Executive Summary

In the twenty-five years this study examines, total payroll and revenues increased in absolute terms, with the increase in revenues out-pacing the rise in payroll. The recession, however, complicated this trend.

The efficiency trend is best seen in the casino department, where a variety of labor-saving devices have made employees progressively scarcer on the floor. The financial results of the trend are evident; on a per capita basis, casinos have, on balance, reduced their labor costs by more than thirty percent.

Definitions

Casino: Any non-restricted gaming licensee with annual revenues of $1 million or more
Year: Fiscal year, July 1 of the previous year to June 30 of the year in question
Emp: Total number of employees reported for the department
Pos: Gaming positions; number of slots plus number of table games times six
Rooms: Total number of hotel rooms for the year in question
Revenue: Total reported annual revenue for the department
Payroll: Total amounts of payroll taxes, benefits, officers’ pay, and other employees pay for the year
Rev/Emp: Revenue divided by employees; used as a measure of productivity
Pay/Emp: Payroll divided by employees; measures how much, on average, each employee costs
Pay/Rev: Payroll divided by revenue; shows the portion of resort revenues that payroll comprises
% Δ: Percent change from 1990 to the present.
### Statewide Casinos: All Departments

<table>
<thead>
<tr>
<th>Year</th>
<th>Loc</th>
<th>Emp</th>
<th>Revenue ( Millions of Dollars )</th>
<th>Payroll ( Millions of Dollars )</th>
<th>Rev/Emp</th>
<th>Pay/Emp</th>
<th>Pay/Rev</th>
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<td>1990</td>
<td>185</td>
<td>151,779</td>
<td>8,078,237,695</td>
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<tr>
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<td>59,277.21</td>
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<td>35.30%</td>
</tr>
<tr>
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<td>195</td>
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<td>9,153,639,943</td>
<td>3,254,888,649</td>
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<td>35.56%</td>
</tr>
<tr>
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<td>65,924.54</td>
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<td>34.76%</td>
</tr>
<tr>
<td>1994</td>
<td>219</td>
<td>165,149</td>
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</tr>
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<td>170,190</td>
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<td>34.77%</td>
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<tr>
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<td>244</td>
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<td>4,830,533,680</td>
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<td>34.81%</td>
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<tr>
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<td>245</td>
<td>198,992</td>
<td>15,392,398,656</td>
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<td>77,351.85</td>
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<td>34.49%</td>
</tr>
<tr>
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<td>253</td>
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<td>34.04%</td>
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<tr>
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<td>251</td>
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<td>34.54%</td>
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<td>102,213.25</td>
<td>33,953</td>
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<td>2005</td>
<td>270</td>
<td>202,209</td>
<td>21,356,201,433</td>
<td>7,016,918,831</td>
<td>105,614.50</td>
<td>34,701</td>
<td>32.86%</td>
</tr>
<tr>
<td>2006</td>
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<td>215,041</td>
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<td>111,983.80</td>
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<td>7,707,870,998</td>
<td>125,063.89</td>
<td>38,167</td>
<td>30.52%</td>
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<td>202,216</td>
<td>25,004,824,049</td>
<td>7,755,626,027</td>
<td>123,654.03</td>
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<td>259</td>
<td>177,397</td>
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<td>7,133,091,279</td>
<td>124,079.69</td>
<td>40,210</td>
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<tr>
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<td>175,024</td>
<td>20,853,560,968</td>
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<td>119,146.87</td>
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<td>41,450</td>
<td>32.84%</td>
</tr>
<tr>
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<td>248</td>
<td>170,206</td>
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<td>7,492,100,593</td>
<td>134,992.82</td>
<td>44,018</td>
<td>32.61%</td>
</tr>
<tr>
<td>2013</td>
<td>252</td>
<td>169,908</td>
<td>23,075,800,492</td>
<td>7,228,069,111</td>
<td>135,813.50</td>
<td>42,541</td>
<td>31.32%</td>
</tr>
<tr>
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<td>270</td>
<td>169,167</td>
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<tr>
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<td>271</td>
<td>170,618</td>
<td>24,591,388,351</td>
<td>7,900,694,143</td>
<td>144,131.27</td>
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<tr>
<td>2016</td>
<td>271</td>
<td>166,741</td>
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<td>7,908,194,045</td>
<td>151,341.81</td>
<td>47,428</td>
<td>31.34%</td>
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%Δ 46.49%  9.86%  212.38%  173.00%  184.35%  148.51%  -12.61%
## Statewide Casinos: Casino Department

