

BOULDER STRIP CASINO EMPLOYMENT

PRODUCTIVITY, REVENUES, AND PAYROLL: A STATISTICAL STUDY, 1990-2017

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Executive Summary

The past twenty-five years have seen tremendous growth on the Boulder Strip. Revenues have increased tremendously, as have labor costs. Yet, in general, increases in revenue have outpaced increases in payroll: casino resort employees produced proportionally more revenue now than they did in the past, both in absolute terms and as a ratio of payroll to revenues.

Over the period, the Boulder Strip has seen more dramatic growth than any other area in Nevada, including the Strip. Since it gets a far greater percentage of its overall revenue from gambling than the Strip, its patterns may be analogous to those experienced by casinos in other parts of the United States, that generally have the same revenue profile.

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

Data and analysis for All, Gaming, Room, Food, Beverage, Other, and General & Administrative departments is on the following pages

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Boulder Strip Casinos: All Departments

Year	Loc	Emp	Revenue	Payroll	Rev/Emp	Pay/Emp	Pay/Rev	Emp/Loc
1990	9	3,328	202,014,407	68,923,076	60,701.44	20,710.06	34.12%	370
1991	10	3,696	211,876,738	72,843,495	57,325.96	19,708.74	34.38%	370
1992	11	3,241	219,967,472	73,804,694	67,870.25	22,772.20	33.55%	295
1993	13	3,890	235,660,140	79,927,360	60,581.01	20,546.88	33.92%	299
1994	15	4,236	258,106,378	90,854,289	60,931.63	21,448.13	35.20%	282
1995	18	6,859	398,615,517	140,733,412	58,115.69	20,518.07	35.31%	381
1996	22	9,591	483,583,406	164,731,958	50,420.54	17,175.68	34.06%	436
1997	24	11,294	530,571,241	172,852,651	46,978.15	15,304.82	32.58%	471
1998	25	9,743	667,787,627	218,349,421	68,540.25	22,410.90	32.70%	390
1999	23	9,442	747,002,722	244,276,588	79,114.88	25,871.28	32.70%	411
2000	27	10,473	801,393,198	257,242,659	76,519.93	24,562.46	32.10%	388
2001	28	10,254	823,797,011	268,638,544	80,339.09	26,198.41	32.61%	366
2002*	33	10,017	892,733,052	283,886,265	89,121.80	28,340.45	31.80%	304
2003*	33	9,895	946,173,621	295,929,328	95,621.39	29,906.96	31.28%	300
2004*	34	9,819	1,022,324,358	305,923,266	104,116.95	31,156.25	29.92%	289
2005*	33	9,737	1,173,532,913	325,236,241	120,523.05	33,402.10	27.71%	295
2006*	34	9,739	1,273,349,970	343,586,843	130,747.51	35,279.48	26.98%	286
2007*	33	9,162	1,294,417,385	362,451,153	141,281.09	39,560.27	28.00%	278
2008*	35	9,495	1,248,175,924	367,190,583	131,456.13	38,671.99	29.42%	271
2009*	35	10,913	1,204,174,745	377,602,416	110,343.15	34,601.16	31.36%	312
2010*	36	9,738	1,168,401,938	384,952,664	119,983.77	39,530.98	32.95%	271
2011*	35	9,127	1,181,768,680	372,836,186	129,480.52	40,849.81	31.55%	261
2012*	34	9,134	1,224,802,182	380,320,305	134,092.64	41,637.87	31.05%	269
2013*	31	9,749	1,176,024,937	380,656,776	120,630.31	39,045.73	32.37%	314
2014*	30	9,053	1,174,650,714	367,901,247	129,752.65	40,638.60	31.32%	302
2015	31	8,995	1,209,537,925	370,276,471	134,467.81	41,164.70	30.61%	290
2016	31	8,793	1,236,470,980	371,126,244	140,619.92	42,207.01	30.01%	284
2017	32	7,974	1,258,867,660	395,481,925	157,871.54	49,596.43	31.42%	249
Trend	255.56%	139.60%	523.16%	473.80%	160.08%	139.48%	-7.92%	-32.61%

Boulder Strip Casinos: Casino Department

Year	Pos	Emp	Pos/Emp	Revenue	Rev/Emp	Rev/Pos	Payroll	Pay/Emp	Pay/Rev
1990	5,689	1,229	4.63	137,264,969	111,688.34	24,128.14	25,626,025	20,851.12	18.67%
1991	6,295	1,366	4.61	143,306,743	104,909.77	22,765.17	27,671,815	20,257.55	19.31%
1992	6,425	1,250	5.14	150,854,021	120,683.22	23,479.23	28,298,341	22,638.67	18.76%
1993	7,090	1,436	4.94	161,810,480	112,681.39	22,822.35	29,931,329	20,843.54	18.50%
1994	7,778	1,551	5.01	179,042,227	115,436.64	23,019.06	32,562,550	20,994.55	18.19%
1995	11,542	2,275	5.07	270,703,558	118,990.57	23,453.78	47,362,801	20,818.81	17.50%
1996	12,634	3,240	3.90	333,852,342	103,040.85	26,424.91	54,059,123	16,684.91	16.19%
1997	15,754	3,810	4.13	367,671,847	96,501.80	23,338.32	56,023,569	14,704.35	15.24%
1998	17,704	3,396	5.21	465,977,932	137,213.76	26,320.49	74,904,641	22,056.73	16.07%
1999	16,593	3,153	5.26	536,678,704	170,212.08	32,343.68	83,247,827	26,402.74	15.51%
2000	18,893	3,587	5.27	583,593,490	162,696.82	30,889.40	89,947,941	25,076.09	15.41%
2001	19,085	3,527	5.41	599,019,769	169,838.32	31,386.94	93,161,954	26,413.94	15.55%
2002	20,611	3,457	5.96	647,438,088	187,283.22	31,412.26	96,547,007	27,927.97	14.91%
2003	20,948	3,457	6.06	695,105,727	201,071.95	33,182.44	99,609,695	28,813.91	14.33%
2004	20,997	3,283	6.40	759,167,339	231,241.96	36,155.99	101,207,939	30,827.88	13.33%
2005	20,838	3,051	6.83	877,751,439	287,693.03	42,122.63	102,162,253	33,484.84	11.64%
2006	20,990	3,062	6.85	947,077,330	309,300.24	45,120.41	99,775,441	32,585.06	10.54%
2007	22,004	2,725	8.07	954,482,349	350,268.75	43,377.67	104,895,558	38,493.78	10.99%
2008	22,140	2,958	7.48	918,029,888	310,354.93	41,464.76	105,836,751	35,779.83	11.53%
2009	23,148	3,177	7.29	866,601,845	272,773.64	37,437.44	106,258,558	33,446.19	12.26%
2010	23,894	2,865	8.34	817,552,995	285,358.81	34,215.83	104,040,487	36,314.31	12.73%
2011	23,312	2,663	8.75	829,315,077	311,421.36	35,574.60	98,061,781	36,823.80	11.82%
2012	23,118	2,832	8.16	857,094,479	302,646.36	37,074.77	99,574,489	35,160.48	11.62%
2013	22,590	2,764	8.17	826,292,890	298,948.22	36,577.82	96,864,303	35,044.97	11.72%
2014	21,387	2,570	8.32	828,229,131	322,268.14	38,725.82	95,267,965	37,069.25	11.50%
2015	20,424	2,545	8.03	849,868,013	333,936.35	41,611.24	91,366,136	35,900.25	10.75%
2016	20,387	2,490	8.19	864,012,836	346,993.11	42,380.58	93,529,523	37,562.06	10.83%
2017	20,303	2,300	8.83	871,999,647	379,130.28	42,949.30	97,110,596	42,222.00	11.14%
Trend	256.88%	87.14%	90.70%	535.27%	239.45%	78.01%	278.95%	102.49%	-40.35%

Boulder Strip Casinos: Rooms Department

Year	Rooms	Emp	Revenue	Payroll	Rm/Emp	Rev/Rm	Rev/Emp	Pay/Emp
1990	669	125	6,194,702	2,079,738	5.35	9,254.87	49,557.62	16,637.90
1991	673	120	5,885,166	2,060,339	5.61	8,748.81	49,043.05	17,169.49
1992	673	107	5,530,247	2,151,711	6.29	8,212.73	51,684.55	20,109.45
1993	670	140	5,835,642	2,464,243	4.78	8,711.66	41,683.16	17,601.74
1994	533	116	4,650,845	2,112,194	4.59	8,731.35	40,093.49	18,208.57
1995	1,491	361	16,376,485	6,237,601	4.13	10,981.20	45,364.22	17,278.67
1996	1,649	433	20,662,785	7,374,698	3.81	12,532.01	47,720.06	17,031.64
1997	1,646	519	25,039,256	8,069,599	3.17	15,213.43	48,245.19	15,548.36
1998	2,137	520	32,150,518	11,131,439	4.11	15,043.98	61,827.92	21,406.61
1999	1,948	484	32,835,317	12,323,158	4.02	16,860.01	67,841.56	25,461.07
2000	2,417	596	36,552,712	13,475,547	4.06	15,123.71	61,330.05	22,609.98
2001	2,299	550	38,345,174	13,724,741	4.18	16,677.99	69,718.50	24,954.07
2002	2,419	585	41,932,965	14,552,942	4.13	17,337.92	71,680.28	24,876.82
2003	2,332	566	46,398,725	15,689,462	4.12	19,893.52	81,976.55	27,719.90
2004	2,639	553	52,736,612	16,691,636	4.77	19,983.72	95,364.58	30,183.79
2005	2,778	676	66,625,494	19,004,782	4.11	23,982.90	98,558.42	28,113.58
2006	2,981	789	77,815,190	22,344,896	3.78	26,101.39	98,625.08	28,320.53
2007	2,960	597	80,367,393	23,716,483	4.96	27,153.23	134,618.75	39,726.10
2008	2,860	753	77,515,953	23,305,619	3.80	27,100.34	102,942.83	30,950.36
2009	3,185	887	68,880,174	25,308,552	3.59	21,626.00	77,655.21	28,532.75
2010	3,461	734	69,040,186	28,429,964	4.72	19,948.05	94,060.20	38,732.92
2011	3,512	704	70,267,920	28,224,490	4.99	20,007.95	99,812.39	40,091.61
2012	3,524	737	75,068,003	29,548,800	4.78	21,301.93	101,856.18	40,093.35
2013	3,522	770	74,412,506	29,900,931	4.57	21,127.91	96,639.62	38,832.38
2014	3,231	785	76,881,174	28,881,976	4.12	23,794.85	97,937.80	36,792.33
2015	3,494	775	82,417,791	30,189,493	4.51	23,588.21	106,345.54	38,954.18
2016	3,577	791	90,401,373	30,603,223	4.52	25,271.51	114,287.45	38,689.28
2017	3,505	712	98,773,206	33,808,509	4.92	28,180.66	138,726.41	47,483.86
Trend	423.65%	469.60%	1494.48%	1525.61%	-8.07%	204.50%	179.93%	185.40%

Boulder Strip Casinos: Food Department

Year	Emp	Revenue	Payroll	Rev/Emp	Pay/Emp	Pay/Rev
1990	1,069	29,814,870	18,523,143	27,890.43	17,327.54	62.13%
1991	1,185	31,646,394	19,979,846	26,705.82	16,860.63	63.13%
1992	1,051	31,807,342	19,866,426	30,263.88	18,902.40	62.46%
1993	1,186	32,898,125	21,080,599	27,738.72	17,774.54	64.08%
1994	1,326	36,862,096	24,642,173	27,799.47	18,583.84	66.85%
1995	2,194	60,835,961	39,813,076	27,728.33	18,146.34	65.44%
1996	3,201	73,387,513	48,267,861	22,926.43	15,078.99	65.77%
1997	3,725	79,340,624	50,909,720	21,299.50	13,667.04	64.17%
1998	3,214	101,402,024	64,699,473	31,550.10	20,130.51	63.80%
1999	3,150	108,854,122	72,182,663	34,556.86	22,915.13	66.31%
2000	3,282	112,181,392	74,403,616	34,180.80	22,670.21	66.32%
2001	3,397	113,061,667	75,849,273	33,282.80	22,328.31	67.09%
2002	3,193	115,458,023	79,660,297	36,159.73	24,948.42	69.00%
2003	3,164	122,346,783	81,839,457	38,668.39	25,865.82	66.89%
2004	3,196	123,758,776	86,428,161	38,723.02	27,042.60	69.84%
2005	3,148	133,096,717	92,046,834	42,279.77	29,239.78	69.16%
2006	3,152	145,011,745	100,617,938	46,006.26	31,921.93	69.39%
2007	3,047	152,729,655	107,616,010	50,124.60	35,318.68	70.46%
2008	3,021	150,373,201	108,011,697	49,775.97	35,753.62	71.83%
2009	3,521	159,341,948	107,536,096	45,254.74	30,541.35	67.49%
2010	2,949	161,291,655	103,753,008	54,693.68	35,182.44	64.33%
2011	2,847	158,890,671	100,426,337	55,809.86	35,274.44	63.20%
2012	2,982	163,884,593	107,057,692	54,957.95	35,901.31	65.33%
2013	3,046	165,960,627	107,747,304	54,484.78	35,373.38	64.92%
2014	2,907	164,372,351	104,036,124	56,543.64	35,788.14	63.29%
2015	2,901	172,620,999	102,876,145	59,503.96	35,462.30	59.60%
2016	2,821	176,699,243	105,845,276	62,637.09	37,520.48	59.90%
2017	2,546	177,091,514	115,595,293	69,556.76	45,402.71	65.27%
Trend	138.17%	493.97%	524.06%	149.39%	162.03%	5.07%

Boulder Strip Casinos: Beverage Department

Year	Emp	Revenue	Payroll	Rev/Emp	Pay/Emp	Pay/Rev
1990	260	11,242,760	4,997,775	43,241.38	19,222.21	44.45%
1991	282	12,905,411	5,191,605	45,763.87	18,409.95	40.23%
1992	240	13,540,627	5,443,188	56,419.28	22,679.95	40.20%
1993	327	14,763,482	5,861,249	45,148.26	17,924.31	39.70%
1994	357	16,951,833	6,697,299	47,484.13	18,759.94	39.51%
1995	581	24,907,796	10,289,701	42,870.56	17,710.33	41.31%
1996	833	29,095,261	12,016,902	34,928.28	14,426.05	41.30%
1997	988	31,310,821	12,656,092	31,691.11	12,809.81	40.42%
1998	811	37,055,128	15,191,870	45,690.66	18,732.27	41.00%
1999	815	39,204,897	16,262,144	48,104.17	19,953.55	41.48%
2000	849	40,327,376	16,718,417	47,499.85	19,691.89	41.46%
2001	779	40,455,037	17,163,621	51,932.01	22,032.89	42.43%
2002	821	54,510,459	18,980,897	66,395.20	23,119.24	34.82%
2003	844	47,144,018	19,810,342	55,857.84	23,471.97	42.02%
2004	823	49,805,900	20,365,640	60,517.50	24,745.61	40.89%
2005	776	52,092,455	21,023,010	67,129.45	27,091.51	40.36%
2006	764	51,789,326	20,778,245	67,787.08	27,196.66	40.12%
2007	719	54,769,343	22,140,677	76,174.33	30,793.71	40.43%
2008	693	57,985,203	24,690,082	83,672.73	35,627.82	42.58%
2009	900	62,031,929	26,190,246	68,924.37	29,100.27	42.22%
2010	827	61,570,387	26,606,636	74,450.29	32,172.47	43.21%
2011	714	60,157,927	25,504,722	84,254.80	35,720.90	42.40%
2012	774	61,098,424	25,818,184	78,938.53	33,356.83	42.26%
2013	778	59,676,368	26,018,701	76,704.84	33,443.06	43.60%
2014	680	56,733,074	25,346,386	83,430.99	37,274.10	44.68%
2015	681	54,073,092	25,815,260	79,402.48	37,907.87	47.74%
2016	676	53,737,998	25,776,221	79,494.08	38,130.50	47.97%
2017	583	60,258,004	28,106,125	103,358.50	48,209.48	46.64%
Trend	124.23%	435.97%	462.37%	139.03%	150.80%	4.93%

Boulder Strip Casinos: Other Departments

Year	Emp	Revenue	Payroll	Rev/Emp	Pay/Emp	Pay/Rev
1990	194	17,497,106	4,091,663	90,191.27	21,091.05	23.38%
1991	215	18,133,024	4,253,363	84,339.65	19,783.08	23.46%
1992	202	18,235,235	4,426,110	90,273.44	21,911.44	24.27%
1993	221	20,352,411	4,636,112	92,092.36	20,977.88	22.78%
1994	279	20,599,377	5,811,184	73,832.89	20,828.62	28.21%
1995	343	25,791,717	7,533,488	75,194.51	21,963.52	29.21%
1996	305	26,585,505	5,528,366	87,165.59	18,125.79	20.79%
1997	643	27,208,693	7,047,244	42,315.23	10,959.94	25.90%
1998	401	31,202,025	7,440,422	77,810.54	18,554.67	23.85%
1999	330	29,429,682	6,517,071	89,180.85	19,748.70	22.14%
2000	618	28,738,228	6,448,028	46,501.99	10,433.70	22.44%
2001	609	32,915,364	7,970,780	54,048.22	13,088.31	24.22%
2002	542	33,393,517	8,547,214	61,611.65	15,769.77	25.60%
2003	751	35,178,368	7,608,686	46,842.03	10,131.41	21.63%
2004	373	36,855,731	11,016,260	98,808.93	29,534.21	29.89%
2005	395	43,966,808	12,757,923	111,308.37	32,298.54	29.02%
2006	422	51,656,379	16,436,029	122,408.48	38,947.94	31.82%
2007	563	52,068,645	18,509,259	92,484.27	32,876.13	35.55%
2008	475	44,271,679	17,129,031	93,203.53	36,061.12	38.69%
2009	418	47,318,849	13,837,282	113,202.99	33,103.55	29.24%
2010	468	58,946,715	13,994,834	125,954.52	29,903.49	23.74%
2011	386	63,137,085	13,073,340	163,567.58	33,868.76	20.71%
2012	450	67,656,683	14,131,758	150,348.18	31,403.91	20.89%
2013	562	49,682,546	12,937,305	88,403.11	23,020.12	26.04%
2014	323	48,434,984	12,089,055	149,953.51	37,427.41	24.96%
2015	359	50,558,030	13,345,963	140,830.17	37,175.38	26.40%
2016	261	51,519,530	10,733,915	197,392.84	41,126.11	20.83%
2017	241	50,745,289	8,860,022	210,561.37	36,763.58	17.46%
Trend	24.23%	190.02%	116.54%	133.46%	74.31%	-25.34%

Boulder Strip Casinos: General & Administrative Departments

Year	Emp	Payroll	Pay/Emp
1990	451	13,604,732	30,165.70
1991	528	13,686,527	25,921.45
1992	391	13,618,918	34,830.99
1993	580	15,953,828	27,506.60
1994	607	19,028,889	31,349.08
1995	1,105	29,496,745	26,693.89
1996	1,579	37,485,008	23,739.71
1997	1,609	38,146,427	23,708.16
1998	1,401	44,981,576	32,106.76
1999	1,510	53,743,725	35,591.87
2000	1,541	56,249,110	36,501.69
2001	1,392	60,768,175	43,655.30
2002	1,419	65,597,908	46,228.26
2003	1,113	71,371,686	64,125.50
2004	1,591	70,213,630	44,131.76
2005	1,691	78,241,439	46,269.33
2006	1,550	83,634,294	53,957.61
2007	1,511	85,573,166	56,633.47
2008	1,595	88,217,403	55,308.72
2009	2,010	98,471,682	48,990.89
2010	1,895	108,127,735	57,059.49
2011	1,813	107,545,516	59,319.09
2012	1,359	104,189,382	76,666.21
2013	1,829	107,188,232	58,604.83
2014	1,788	102,279,741	57,203.43
2015	1,734	106,683,474	61,524.49
2016	1,754	104,638,086	59,656.83
2017	1,592	112,001,380	70,352.63
Trend	252.99%	723.25%	133.22%