275,104.13
VP Sales & Marketing	\$65,639.67	\$99,810.55	\$126,266.82	\$171,898.96	\$213,036.31
VP/Dir. Food & Beverage	\$45,000.00	\$70,529.24	\$89,200.00	\$102,143.45	\$153,000.00
VP/Dir. Hotel Operations	\$47,271.37	\$61,864.13	\$90,738.89	\$109,099.90	\$290,759.26
Casino Shift Manager	\$36,967.06	\$56,131.22	\$62,408.50	\$71,000.87	\$87,026.69
Pit Boss	\$43,395.12	\$46,455.38	\$56,168.49	\$58,704.75	\$64,714.90
VP/Dir. Table Games	\$51,000.00	\$80,877.68	\$102,426.78	\$116,090.00	\$136,947.00
Dir. Slot Technology	\$45,000.00	\$51,398.00	\$54,296.00	\$72,218.75	\$101,846.40





Bonus Results between 35,000 and 75,000 Gaming Floor Square Feet

Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$0.00	\$0.00	\$2,167.00	\$6,167.04	\$23,279.33
CEO/GM	\$0.00	\$25,000.00	\$58,610.00	\$88,812.04	\$325,307.59
Controller	\$0.00	\$0.00	\$3,440.00	\$8,304.50	\$25,645.14
Dir. Information Systems	\$0.00	\$0.00	\$3,200.00	\$15,977.15	\$51,601.12
Dir. Marketing	\$0.00	\$1,500.00	\$4,500.00	\$19,500.00	\$32,000.00
Dir. Facilities	\$0.00	\$0.00	\$2,500.00	\$8,962.50	\$52,331.01
Dir. Security	\$0.00	\$0.00	\$20,500.00	\$4,059.86	\$50,943.36
Dir. Slot Operations	\$0.00	\$3,800.00	\$10,140.00	\$19,981.75	\$61,266.98
Dir. Surveillance	\$0.00	\$0.00	\$0.00	\$5,304.50	\$29,150.35
Executive Host(s)	\$0.00	\$0.00	\$0.00	\$3,437.32	\$13,749.26
VP Casino Operations	\$0.00	\$5,530.00	\$24,152.25	\$44,178.35	\$172,120.42
VP Finance	\$0.00	\$4,480.00	\$11,947.81	\$23,906.50	\$74,263.00
VP Human Resources	\$0.00	\$2,000.00	\$5,000.00	\$14,360.25	\$35,805.38
VP Sales & Marketing	\$0.00	\$9,099.46	\$14,960.69	\$23,748.03	\$57,373.47
VP/Dir. Food & Beverage	\$0.00	\$0.00	\$3,600.00	\$10,108.26	\$62,667.36
VP/Dir. Hotel Operations	\$0.00	\$0.00	\$3,750.00	\$8,601.39	\$25,500.00
Casino Shift Manager	\$0.00	\$0.00	\$1,500.00	\$5.00	\$24,330.68
Pit Boss	\$0.00	\$245.33	\$2,673.17	\$5,366.25	\$14,237.28
VP/Dir. Table Games	\$0.00	\$3,000.00	\$12,565.26	\$14,895.04	\$96,709.52
Dir. Slot Technology	\$0.00	\$1,012.50	\$5,300.00	\$25,521.00	\$99,979.00





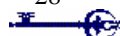
Salary Results for more than 75,000 Gaming Floor Square Feet