<table>
<thead>
<tr>
<th>Year</th>
<th>Positions</th>
<th>Emp</th>
<th>Pos/Emp</th>
<th>Revenue</th>
<th>Rev/Emp</th>
<th>Rev/Pos</th>
<th>Payroll</th>
<th>Pay/Emp</th>
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<td>1990</td>
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<td>52,307</td>
<td>2.64</td>
<td>4,952,978,992</td>
<td>94,690.56</td>
<td>35,888.55</td>
<td>1,026,029,649</td>
<td>19,616</td>
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<tr>
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<td>52,324</td>
<td>2.93</td>
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<td>105,368.42</td>
<td>35,941.36</td>
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<td>53,052</td>
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<td>35,308.44</td>
<td>1,118,540,900</td>
<td>21,084</td>
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<td>49,544</td>
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<td>36,876.09</td>
<td>1,133,598,917</td>
<td>22,881</td>
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<td>54,707</td>
<td>3.20</td>
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<td>22,767</td>
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<td>23,894</td>
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<td>58,474</td>
<td>3.77</td>
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<td>159,197.53</td>
<td>42,253.91</td>
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<td>41,402.32</td>
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<td>46,547.22</td>
<td>1,746,423,365</td>
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</tr>
<tr>
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<td>52,529</td>
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<td>59,846.70</td>
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<tr>
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<td>60,111.59</td>
<td>1,717,095,743</td>
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</tr>
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| %Δ  | 29.71%   | -21.77% | 65.80% | 117.26% | 177.70% | 67.50% | 67.35% | 113.91% |

---

**Nevada Statewide Casino Employment**
### Statewide Casinos: Rooms Department

<table>
<thead>
<tr>
<th>Year</th>
<th>Rooms</th>
<th>Empl</th>
<th>Rooms/Emp</th>
<th>Revenue</th>
<th>Rev/Emp</th>
<th>Rev/Room</th>
<th>Payroll</th>
<th>Pay/Emp</th>
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<td>15,364.48</td>
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<td>16,346.71</td>
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<td>26,943.48</td>
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<td>129,690</td>
<td>30,077</td>
<td>4.31</td>
<td>3,336,388,124</td>
<td>110,928.22</td>
<td>25,725.79</td>
<td>925,638,934</td>
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<tr>
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<td>133,050</td>
<td>30,683</td>
<td>4.34</td>
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<td>124,576.65</td>
<td>28,729.01</td>
<td>1,015,431,014</td>
<td>33,094</td>
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<tr>
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<td>134,009</td>
<td>32,444</td>
<td>4.13</td>
<td>4,284,610,141</td>
<td>132,061.71</td>
<td>31,972.50</td>
<td>1,078,091,073</td>
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<tr>
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<td>33,248</td>
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<td>146,970.41</td>
<td>35,656.90</td>
<td>1,181,805,160</td>
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<td>136,607</td>
<td>31,015</td>
<td>4.40</td>
<td>5,129,980,388</td>
<td>165,403.20</td>
<td>37,552.93</td>
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<td>36,745</td>
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<td>135,061</td>
<td>32,103</td>
<td>4.21</td>
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<td>159,269.26</td>
<td>37,857.14</td>
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<tr>
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<td>138,731</td>
<td>29,275</td>
<td>4.74</td>
<td>4,264,647,800</td>
<td>145,675.42</td>
<td>30,740.43</td>
<td>1,154,789,040</td>
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<td>29,300</td>
<td>4.81</td>
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<td>134,403.80</td>
<td>27,934.16</td>
<td>1,155,713,134</td>
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<td>144,319</td>
<td>30,011</td>
<td>4.81</td>
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<td>144,780.91</td>
<td>30,107.05</td>
<td>1,232,646,621</td>
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<td>143,885</td>
<td>29,735</td>
<td>4.84</td>
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<td>158,835.92</td>
<td>32,824.73</td>
<td>1,299,651,325</td>
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<td>143,115</td>
<td>29,876</td>
<td>4.79</td>
<td>4,788,237,661</td>
<td>160,270.37</td>
<td>33,457.27</td>
<td>1,309,012,965</td>
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<tr>
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<td>29,987</td>
<td>4.76</td>
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<td>171,599.00</td>
<td>36,067.57</td>
<td>1,346,971,767</td>
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<td>30,617</td>
<td>4.66</td>
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<td>176,477.74</td>
<td>37,845.53</td>
<td>1,375,672,804</td>
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</tr>
<tr>
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<td>142,032</td>
<td>29,881</td>
<td>4.75</td>
<td>5,829,851,047</td>
<td>195,102.27</td>
<td>41,046.14</td>
<td>1,392,935,519</td>
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| %Δ | 107.92% | 53.50% | 35.45% | 426.69% | 243.13% | 153.32% | 297.98% | 159.28% |
## Statewide Casinos: Food Department

<table>
<thead>
<tr>
<th>Year</th>
<th>Emp</th>
<th>Revenue</th>
<th>Payroll</th>
<th>Rev/Emp</th>
<th>Pay/Emp</th>
<th>Pay/Rev</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>36,511</td>
<td>954,405,944</td>
<td>565,310,901</td>
<td>26,140.23</td>
<td>15,483</td>
<td>59.23%</td>
</tr>
<tr>
<td>1991</td>
<td>36,083</td>
<td>1,058,347,100</td>
<td>635,024,347</td>
<td>29,330.91</td>
<td>17,599</td>
<td>60.00%</td>
</tr>
<tr>
<td>1992</td>
<td>37,297</td>
<td>1,101,621,195</td>
<td>656,312,204</td>
<td>29,536.46</td>
<td>17,597</td>
<td>59.58%</td>
</tr>
<tr>
<td>1993</td>
<td>34,343</td>
<td>1,138,766,207</td>
<td>674,753,013</td>
<td>33,158.61</td>
<td>19,647</td>
<td>59.25%</td>
</tr>
<tr>
<td>1994</td>
<td>39,490</td>
<td>1,299,990,707</td>
<td>784,268,293</td>
<td>32,919.49</td>
<td>19,860</td>
<td>60.33%</td>
</tr>
<tr>
<td>1995</td>
<td>40,764</td>
<td>1,421,170,434</td>
<td>859,729,858</td>
<td>34,863.37</td>
<td>21,090</td>
<td>60.49%</td>
</tr>
<tr>
<td>1996</td>
<td>45,639</td>
<td>1,538,647,478</td>
<td>932,921,498</td>
<td>38,006.44</td>
<td>22,576</td>
<td>59.40%</td>
</tr>
<tr>
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<td>45,925</td>
<td>1,624,850,886</td>
<td>993,181,216</td>
<td>35,380.53</td>
<td>21,626</td>
<td>61.12%</td>
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<tr>
<td>1998</td>
<td>51,057</td>
<td>1,749,854,499</td>
<td>1,039,402,009</td>
<td>38,163.86</td>
<td>23,313</td>
<td>61.09%</td>
</tr>
<tr>
<td>1999</td>
<td>50,641</td>
<td>2,244,386,384</td>
<td>1,341,904,797</td>
<td>44,319.55</td>
<td>26,498</td>
<td>59.79%</td>
</tr>
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<td>2000</td>
<td>52,177</td>
<td>2,380,945,057</td>
<td>1,396,965,542</td>
<td>45,632.08</td>
<td>26,774</td>
<td>58.67%</td>
</tr>
<tr>
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<td>48,866</td>
<td>2,333,328,751</td>
<td>1,353,822,794</td>
<td>47,749.53</td>
<td>27,705</td>
<td>58.02%</td>
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<tr>
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<td>48,528</td>
<td>2,444,599,343</td>
<td>1,422,336,367</td>
<td>50,375.03</td>
<td>29,310</td>
<td>58.18%</td>
</tr>
<tr>
<td>2003</td>
<td>50,499</td>
<td>2,680,721,746</td>
<td>1,523,913,576</td>
<td>53,084.65</td>
<td>30,177</td>
<td>56.85%</td>
</tr>
<tr>
<td>2004</td>
<td>50,999</td>
<td>2,749,532,037</td>
<td>1,729,295,567</td>
<td>38,163.86</td>
<td>23,313</td>
<td>61.09%</td>
</tr>
<tr>
<td>2005</td>
<td>54,776</td>
<td>2,929,535,277</td>
<td>1,649,826,159</td>
<td>53,482.10</td>
<td>30,120</td>
<td>56.32%</td>
</tr>
<tr>
<td>2006</td>
<td>59,620</td>
<td>3,305,638,824</td>
<td>1,839,410,054</td>
<td>55,445.13</td>
<td>30,852</td>
<td>55.64%</td>
</tr>
<tr>
<td>2007</td>
<td>55,380</td>
<td>3,401,217,422</td>
<td>1,902,341,259</td>
<td>61,415.99</td>
<td>34,351</td>
<td>55.93%</td>
</tr>
<tr>
<td>2008</td>
<td>55,636</td>
<td>3,518,856,739</td>
<td>1,897,216,229</td>
<td>63,247.84</td>
<td>34,101</td>
<td>53.92%</td>
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<tr>
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<td>47,635</td>
<td>3,191,256,499</td>
<td>1,702,545,380</td>
<td>66,993.94</td>
<td>35,741</td>
<td>53.35%</td>
</tr>
<tr>
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<td>3,040,918,370</td>
<td>1,646,000,525</td>
<td>64,448.08</td>
<td>34,885</td>
<td>54.13%</td>
</tr>
<tr>
<td>2011</td>
<td>46,243</td>
<td>3,252,131,103</td>
<td>1,711,721,704</td>
<td>70,326.99</td>
<td>37,016</td>
<td>52.63%</td>
</tr>
<tr>
<td>2012</td>
<td>43,611</td>
<td>3,457,328,243</td>
<td>1,792,677,815</td>
<td>79,276.52</td>
<td>41,106</td>
<td>51.85%</td>
</tr>
<tr>
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<td>3,454,351,627</td>
<td>1,797,938,853</td>
<td>79,202.82</td>
<td>41,224</td>
<td>52.05%</td>
</tr>
<tr>
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<td>3,570,804,695</td>
<td>1,837,135,804</td>
<td>79,420.05</td>
<td>40,861</td>
<td>51.45%</td>
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<td>3,756,031,464</td>
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<td>41,874</td>
<td>50.47%</td>
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<tr>
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<td>3,871,751,533</td>
<td>1,934,338,980</td>
<td>86,167.22</td>
<td>43,049</td>
<td>49.96%</td>
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%Δ  23.07%  305.67%  242.17%  229.63%  178.04%  -15.65%