Position	Base Salary	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager		\$40,314.20	\$48,481.29	\$71,584.81	\$84,872.00	\$112,455.40
CEO/GM		\$132,334.54	\$265,000.00	\$348,270.00	\$486,940.13	\$1,217,350.33
Controller		\$40,518.32	\$53,985.92	\$70,501.58	\$83,779.00	\$111,394.50
Dir. Information Systems		\$38,192.40	\$61,553.95	\$87,445.70	\$99,841.16	\$123,247.94
Dir. Marketing		\$75,364.07	\$90,000.00	\$100,000.00	\$133,908.54	\$168,826.32
Dir. Facilities		\$33,765.26	\$54,957.24	\$91,845.25	\$115,428.66	\$162,003.50
Dir. Security		\$43,321.96	\$65,606.06	\$79,567.50	\$91,978.97	\$136,856.10
Dir. Slot Operations		\$47,740.50	\$68,268.70	\$118,768.77	\$143,635.35	\$176,109.40
Dir. Surveillance		\$47,740.50	\$56,034.58	\$75,000.00	\$88,776.11	\$120,000.00
Executive Host(s)		\$33,765.26	\$38,520.54	\$53,180.29	\$78,146.79	\$100,000.00
VP Casino Operations		\$67,530.53	\$120,700.00	\$174,734.30	\$247,626.62	\$413,899.11
VP Finance		\$58,349.50	\$97,310.26	\$136,650.55	\$176,147.59	\$450,203.52
VP Human Resources		\$51,660.85	\$98,954.03	\$132,612.50	\$177,243.50	\$213,846.67
VP Sales & Marketing		\$139,995.29	\$180,081.41	\$202,591.59	\$213,036.31	\$230,729.31
VP/Dir. Food & Beverage		\$41,328.68	\$90,309.35	\$108,353.92	\$148,025.13	\$180,353.00
VP/Dir. Hotel Operations		\$63,654.00	\$92,509.07	\$124,655.75	\$159,283.53	\$365,790.36
Casino Shift Manager		\$45,798.08	\$61,167.78	\$77,192.88	\$89,970.21	\$98,748.57
Pit Boss		N/A	N/A	N/A	N/A	N/A
VP/Dir. Table Games		\$57,400.95	\$76,078.77	\$109,088.06	\$126,699.00	\$145,748.56
Dir. Slot Technology		N/A	N/A	N/A	N/A	N/A



Bonus Results for more than 75,000 Gaming Floor Square Feet

Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$0.00	\$0.00	\$5,000.00	\$6,584.00	\$12,000.00
CEO/GM	\$0.00	\$60,000.00	\$89,668.41	\$137,696.33	\$344,240.83
Controller	\$0.00	\$0.00	\$51,000.00	\$8,382.73	\$23,870.25
Dir. Information Systems	\$0.00	\$0.00	\$5,550.00	\$13,978.38	\$22,000.00
Dir. Marketing	\$0.00	\$7,103.79	\$17,600.00	\$24,500.00	\$26,522.50
Dir. Facilities	\$0.00	\$0.00	\$6,200.00	\$11,150.00	\$27,583.40
Dir. Security	\$0.00	\$0.00	\$5,000.00	\$12,654.50	\$28,686.74
Dir. Slot Operations	\$0.00	\$6,700.00	\$21,450.00	\$29,400.00	\$67,131.50
Dir. Surveillance	\$0.00	\$0.00	\$4,000.00	\$11,934.05	\$23,400.00
Executive Host(s)	\$0.00	\$0.00	\$0.00	\$15,375.00	\$24,000.00
VP Casino Operations	\$0.00	\$21,600.00	\$58,950.26	\$67,131.50	\$136,548.86
VP Finance	\$0.00	\$6,850.00	\$21,988.00	\$31,900.50	\$84,872.00
VP Human Resources	\$0.00	\$4,000.00	\$20,000.00	\$34,577.15	\$63,654.00
VP Sales & Marketing	\$15,913.50	\$34,424.08	\$53,045.00	\$86,060.21	\$127,308.00
VP/Dir. Food & Beverage	\$0.00	\$0.00	\$10,000.00	\$22,921.72	\$27,000.00
VP/Dir. Hotel Operations	\$0.00	\$5,660.00	\$18,668.00	\$33,150.00	\$79,567.50
Casino Shift Manager	\$0.00	\$0.00	\$4,675.00	\$8,408.04	\$15,913.50
Pit Boss	N/A	N/A	N/A	N/A	N/A
VP/Dir. Table Games	\$0.00	\$0.00	\$14,608.00	\$24,774.05	\$36,522.50
Dir. Slot Technology	N/A	N/A	N/A	N/A	N/A





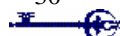
Salary and Bonus Results by Venue

Similar to our last study, we found that land-based casinos paid higher base salaries than riverboat casinos. For example, GM/CEO's at land-based casinos were paid a median salary of \$288,884 whereas GM/CEO's at riverboat casinos received \$208,997. The differences in salary between venues is decreasing despite the fact that land-based casinos often have higher gross revenues, larger gaming floor square footage, and are mostly located in primary gaming markets. Mid-level managers tended to not experience as much difference in base salary relative to gaming venue. We did find that there is a trend towards increased parity in pay between the two venues and we expect that to continue as riverboat markets mature, and properties get larger and include hotel rooms, leisure facilities and more food and beverage offerings. Bonuses followed the pattern that had been established in previous studies.



Salary Results by Riverboat

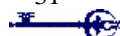
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$39,253.30	\$49,449.00	\$56,243.00	\$68,958.50	\$82,035.00
CEO/GM	\$121,735.03	\$188,970.82	\$208,997.30	\$249,311.50	\$302,356.50
Controller	\$40,314.20	\$60,580.00	\$65,822.00	\$76,384.80	\$95,481.00
Dir. Information Systems	\$32,887.90	\$58,489.22	\$75,095.64	\$89,104.92	\$109,399.46
Dir. Marketing	\$68,000.00	\$84,414.47	\$92,000.00	\$100,957.90	\$120,120.00
Dir. Facilities	\$33,765.26	\$65,360.00	\$81,900.00	\$94,471.35	\$121,218.43
Dir. Security	\$33,613.00	\$57,514.57	\$67,267.00	\$81,036.63	\$106,090.00
Dir. Slot Operations	\$41,549.09	\$72,712.00	\$90,176.50	\$114,048.12	\$140,038.80
Dir. Surveillance	\$27,583.40	\$52,328.00	\$62,062.65	\$69,635.25	\$93,700.00
Executive Host(s)	N/A	N/A	N/A	N/A	N/A
VP Casino Operations	\$76,280.00	\$93,414.50	\$139,575.00	\$161,332.39	\$187,301.90
VP Finance	\$50,923.20	\$102,970.00	\$114,801.90	\$127,821.78	\$202,591.59
VP Human Resources	\$22,278.90	\$75,133.00	\$90,000.00	\$100,000.00	\$127,308.00
VP Sales & Marketing	\$106,293.00	\$119,126.89	\$132,612.50	\$153,812.45	\$189,814.81
VP/Dir. Food & Beverage	\$45,000.00	\$75,000.00	\$88,920.00	\$101,443.26	\$109,803.15
VP/Dir. Hotel Operations	\$45,619.00	\$56,980.57	\$85,600.00	\$94,460.25	\$111,394.50
Casino Shift Manager	\$48,161.00	\$58,990.00	\$65,654.00	\$73,154.79	\$87,026.69
Pit Boss	N/A	N/A	N/A	N/A	N/A
VP/Dir. Table Games	\$51,000.00	\$81,435.74	\$103,546.81	\$113,516.30	\$140,038.80
Dir. Slot Technology	\$42,380.00	\$45,449.00	\$51,000.00	\$61,107.50	\$77,625.00





Bonus Results by Riverboat

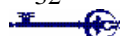
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$0.00	\$0.00	\$2,662.43	\$4,350.00	\$23,279.33
CEO/GM	\$0.00	\$1,450.00	\$39,777.38	\$76,610.24	\$265,225.00
Controller	\$0.00	\$2,000.00	\$5,500.00	\$15,304.50	\$25,645.14
Dir. Information Systems	\$0.00	\$0.00	\$3,687.46	\$9,950.02	\$51,601.12
Dir. Marketing	\$0.00	\$6,365.40	\$12,000.00	\$26,530.50	\$46,144.00
Dir. Facilities	\$0.00	\$0.00	\$3,200.00	\$15,400.00	\$54,500.00
Dir. Security	\$0.00	\$1,000.00	\$3,947.81	\$5,304.50	\$50,943.36
Dir. Slot Operations	\$0.00	\$4,200.00	\$14,192.00	\$22,456.75	\$99,979.00
Dir. Surveillance	\$0.00	\$1,000.00	\$3,980.00	\$8,304.50	\$29,150.35
Executive Host(s)	N/A	N/A	N/A	N/A	N/A
VP Casino Operations	\$0.00	\$8,800.00	\$22,067.00	\$34,241.00	\$45,800.00
VP Finance	\$0.00	\$6,000.00	\$14,474.69	\$28,395.00	\$132,612.50
VP Human Resources	\$0.00	\$2,750.00	\$5,304.50	\$13,500.00	\$61,306.00
VP Sales & Marketing	\$0.00	\$10,452.52	\$22,323.46	\$36,441.58	\$63,930.89
VP/Dir. Food & Beverage	\$0.00	\$2,146.00	\$4,947.81	\$13,000.00	\$62,667.36
VP/Dir. Hotel Operations	\$0.00	\$2,300.00	\$3,990.00	\$6,000.00	\$16,700.00
Casino Shift Manager	\$0.00	\$0.00	\$2,500.00	\$7,867.00	\$24,330.68
Pit Boss	N/A	N/A	N/A	N/A	N/A
VP/Dir. Table Games	\$0.00	\$4,300.00	\$13,182.70	\$25,913.50	\$96,709.52
Dir. Slot Technology	\$0.00	\$0.00	\$3,971.00	\$7,300.00	\$31,028.00





Salary Results by Land-Based

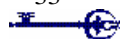
Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$25,992.05	\$43,496.90	\$58,503.51	\$73,302.22	\$112,455.40
CEO/GM	\$38,192.40	\$156,579.04	\$288,883.87	\$364,493.94	\$1,217,350.33
Controller	\$33,765.26	\$54,371.13	\$64,536.67	\$86,217.53	\$111,394.50
Dir. Information Systems	\$33,418.35	\$58,482.22	\$70,554.93	\$85,266.35	\$123,247.94
Dir. Marketing	\$45,500.00	\$60,888.74	\$85,364.07	\$98,014.79	\$168,826.32
Dir. Facilities	\$21,218.00	\$52,513.50	\$73,514.94	\$90,282.44	\$123,500.00
Dir. Security	\$23,635.69	\$47,210.05	\$71,447.33	\$86,437.85	\$136,856.10
Dir. Slot Operations	\$28,686.74	\$62,650.35	\$89,230.68	\$122,054.29	\$176,109.40
Dir. Surveillance	\$28,686.74	\$49,359.87	\$65,452.78	\$72,877.62	\$101,295.79
Executive Host(s)	\$26,449.46	\$33,934.09	\$53,002.34	\$63,180.29	\$72,932.97
VP Casino Operations	\$67,530.53	\$91,301.27	\$147,308.00	\$180,081.41	\$413,899.11
VP Finance	\$58,349.50	\$92,533.71	\$124,984.63	\$153,000.00	\$450,203.52
VP Human Resources	\$39,392.81	\$59,808.34	\$99,714.52	\$127,693.34	\$275,104.13
VP Sales & Marketing	\$65,639.67	\$120,277.90	\$143,155.72	\$196,964.04	\$213,036.31
VP/Dir. Food & Beverage	\$41,328.68	\$60,799.99	\$89,491.28	\$106,869.32	\$180,353.00
VP/Dir. Hotel Operations	\$26,480.06	\$52,000.00	\$103,531.02	\$132,612.50	\$365,790.36
Casino Shift Manager	\$20,157.10	\$49,512.47	\$69,512.47	\$78,141.20	\$175,048.50
Pit Boss	\$43,395.12	\$43,644.98	\$48,020.35	\$56,700.32	\$58,200.00
VP/Dir. Table Games	\$42,729.00	\$74,558.35	\$104,558.35	\$128,408.02	\$145,748.56
Dir. Slot Technology	\$47,740.50	\$56,000.00	\$83,502.00	\$106,090.00	\$148,526.00





Bonus Results by Land-Based

Position	Minimum	25th Percentile	50th Percentile	75th Percentile	Maximum
Cage Manager	\$0.00	\$0.00	\$4,100.00	\$7,336.73	\$23,279.33
CEO/GM	\$0.00	\$2,466.00	\$5,844.00	\$81,190.68	\$344,240.83
Controller	\$0.00	\$2,000.00	\$5,000.00	\$8,376.21	\$23,870.25
Dir. Information Systems	\$0.00	\$0.00	\$4,650.00	\$8,222.48	\$21,218.00
Dir. Marketing	\$0.00	\$2,500.00	\$7,947.81	\$13,280.75	\$26,522.50
Dir. Facilities	\$0.00	\$0.00	\$4,400.00	\$5,437.35	\$27,583.40
Dir. Security	\$0.00	\$0.00	\$4,880.00	\$6,083.51	\$28,686.74
Dir. Slot Operations	\$0.00	\$0.00	\$15,000.00	\$25,551.69	\$37,131.50
Dir. Surveillance	\$0.00	\$0.00	\$4,368.00	\$8,270.45	\$19,096.20
Executive Host(s)	\$0.00	\$0.00	\$0.00	\$0.00	\$13,749.26
VP Casino Operations	\$0.00	\$7,500.00	\$28,950.26	\$48,686.74	\$172,120.42
VP Finance	\$0.00	\$0.00	\$15,800.00	\$25,825.00	\$84,872.00
VP Human Resources	\$0.00	\$0.00	\$7,500.00	\$22,736.95	\$63,654.00
VP Sales & Marketing	\$0.00	\$13,259.13	\$33,742.09	\$51,636.12	\$127,308.00
VP/Dir. Food & Beverage	\$0.00	\$0.00	\$6,800.00	\$16,543.63	\$30,600.00
VP/Dir. Hotel Operations	\$0.00	\$0.00	\$8,150.00	\$18,200.00	\$79,567.50
Casino Shift Manager	\$0.00	\$0.00	\$4,800.00	\$8,000.00	\$15,913.50
Pit Boss	\$0.00	\$0.00	\$0.00	\$3,508.63	\$5,320.94
VP/Dir. Table Games	\$0.00	\$0.00	\$11,947.81	\$21,474.69	\$26,522.50
Dir. Slot Technology	\$0.00	\$0.00	\$3,600.00	\$4,510.00	\$21,000.00





Appendix A-Survey Participants

Aladdin Resort & Casino	Foxwoods Resort Casino
Ameristar Casino - Vicksburg	Gold Dust West Casino
Ameristar Casino Council Bluffs	Gold Strike Inn & Casino
Ameristar Casino Kansas City	Golden Nugget - Laughlin
Ameristar Casino St. Charles	Grand Casino Biloxi
Argosy Alton Belle Riverboat Casino	Grand Victoria Casino - Hyatt
Argosy Baton Rouge Casino	Hard Rock Hotel & Casino
Argosy Lawrenceburg Casino	Harrah's Casino Hotel - Lake Tahoe
Argosy Riverside Casino	Harrah's Casino Hotel - Las Vegas
Argosy Sioux City Casino	Harrah's Casino Hotel - Reno
Atlantis Casino Resort	Harrah's Casino Hotel- Atlantic City
Avi Casino	Harrah's Cherokee
Bally's Las Vegas	Harrah's East Chicago
Bellagio Casino/Hotel	Harrah's Joliet Casino
Bally's Casino New Orleans	Harrah's Lake Charles
Cactus Petes Resort Casino	Harrah's Laughlin Casino & Hotel
Caesars Atlantic City	Harrah's Metropolis
Caesars Palace	Harrah's New Orleans
Casino Arizona at Salt River	Harrah's North Kansas City Casino
Casino Aztar Evansville	Harrah's Phoenix Ak Chin Casino
Casino Magic Bay St. Louis	Harrah's Prairie Band
Casino Magic Biloxi	Harrah's Rincon
Casino Rouge - Penn Ntl	Harrah's St. Louis
Circus Circus Hotel & Casino	Harrah's Tunica Casino
Claridge Hotel & Casino	Harveys Resort Hotel & Casino
Cliff Castle Casino	Hilton Atlantic City
Colorado Belle Hotel & Casino	Hollywood Casino - Aurora
Double Eagle Hotel & Casino	Hollywood Casino Shreveport
Edgewater Hotel & Casino	Hollywood Casino Tunica
Empress Casino Joliet	Horseshoe Casino Tunica
Excalibur Hotel & Casino	Horseshoe Casino Hammond
Fantasy Springs Casino	Horseshoe Casino Bossier City
Fiesta Casino Resort	Isle of Capri - Bettendorf
Fitzgeralds - Blackhawk	Isle of Capri- Biloxi
Fitzgeralds Casino & Hotel - Las Vegas	Isle of Capri Natchez
Fitzgeralds Casino Hotel - Tunica	Isle of Capri Casino Boonville
Flamingo Hilton - Laughlin	Isle of Capri Kansas City
Four Queens Hotel & Casino	Isle of Capri Marquette



Isle of Capri Natchez
Jackson Rancheria Casino & Hotel
Little River Casino Resort
Luxor Hotel Casino
Majestic Star
MGM Grand Hotel/Casino
Midway Slots & Simucast
Mill Casino - Hotel
Mirage Casino - Hotel
Mohegan Sun Resort
Monte Carlo Resort & Casino
Mystic Lake Casino
New York New York Hotel & Casino
Pioneer Hotel & Casino
President Casino Biloxi
President Casino Broadwater Resort
Primadonna Resort & Casino
Rainbow Hotel Casino
Rancho Mesquite Casino
Resorts Casino Hotel

Isle of Capri Rhythm City Casino
Richman Casino
Rio Suite Hotel & Casino
River Palms Resort Casino
Sands Hotel & Casino
Sands Regency
Santa Fe Hotel & Casino
Sheraton Casino Tunica
Showboat Atlantic City
Showboat Casino Mardi Gras-Joliet
Sky City Casino
Sky Ute Casino
Stratosphere
The Lodge Casino Black Hawk
Tropicana Casino Resort
Trump Plaza
Trump Taj Mahal
Trump's Castle Casino Resort
Turning Stone Casino
Venetian Resort, Hotel, Casino



Appendix B-Job Descriptions

Cage Manager

Reports to Casino Manager. Hires, trains, and supervises the entire cage staff, including cashiers, pit clerks, change personnel, and cage shift managers. Develops and implements standard operating procedures for the cage area. Ensures that all state and federal banking guidelines are strictly adhered to.

Casino Shift Manager:

Reports to a higher operational officer such as Casino Managers. Responsible for staffing, training and scheduling of table game players and game-floor employees. Managed and directed all employees of casino game department.

CEO / General Manager

Reports to Board of Directors and shareholders. Oversees entire hotel and casino operation. Makes final decisions on financial, managerial, administrative, marketing and all other matters of casino operations. Responsible for future strategy, as well as short- and long-term business plans.

Controller

Reports GM/CEO. Oversees hotel and gaming financial functions, including internal auditing, payroll, financial controls, player pay-outs, and day-to-day financial operations. Generates and analyzes weekly and monthly financial reports. Establishes accounting policies and cash controls for property operations. Counsels the General Manager on all hotel finances.

Director of Information Systems

Reports to GM/CEO. Responsible for evaluation and implementation of all computer software and hardware, including electronic games and operational machinery. Directs staff in computer training and operations. Assists staff in creating standard operating procedures for operation automation. Keeps abreast of computer and gaming industry updates and determines if/when hotel operations requires updates.

Director Marketing

Reports to VP Marketing. Oversees marketing teams for both the casino as well as the hotel. Responsible for creating promotional and marketing strategies that maximize gaming and convention business. Forecasts monthly business and aides department in meeting budgets to peak market shares of hotel and gaming business.

Director of Facilities

Reports to VP Hotel Operations. In charge of all interior and exterior facilities, including landscaping teams and engineering teams. Allocates maintenance budgets and manages all departmental financial duties, including preparing budgets, P&L statements, and forecasting.

Director of Security

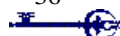
Reports to Senior Vice President of Casino Operations. Acts as the lead executive of security department. Hires, trains, and supervises all security team members. Installs and operates surveillance cameras and equipment. Establishes shift patrols involving security team members. Establishes policies for managing suspicious or criminal activity and individuals, as well as procedures for securing all monies and coins generated in casino gaming areas. Documents daily guest traffic through hotel and casino areas .

Director of Slot Operations:

Reports to Senior VP of Casino Operations. Responsible for overseeing the floor plan, layout and installation of slot machines. Analyze revenue results to determine machine moves, denomination changes, and model enhancements. Schedules and trains slot technicians.

Director of Slot Technology:

Reports to Senior VP of Casino Operations. Responsible for maintenance/performance of property slot products. Works with the Director of Slot Operations, and is responsible for the direct training, and supervision of slot technicians.





Director of Surveillance:

Reports to Sr. VP Casino Operations. Works closely with Dir. Security and Casino Managers to ensure legal control. Responsible for the operation and supervision of all surveillance activity. Interact with Gaming Commission and State Police and other agencies as required. Conduct confidential investigations and ensure detection of cheating, theft, embezzlement and other illegal activities.

Executive Host:

Reports to VP/Director Marketing. Acts as direct casino contact for frequent casino patrons and/or high rollers. Keeps track of frequent patrons' gaming levels and implements marketing programs designed to attract and retain such gaming patrons.

Pit Boss: Reports to head of Casino Operations. Supervises a group of table games during a particular shift.

VP Casino Operations:

Reports to GM/CEO. Oversees entire gaming operations activities, including games/slots, player development, credit and casino marketing.

VP / Director of Food & Beverage

Reports to GM/CEO. Operates all hotel and casino food and beverage services. Supervises food & beverage staff and oversees food preparation and food service outlets, including restaurants, room service, banquet areas, players' club areas, and entertainment centers. Designs and implements promotional strategies to increase departmental sales and profits and maximum profit potential. In charge of menu planning, concept development and implementation, budgeting, forecasting, cost control, and P&L statement management.

VP / Director Hotel Operations:

Reports to GM/CEO. Responsible for all aspects of planning, staffing, training and budgeting of hotel operations. Directs and manages rooms division including sales, front office, reservations and housekeeping.

VP / Director Table Games:

Reports to Casino Managers. Responsible for overseeing the floor plan and layout of gaming tables. Analyze revenue results to determining table game strategy and develop game variation. Manages table games operations including player training and development.

VP Human Resources:

Reports to GM/CEO. Responsible for managing all aspects of human resources, and ensures operation's full compliance with all employment laws. Aids in the recruiting of entire casino work force. Administers benefits/compensation design programs and incentive-based performance appraisal programs. Directs training efforts and organizational development for salaried and hourly employees.

VP Sales & Marketing:

Reports to GM/CEO. Responsible for development and execution of marketing plans. Programs include hotel and casino advertising, direct marketing, special events, entertainment, gaming promotion and public relations. Focuses on increasing hotel occupancy and generating additional casino guests.



Appendix C-Property Survey

SECTION ONE: PROPERTY INFORMATION

PLEASE GIVE COMPLETE ADDRESS INFORMATION FOR YOUR CASINO. ALL ADDRESS INFORMATION MUST BE COMPLETED.

Casino Property Name

Casino Street Address

City

State

Zip

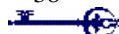
Phone

Fax

Your Name

Your Title

Fill out the survey as completely and accurately as possible. All information is strictly confidential. Only tabulated results will be released.





SECTION ONE - CASINO INFORMATION (CONTINUED)
PLEASE COMPLETE BY FILLING IN OR CIRCLING THE
APPROPRIATE RESPONSES FOR YOUR COMPANY.

- 1) How many electronic games does the property have? _____
- 2) How many table games? _____
- 3) How many square feet of casino floor space? _____
- 4) What is the annual gross revenue? _____
- 5) How many hotel rooms does the property have? _____
- 6) How many food outlets? _____
- 7) If the property is a riverboat, what type of venue is it?
A) Cruise B) Dockside



SECTION TWO: SALARY INFORMATION

PLEASE GIVE COMPLETE INFORMATION FOR EACH POSITION. WRITE "NA" IF THE POSITION DOES NOT APPLY TO YOUR PROPERTY. PROVIDE AVERAGES FOR MULTIPLE INCUMBENTS.

	Current Annualized Base Salary [\$]	Most Recent Annual Bonus [\$]	Number of Stock Options Granted in Last Fiscal Year	Any Other Income* [\$]
Casino Operations				
Casino Shift Manager				
Table Games Supervisor				
Table Games Manager				
Top Casino Operator (VP or Dir. Casino Operations)				
Top Tables Position				
Food and Beverage				
Restaurant Manager				
Top Food and Beverage				
Slot Operations				
Slot Operations Manager				
Top Slots Position				
Hotel				
Director, Front Office Operations				
Top Hotel Operations				
Facilities				
Top Property Maintenance (Dir. Facilities)				
Finance & Accounting				
Controller				
Manager, Accounting				
Manager, Cage				

* Value of "Any Other Income includes 401K contributions, relocation compensation, etc., that has been paid to the executive during the last fiscal year.



Top Purchasing Position				
Top Property Finance (VP Finance)				
Casino Marketing				
Director, Advertising				
Director, Spec. Events/Promo				
Top Property Marketing				
Administration				
GM/CEO				
Human Resources				
Manager, Human Resources (#2)				
Manager, Training				
Top Property Human Res. (#1)				
Information Technology				
Director, IT Systems				
Security and Surveillance				
Security/Surveillance Officer Supervisor				
Top Surveillance Position				
Top Security Position				



SECTION THREE: BENEFIT INFORMATION

PLEASE INDICATE WHICH OF THE FOLLOWING BENEFITS ARE OFFERED BY YOUR PROPERTY.

Medical And Dental Plan Information

1a) Do you offer a Medical plan to your management employees? Yes () No ()

2a) What type of Medical Plan is offered to your management employees?

Check all that apply

- (a) HMO ()
(b) PPO ()
(c) POS ()
(d) Other () _____

3a) Do you offer Dental Insurance to your management employees? Yes () No ()

4a) Is the Dental Insurance provided in conjunction with your Medical Plan? Yes () No ()

Retirement Plan Benefit Information

1b) Do you offer a 401k plan to your management employees? Yes () No ()

If Yes:

2b) When is the management employee eligible for the 401k Plan?

- (a) Immediately ()
(b) Less Than 6 Months ()
(c) 6 Months - 1 Year ()
(d) After 1 Year ()

3b) Is there a vesting schedule for the 401k Plan? Yes () No ()

If Yes:

4b) Describe the vesting schedule?

5b) What is the matching contribution for each dollar a management employee invests? (\$)_____



6b) Up to what percentage of the management employees contribution does your company match? _____(%)

Life Insurance Information

1c) Do you provide Life Insurance for your management employees? Yes () No ()
If Yes:

2c) What is the maximum amount of coverage provided for the management employee? (\$)_____

3c) Does the management employee have the option to purchase Supplemental Life Insurance? Yes () No ()

4c) Is Dependent Life Insurance offered as an option for your management level employees? Yes () No ()

Disability Insurance Information

1d) Do you provide Short-Term Disability for your management level employee? Yes ()No ()
If Yes:

2d) What is the management level employees contribution to the cost of Short-Term Disability benefits per month? _____(%)

3d) Do you provide Long-Term Disability benefits for your management level employee? If Yes: Yes () No ()

4d) What is the management level employees contribution to the cost of long-term benefits per month? _____(%)

Other Benefit Information

1e) Do you provide child care assistance to your management level employees? Yes () No ()

2e) Do you provide elder care assistance to your management level employees? Yes () No ()

3e) Do you have a tuition benefit program for your management level employees? Yes () No ()

4e) Do you provide legal services for your management level employees? Yes () No ()