<table>
<thead>
<tr>
<th>Year</th>
<th>Emp</th>
<th>Revenue</th>
<th>Payroll</th>
<th>Rev/Emp</th>
<th>Pay/Emp</th>
<th>Pay/Rev</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>11,156</td>
<td>486,855,601</td>
<td>168,585,828</td>
<td>43,640.70</td>
<td>15,112</td>
<td>34.63%</td>
</tr>
<tr>
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<td>11,100</td>
<td>522,426,855</td>
<td>182,278,543</td>
<td>47,065.48</td>
<td>16,421</td>
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<td>524,422,399</td>
<td>185,744,323</td>
<td>46,147.69</td>
<td>18,116</td>
<td>35.45%</td>
</tr>
<tr>
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<td>537,203,293</td>
<td>190,433,452</td>
<td>51,103.81</td>
<td>18,116</td>
<td>35.45%</td>
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<tr>
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<td>11,604</td>
<td>587,519,449</td>
<td>211,340,910</td>
<td>50,630.77</td>
<td>18,213</td>
<td>35.97%</td>
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<td>11,263</td>
<td>623,768,643</td>
<td>222,646,732</td>
<td>55,382.10</td>
<td>19,768</td>
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<td>1996</td>
<td>12,588</td>
<td>653,150,355</td>
<td>231,534,024</td>
<td>51,886.75</td>
<td>18,393</td>
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</tr>
<tr>
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<td>247,559,990</td>
<td>53,627.93</td>
<td>19,383</td>
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<td>12,163</td>
<td>721,368,846</td>
<td>258,840,844</td>
<td>59,308.46</td>
<td>21,281</td>
<td>35.88%</td>
</tr>
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<td>787,990,885</td>
<td>281,835,523</td>
<td>60,179.54</td>
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<td>35.77%</td>
</tr>
<tr>
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<td>13,270</td>
<td>900,462,147</td>
<td>298,058,335</td>
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<td>33.10%</td>
</tr>
<tr>
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<td>935,318,129</td>
<td>305,853,199</td>
<td>68,727.91</td>
<td>22,474</td>
<td>32.70%</td>
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<tr>
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<td>940,936,501</td>
<td>302,193,966</td>
<td>75,468.12</td>
<td>24,238</td>
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<td>983,658,703</td>
<td>315,106,126</td>
<td>81,073.00</td>
<td>25,971</td>
<td>32.03%</td>
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<td>1,081,637,344</td>
<td>325,344,273</td>
<td>89,177.78</td>
<td>26,824</td>
<td>30.08%</td>
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<td>347,920,989</td>
<td>91,722.16</td>
<td>27,369</td>
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<td>94,046.89</td>
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<tr>
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<td>395,828,560</td>
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<td>1,331,969,074</td>
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<td>91,670.27</td>
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<td>371,232,116</td>
<td>102,462.56</td>
<td>28,636</td>
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<tr>
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<td>13,259</td>
<td>1,370,073,976</td>
<td>373,255,942</td>
<td>103,331.62</td>
<td>28,151</td>
<td>27.24%</td>
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<td>2011</td>
<td>13,373</td>
<td>1,503,719,235</td>
<td>399,517,066</td>
<td>112,444.42</td>
<td>29,875</td>
<td>26.57%</td>
</tr>
<tr>
<td>2012</td>
<td>12,012</td>
<td>1,634,163,909</td>
<td>421,056,128</td>
<td>136,044.28</td>
<td>35,053</td>
<td>25.77%</td>
</tr>
<tr>
<td>2013</td>
<td>11,692</td>
<td>1,660,036,952</td>
<td>422,497,115</td>
<td>141,980.58</td>
<td>36,136</td>
<td>25.45%</td>
</tr>
<tr>
<td>2014</td>
<td>12,270</td>
<td>1,674,834,485</td>
<td>437,103,076</td>
<td>136,498.33</td>
<td>35,624</td>
<td>26.10%</td>
</tr>
<tr>
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<td>1,724,946,447</td>
<td>455,256,637</td>
<td>134,656.24</td>
<td>35,539</td>
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<tr>
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<td>12,802</td>
<td>1,730,949,389</td>
<td>453,675,280</td>
<td>135,209.29</td>
<td>35,438</td>
<td>26.21%</td>
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</table>

%Δ 14.75% 255.54% 169.11% 209.82% 134.51% -42.31%
## Statewide Casinos: Other Departments

<table>
<thead>
<tr>
<th>Year</th>
<th>Emp</th>
<th>Revenue</th>
<th>Payroll</th>
<th>Rev/Emp</th>
<th>Pay/Emp</th>
<th>Pay/Rev</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>7,179</td>
<td>577,102,897</td>
<td>118,105,032</td>
<td>80,387.64</td>
<td>16,451</td>
<td>20.47%</td>
</tr>
<tr>
<td>1991</td>
<td>6,595</td>
<td>693,175,807</td>
<td>135,954,851</td>
<td>105,106.26</td>
<td>20,615</td>
<td>19.61%</td>
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<tr>
<td>1992</td>
<td>7,316</td>
<td>675,259,642</td>
<td>145,211,999</td>
<td>92,299.02</td>
<td>19,849</td>
<td>21.50%</td>
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<tr>
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<td>725,169,562</td>
<td>148,377,256</td>
<td>98,381.44</td>
<td>20,130</td>
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<tr>
<td>1994</td>
<td>9,549</td>
<td>918,835,264</td>
<td>199,299,107</td>
<td>96,223.19</td>
<td>20,871</td>
<td>21.69%</td>
</tr>
<tr>
<td>1995</td>
<td>12,137</td>
<td>1,059,831,302</td>
<td>250,631,256</td>
<td>87,322.35</td>
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<td>23.65%</td>
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<tr>
<td>1996</td>
<td>9,337</td>
<td>1,190,456,543</td>
<td>264,944,192</td>
<td>127,498.83</td>
<td>28,376</td>
<td>22.26%</td>
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<tr>
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<td>12,111</td>
<td>1,260,699,383</td>
<td>282,677,151</td>
<td>104,095.40</td>
<td>23,341</td>
<td>22.42%</td>
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<tr>
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<td>18,976</td>
<td>1,938,835,264</td>
<td>440,966,278</td>
<td>166,772.76</td>
<td>34,724</td>
<td>20.82%</td>
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<td>137,239.15</td>
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<td>151,207.73</td>
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<td>2,777,509,875</td>
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<td>3,041,576,002</td>
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<td>19.15%</td>
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<tr>
<td>Δ</td>
<td>56.14%</td>
<td>427.04%</td>
<td>393.20%</td>
<td>237.55%</td>
<td>215.88%</td>
<td>-6.42%</td>
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## Statewide Casinos: G&A Departments

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%Δ 7.29%  173.31%  154.73%

Preferred citation: