



Eight-Year License Renewal: Majestic Star Casino, LLC

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Executive Summary

Economic and Fiscal Activity

Majestic Star has had a positive fiscal impact on Gary and Lake County. The new tax revenue generated by Majestic Star dramatically exceeds the cost of providing additional services. The changes brought about by tax restructuring—flexible boarding, lower admissions counts, graduated wagering tax rates, limits and floors on riverboat tax revenue—have not affected the local positive fiscal impact. The current lawsuit over property tax issues in Lake County precludes a comprehensive analysis of the fiscal impact of property taxes. Because of this, the impact on schools, which receive only property taxes, cannot be determined, but if it is similar to past trends, it may well be positive, especially if the Gary School Corporation has the excess capacity to serve the few new riverboat pupils at little or no extra cost.

Since opening, the spending of local gaming-related taxes and incentive payments has contributed over \$274 million of new economic activity in Lake County. Included within this economic impact are an estimated 4,200 jobs and \$94 million in local wages. While the short-term economic contributions of the spending of gaming-related taxes and incentives are important, the long-term contributions to the quality of life from investments by the city of Gary in capital equipment, new construction, landscaping, and infrastructure improvements, as well as programs and scholarships, should benefit residents and increase the economic competitiveness of local businesses.

Community Impacts

Majestic Star is perceived as a good corporate citizen, spending nearly \$96 million in the area and attracting new visitors to the community. Additionally, Majestic Star has impacted the Gary area through over one million dollars in sponsorships and contributions to local area organizations.

Center staff conducted focus groups with local community and business leaders and social services providers. While there were some differences among the groups, overall the results were positive. They reported that Majestic Star has been a positive addition to the community. It provides well-paying jobs with good benefits as well as economic diversity in a time when steel mill and manufacturing jobs are declining. It provides revenues to local governments that can be used for infrastructure improvement. While it has had a positive environmental impact, assisting in reclamation of the lakefront, some felt that the local communities are parochial and do not provide adequate environmental planning. They felt that the local communities should get together and form a regional plan for the lakefront and surrounding area and have a long-term strategy. In Gary, there was concern expressed because the mayor was able to change the local agreement without the input of the City Council. There is some concern that the funds have been misspent, and that a stadium was not the best investment.

Employment

Majestic Star has provided new employment opportunities for local residents. Majestic Star had 1,148 employees as of December 31, 2003, and has paid over \$285 million in wages since opening. In January and February the Center surveyed Majestic Star employees and found that for many employees the employment opportunity at the riverboat provided an increased sense of economic security. For example, 35 percent of the survey respondents were unemployed prior to beginning work at Majestic Star; and over half were employed reported receiving a raise upon beginning work at Majestic Star. The average length



of employment was 3 years and 6 months, and 40 employees (12 percent) felt secure enough to move from rental housing to homeownership. While over 60 percent of the employees reported job-related training, fewer employees reported tuition reimbursement opportunities or paying for their own training.

Business Climate Impacts

Overall, the numbers of jobs, number of establishments, and average wage per job in Lake County have lagged compared to the trends in the aggregate of the non-riverboat counties. The lagged growth in jobs and establishments began well before the commencement of gaming. The divergence in wage growth relative to the aggregate of non-riverboat counties began approximately the same time as gaming in the county. However, this change is likely due more to the changing industry mix than the inducement of gaming employment in the area. Nineteen out of 100 industries met the criteria for analysis and showed considerable observable change in employment, number of establishments, or wages near the time gaming commenced. Most of those industries were in the Manufacturing and Retail Sectors. It is impossible to argue that all of the observable changes documented here occurred because riverboats opened during that time period. Causal relationship between gaming commencement and other industry change is beyond the scope of this report, but it does provide an understanding of the business climate in a county that receives fairly large investments and much attention as a result of gaming in the community. The Executive, Legislative, and other General Government Support, within the Public Administration Sector, was the only industry to have increased faster in employment, number of establishments, and wages.

Current Financial Position and Future Plans

The Majestic Star Casino, LLC, is unique among the Indiana Riverboats in that one person, Mr. Don Barden, wholly owns it. The Majestic Star is different from the average Indiana riverboat operation in other ways as well. It is one of two riverboats sharing a facility and location in Gary, Indiana. The joint venture is one of the largest gaming facilities on Lake Michigan and in the Chicago market. The shared facility enjoys a high level of traffic, but because there is so much capacity at that single site, the market share of gaming revenue that Majestic Star draws is low relative to the share of the gaming positions it has. Majestic Star faces the current market with greater competition from the more visible names of national competitors. The weak financial position of Trump Indiana and its parent Trump Hotel and Casino Resorts does not bode well for the joint facility in the near term.

In general, the current conditions for this license are strained but can improve with its lower cost debt and more rapid growth in some of its newly acquired gaming facilities. Going forward, competitive pressures are likely to become more intense, creating constant challenge for the managers of the license. But these are not new conditions. There were no new conditions discovered in this analysis of the financial strength of this license that would suggest that the Majestic Star Indiana license is in more danger in 2003 than it was at earlier evaluation points. The results of this analysis support the decision to renew this license, but the increasing intensity of competitive conditions in the Chicago market, coming from the consolidation of ownerships of other properties in that market and the potential for new facilities in downtown Chicago are significant risk factors for this license for the foreseeable future.



Introduction

On December 9, 1994, the Commission issued Certificates of Suitability¹ for a Riverboat Owner's License for two riverboats to be docked in Gary, Indiana. One of the riverboats, the Majestic Star Casino, LLC (Majestic Star), previously known as Barden-PRC-Gary, LLC, opened on June 11, 1996. The Riverboat Gambling Act, effective July 1, 1993, specifies that a licensed owner, after their license is renewed at year five, shall undergo a complete investigation every three years to determine that the licensed owner remains in compliance.

The Commission asked the Center for Urban Policy and the Environment (Center) of Indiana University's School of Public and Environmental Affairs to assist the Commission in performing economic impact, fiscal impact, financial, management, and other analyses to assist the Commission in renewing the riverboat casino licenses. The Center prepared annual evaluation reports for Majestic Star's first four years of operation as well as a report that analyzed Majestic Star's first five years of operation. These reports are available on the Indiana Gaming Commission's website. (www.in.gov/gaming/reports/)

This report contains an analysis of Majestic Star's first eight years of operation. Because this analysis must be completed before the completion of Majestic Star's eighth year of operations, for year eight, data are shown as 2003.

¹ The Certificate of Suitability (Certificate) was the agreement between Majestic Star and the Indiana Gaming Commission that gave Majestic Star its license. The Certificate specified certain levels of project development and incentive payments to be made by Majestic Star as well as specifying that Majestic Star abide by agreements made with the local governments.





Economic and Fiscal Activity

The following sections examine the changes brought about by tax restructuring—flexible boarding, lower admissions counts, graduated wagering tax rates, and limits and floors on riverboat tax revenue. They also provide detail regarding the compliance of Majestic Star's voluntary and mandatory contributions and provide a preliminary analysis to identify and quantify the immediate economic benefits enjoyed by Lake County as a result of the investment of the voluntary and tax contributions of Majestic Star.

Tax Restructuring and Riverboat Tax Payments to Local Governments

The Indiana General Assembly passed tax restructuring in the June 2002 special session. Restructuring made a number of dramatic changes in state and local taxation.

- It increased the sales tax and the cigarette tax.
- It reformed the corporate income taxes.
- It revised the local property tax controls.
- It delivered hundreds of millions of dollars in additional property tax relief.
- It raised hundreds of millions of dollars to help fill Indiana's state budget gap.

In addition, tax restructuring made several changes that affected the taxation of riverboat admissions, wagering receipts, and property.

- It allowed riverboats to adopt flexible boarding, also known as dockside gaming, rather than requiring two-hour excursions throughout the day.
- It adopted new, higher graduated tax rates for the wagering tax.
- It capped the revenue that host cities and towns could receive from the wagering tax, at the amount received during the state's fiscal year 2001-02.
- It put a floor on the revenue that host cities, towns, and counties could receive from the admissions tax, at the amount received during the state's fiscal year 2001-02.
- It designated the first \$33 million in wagering taxes collected in each state fiscal year for distribution to non-riverboat counties, cities, and towns.
- It effectively committed Indiana to market value property tax assessment, which affected the tax rates applied to the assessed value of riverboat property.

This section of the report will look at the effect of these changes on the tax revenues paid by the Majestic Star riverboat to Lake County and the city of Gary.

Admissions Tax

Tax restructuring left admissions tax rates unchanged at \$3 per admission, but allowed riverboats to adopt flexible boarding. Prior to this, riverboats were required to cruise, or operate as if they cruised and were charged admission tax for each cruise. The casino's doors were closed to entrants for the length of the cruise, whether or not the boat left the dock. With flexible boarding, the riverboat is allowed to remain dockside with its doors open. Patrons may enter at any time they wish. This increased convenience was expected to increase attendance and wagering, and it appears to have done so for most boats.

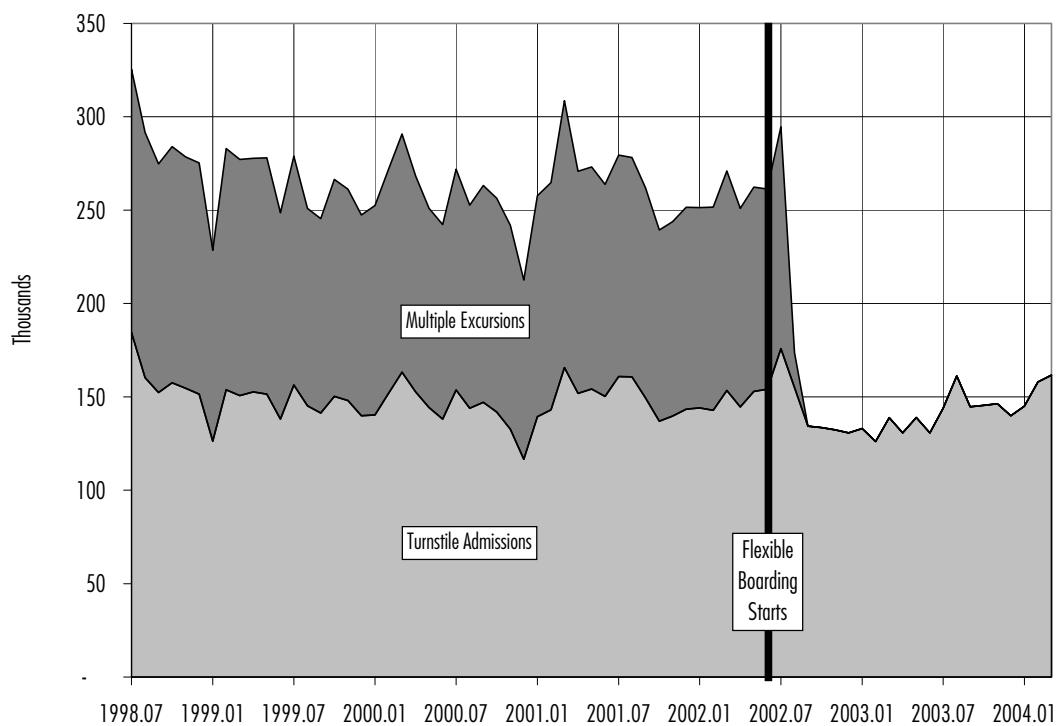


By the first week of August 2002, all of Indiana's riverboats had applied for and been granted permission to use flexible boarding. Majestic Star began flexible boarding on August 5, 2002.

Prior to flexible boarding, all the patrons of each cruise were counted as new admissions, even if the patron simply remained on the boat for more than one cruise. Flexible boarding ended this practice. This meant that the number of admissions, as counted, declined with the advent of flexible boarding, even if the number of patrons increased.

Figure 1 shows monthly admissions for the Majestic Star riverboat, July 1998 through March 2004.

Figure 1: Turnstile and Multiple Excursion Admissions, July 1998-March 2004



Turnstile admissions show the actual number of patrons entering the riverboat. Multiple excursions are the added count of these patrons as extra admissions because they took more than one cruise. In August 2002 multiple excursion admissions disappear (Majestic Star continued to count multiple excursions for four days in August 2002). The total number of counted admissions (including multiple excursions) dropped from a monthly average of 264,985 for July 1998 through July 2002, to 142,447 for August 2002 through March 2004, a 46 percent decline. The Majestic Star riverboat does not appear to have seen the expected boost in turnstile admissions from flexible boarding. The average number of turnstile admissions for the four years before flexible boarding was 149,060, and for the period since, 141,510.

Flexible boarding would have cost Lake County local units 46 percent of their admissions tax revenue from the Majestic Star riverboat, had the old tax structure remained unchanged. Perhaps in response to this



difficulty, the General Assembly fixed the amount of admissions tax revenue to be distributed to riverboat local units at the state fiscal year 2001-02 amount. Indiana Code 4-33-12-6 reads (in part):

- (h) . . . The treasurer of state shall determine the total amount of money paid by the treasurer of state to an entity subject to this subsection during the state fiscal year 2002. The amount determined under this subsection is the base year revenue. . . . The treasurer of state shall certify the base year revenue determined under this subsection to each entity subject to this subsection.
- (j) For state fiscal years beginning after June 30, 2002, the total amount of money distributed to an entity under this section during a state fiscal year may not exceed the entity's base year revenue as determined under subsection (h). . . . If the treasurer of state determines that the total amount of money distributed to an entity under this section during a state fiscal year is less than the entity's base year revenue, the treasurer of state shall make a supplemental distribution to the entity under IC 4-33-13-5(g).

And IC 4-33-13-5(g) (version b) reads (in part):

Before September 15 of 2003 and each year thereafter, the treasurer of state shall determine the total amount of money distributed to an entity . . . during the preceding state fiscal year. If the treasurer of state determines that the total amount of money distributed to an entity . . . during the preceding state fiscal year was less than the entity's base year revenue. . . , the treasurer of state shall make a supplemental distribution to the entity from taxes collected under this chapter and deposited into the property tax replacement fund. The amount of the supplemental distribution is equal to the difference between the entity's base year revenue. . . and the total amount of money distributed to the entity during the preceding state fiscal year under IC 4-33-12-6.

For state fiscal year 2003 the State Treasurer certified base year revenue for Lake County at \$17,588,954 for all of the county's riverboats. Of this amount, \$13,339,010 was paid from admissions taxes, and the remainder was paid from a distribution from the property tax replacement fund (PTRF). The city of Gary's certified base year revenue was \$6,312,402 from both its riverboats. Of this amount, \$4,482,070 was paid from admissions taxes, and the remainder from the PTRF. In addition, the Lake County Convention and Visitors Bureau received certified base year revenue of \$1,758,880—\$1,200,512 from the admissions tax and the remainder from the PTRF—and the Northwest Indiana Law Enforcement Training Academy received \$133,377 in admissions taxes.

Majestic Star's share of Lake County's admission tax receipts was \$2.2 million. Majestic Star's prorated share of the state PTRF distribution was \$830 thousand. Majestic Star's share of Gary's admission tax receipts is the same as for the county, \$2.2 million, and its prorated share of the state PTRF was \$830,000.

Wagering Tax

Tax restructuring allowed riverboats to adopt flexible boarding, which was expected to increase wagering revenue. However, riverboats that adopted flexible boarding (as they all did) would pay wagering taxes under a new set of graduated tax rates.

Prior to restructuring the wagering tax rate was a flat 20 percent of adjusted gross receipts (AGR). After restructuring, the rates were set for flexible boarding riverboats as shown in Table 1. The initial rate is 15



percent, less than the old flat rate, but this applies only to the first \$25 million of AGR. A 20 percent rate applies to AGR from \$25 to \$50 million. Above \$50 million, rates higher than the pre-restructuring 20 percent flat rate apply. The Majestic Star riverboat began paying the 20 percent rate on October 8, 2002, the 25 percent rate on December 15, 2002, and the 30 percent rate on February 18, 2003.² Clearly, the new graduated tax rates represent an increase in wagering taxes for Majestic Star.

Table 1: Graduated Wagering Tax Rates

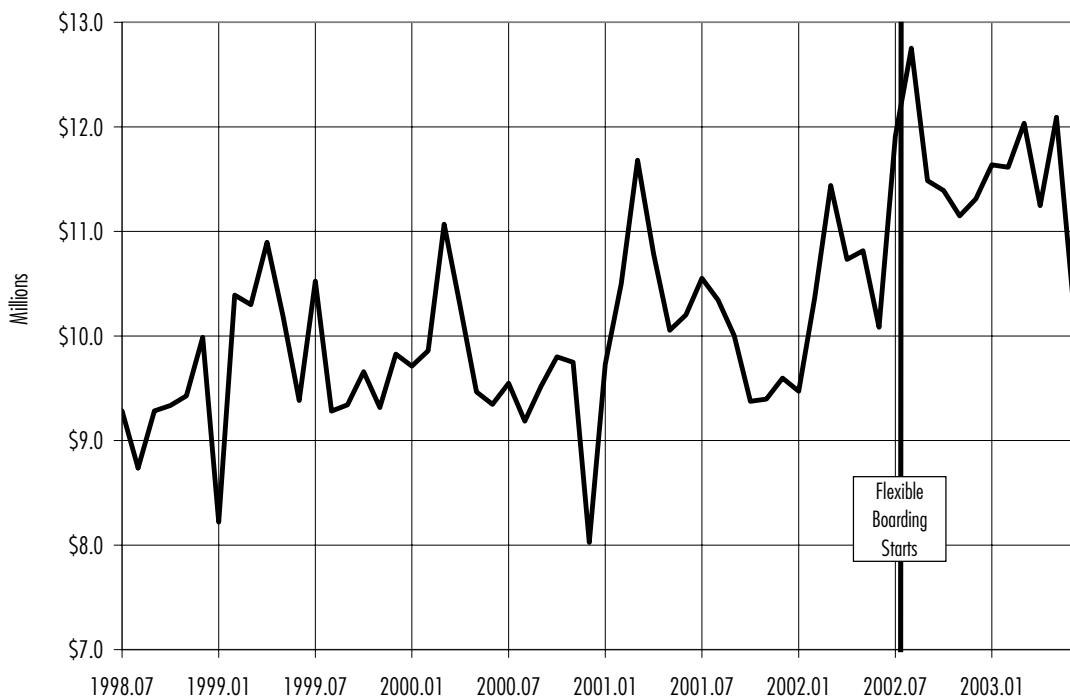
| From AGR Amount | To AGR Amount | Tax Rate |
|-----------------|---------------|----------|
| \$0 | \$25 million | 15% |
| \$25 million | \$50 million | 20% |
| \$50 million | \$75 million | 25% |
| \$75 million | \$150 million | 30% |
| \$150 million | And above | 35% |

Flexible boarding was expected to increase adjusted gross receipts, and an increase is apparent for the Majestic Star riverboat. Figure 2 shows the estimated monthly AGR for the period July 1998 through June 2003 (the end of the 2003 state fiscal year). Aside from the jump in AGR in August 2002, the first month of flexible boarding, the range of monthly AGR was \$10.4 to \$12.1 million, averaging (after August) \$11.4 million. In the previous two state fiscal years before the advent of flexible boarding, the range of monthly AGR was lower, \$8.0 to \$11.7 million, as was the monthly average, \$10 million.

² There was confusion about when to start counting AGR to determine which graduated rate to use. The fiscal year began in July, but flexible boarding began in August. Did the AGR in July count towards determining which graduated rate to use? This was cleared up in the 2003 budget bill, which added language to the Indiana Code saying that in any year that flexible boarding was adopted, the AGR shall be counted from the beginning of that fiscal year [(see IC 4-33-13-1.5(g) (version a)].



Figure 2: Estimated Adjusted Gross Receipts, July 1998-June 2003



The city of Gary receives a share of wagering tax revenue. Counties do not receive such revenue. Prior to restructuring, Gary received one-quarter of the wagering taxes collected under the flat 20 percent rate. This share was unchanged by tax restructuring.

However, two features were added to the distribution of wagering taxes to local governments which reduce the amount of revenue that Gary realizes from the wagering tax.

One, the legislature designated the first \$33 million from statewide wagering taxes to be distributed to non-riverboat counties, cities, and towns. The collection of the \$33 million starts with the beginning of the state fiscal year in July. Indiana Code 4-33-13-5 (a) reads (in part):

- (1) The first thirty-three million dollars (\$33,000,000) of tax revenues collected under this chapter shall be set aside for revenue sharing under subsection (e).
- (2) Subject to subsection (c), twenty-five percent (25%) of the remaining tax revenue remitted by each licensed owner shall be paid:
 - (A) to the city that is designated as the home dock of the riverboat from which the tax revenue was collected. . .

Subsection (e) referred to in part (1) describes how the revenue is to be divided up among non-riverboat counties, cities, and towns. In fiscal 2003, the \$33 million was not distributed to cities and towns, but was transferred to the state general fund to help balance the state budget.



Gary receives 25 percent of wagering tax revenue, after the \$33 million has been collected at the beginning of the state fiscal year in July. Majestic Star collects about 5.5 percent of statewide AGR, so its share of the \$33 million is about \$1,850,000.

Two, the legislature fixed a maximum amount that a city can receive from wagering taxes, at the amount received during the state fiscal year 2001-02. Subsection (c) referred to in section (2) above reads (in part):

. . . The treasurer of state shall determine the total amount of money paid by the treasurer of state to the city or county during the state fiscal year 2002. The amount determined is the base year revenue for the city or county. The treasurer of state shall certify the base year revenue determined under this subsection to the city or county. The total amount of money distributed to a city or county under this section during a state fiscal year may not exceed the entity's base year revenue.

The State Treasurer certified base year revenue for Gary at \$12,269,626, from both its riverboats. Gary's wagering tax collections reached this amount by the end of April 2003. The revenue that would have gone to Gary in May and June without this limit was instead deposited in the state's property tax replacement fund, an amount equal to approximately \$2.3 million.

Of the total \$12.3 million distribution to Gary, approximately \$7 million was generated by the Majestic Star riverboat. Majestic Star's wagering taxes contributed about \$1.3 million to the state's PTRF in May and June 2003.



Fiscal Impacts

Fiscal impact analysis attempts to determine how a change in policy has affected the revenues and expenditures of a government. How has gaming tax restructuring affected the budgets of Lake County and the city of Gary?

We compare three scenarios. First, suppose the policies in effect in 2002 had continued. Suppose there was no flexible boarding, no graduated wagering tax, and no-limits or floors on admissions and wagering tax revenue. Riverboats would continue to cruise, with taxable admissions equal to turnstile plus multiple excursion admissions. The wagering tax would remain at a flat 20 percent of adjusted gross receipts. Call this the Old scenario.

Second, suppose that flexible boarding and the graduated wagering tax had been adopted without the limits or floors on admissions and wagering tax revenues. Call this the No-Limits scenario.

Third, consider what was actually adopted, flexible boarding, turnstile admissions, a graduated wagering tax, a floor on admissions tax revenue and a limit on wagering tax revenue. Call this the Actual scenario.

The key to the no-restructuring Old scenario are the assumptions about what would have happened to admissions and adjusted gross receipts. Flexible boarding apparently increased both for most boats, but would either of these tax bases have increased had flexible boarding not been adopted?

There appears to have been no clear upward or downward trend in total admissions for the Majestic Star riverboat before flexible boarding. Total admissions were 3.1 million in each state fiscal year 2000, 2001, and 2002. For the Old scenario, assume 2003 total admissions would have been the same as in 2002. The Trump and Horseshoe riverboats also are assumed to show no upward admissions trend for the Old scenario. The Harrah's riverboat is assumed to show a 4.1 percent admissions increase in 2003 for the Old scenario.

There appears to have been an upward trend in adjusted gross receipts for the Majestic Star riverboat prior to flexible boarding. AGR was \$117.6 million in state fiscal year 2000, \$118.8 million in 2001, and \$122.2 million in 2002. The Majestic Star riverboat is assumed to increase its AGR 1.9 percent in 2003 for the Old scenario. The Trump riverboat shows no upward AGR trend.

Tables 2 through 5 show the revenue estimates for the three scenarios for Lake County and Gary. Results are shown for all riverboats in the county and city, since the admissions tax floor and wagering tax ceilings under tax restructuring are calculated based on total receipts to the local unit.



Table 2: Lake County Admissions Tax

| | | Old | No-Limits | Actual |
|--------------------|---------------|--------------|------------------|---------------|
| Tax Revenue | Trump | \$3,231,964 | \$2,233,525 | \$2,233,525 |
| | Majestic Star | 3,080,438 | 2,248,545 | 2,248,545 |
| | Horseshoe | 5,294,238 | 4,334,603 | 4,334,603 |
| | Harrah's | 6,227,589 | 4,522,337 | 4,522,337 |
| | Total | \$17,834,229 | \$13,339,010 | \$13,339,010 |
| Plus Supplemental* | Trump | 0 | 0 | 998,439 |
| | Majestic Star | 0 | 0 | 831,893 |
| | Horseshoe | 0 | 0 | 959,635 |
| | Harrah's | 0 | 0 | 1,459,977 |
| | Total | \$0 | \$0 | \$4,249,944 |
| Total Revenue | Trump | 3,231,964 | 2,233,525 | 3,231,964 |
| | Majestic Star | 3,080,438 | 2,248,545 | 3,080,438 |
| | Horseshoe | 5,294,238 | 4,334,603 | 5,294,238 |
| | Harrah's | 6,227,589 | 4,522,337 | 5,982,314 |
| | Total | \$17,834,229 | \$13,339,010 | \$17,588,954 |

*Amount of the supplemental distribution to cities and counties by the State Treasurer, to bring admissions receipts up to the 2002 level.

Table 3: Gary Admissions Tax

| | | Old | No-Limits | Actual |
|--------------------|---------------|-------------|------------------|---------------|
| Tax Revenue | Trump | \$3,231,964 | \$2,233,525 | \$2,233,525 |
| | Majestic Star | 3,080,438 | 2,248,545 | 2,248,545 |
| | Total | \$6,312,402 | \$4,482,070 | \$4,482,070 |
| Plus Supplemental* | Trump | 0 | 0 | 998,439 |
| | Majestic Star | 0 | 0 | 831,893 |
| | Total | \$0 | \$0 | \$1,830,332 |
| Total Revenue | Trump | 3,231,964 | 2,233,525 | 3,231,964 |
| | Majestic Star | 3,080,438 | 2,248,545 | 3,080,438 |
| | Total | \$6,312,402 | \$4,482,070 | \$6,312,402 |

*Amount of the supplemental distribution to cities and counties by the State Treasurer, to bring admissions receipts up to the 2002 level.



Table 4: Gary Wagering Tax

| | | Old | No-Limits | Actual |
|-------------------------|---------------|---------------|------------------|---------------|
| AGR | Trump | \$126,000,000 | \$128,907,546 | \$128,907,546 |
| | Majestic Star | 124,500,000 | 139,018,797 | 139,018,797 |
| | Total | \$250,500,000 | \$267,926,343 | \$267,926,343 |
| Tax Revenue | Trump | 6,300,000 | 6,289,008 | 6,289,008 |
| | Majestic Star | 6,225,000 | 8,280,277 | 8,280,277 |
| | Total | \$12,525,000 | \$14,569,286 | \$14,569,286 |
| Less: Amount Over Limit | Trump | 0 | 0 | 992,676 |
| | Majestic Star | 0 | 0 | 1,306,984 |
| | Total | \$0 | \$0 | \$2,299,660 |
| Total Revenue | Trump | 6,300,000 | 6,289,008 | 5,296,332 |
| | Majestic Star | 6,225,000 | 8,280,277 | 6,973,294 |
| | Total | \$12,525,000 | \$14,569,286 | \$12,269,626 |

Table 5: Gary Total Revenue, Wagering, and Admissions Taxes

| | | Old | No-Limits | Actual |
|----------------------------|---------------|--------------|------------------|---------------|
| Total Revenue | Trump | \$9,491,964 | \$8,522,533 | \$8,528,296 |
| Wagering & Admission Taxes | Majestic Star | 9,305,438 | 10,528,823 | 10,053,732 |
| | Total | \$18,797,402 | \$19,051,356 | \$18,582,028 |

Table 2 shows the total riverboat admission tax revenues received by Lake County under each scenario. The Actual scenario does not deliver the most revenue to Lake County. For Lake, the Old scenario delivers slightly more revenue than the Actual scenario. This result depends entirely on the assumption that total admissions was trending upward before flexible boarding (the upward trend for Harrah's). If there were no upward trend, the Old and Actual scenarios would deliver the same revenue. Further, the certainty with which the revenue would be delivered under the Actual scenario—with any variations in admissions taxes offset by the state's supplemental distribution—might make it the preferred scenario. Declines in admissions would reduce admissions tax revenue under the Old scenario, but not under the Actual scenario.

Flexible boarding is a fact, and without the multiple excursion admissions, Lake would have suffered an enormous \$4.3 million loss of revenue had the minimum distribution not been put in place. This is shown in the No-Limits scenario (Table 2). If turnstile admissions trend upward under flexible boarding, the size of the state's supplemental distribution will fall. Turnstile admissions under flexible boarding are unlikely to grow enough to match the old total admissions with multiple excursions in the near future, however.

Table 5 shows that Gary receives the most combined wagering and admissions tax revenue under the No-Limits scenario, and the Actual scenario delivers the smallest revenue of the three. Gary receives the same admissions tax revenue from each riverboat as Lake County, so the Lake analysis also applies to the city (see Table 3). The Old scenario delivers the same revenue as the Actual scenario to Gary because neither the Majestic Star nor Trump boats are assumed to have had an upward trend in admissions before restructuring. Since the revenues are the same, the greater certainty of the Actual revenues makes this



scenario preferable to the uncertainty of the Old revenues. Table 4 shows that wagering tax receipts under the Actual scenario are slightly less than under the Old scenario. This is because of the assumed increase in AGR for the Majestic Star riverboat in the Old scenario.

Gary would receive \$2.3 million more in wagering tax revenue under the No-Limits scenario than it actually did in 2003. This is because of the upper limit that restructuring placed on wagering tax revenue. The increased AGR due to flexible boarding does not benefit the city because of this limit.

In total for Gary, actual revenue is about half a million dollars less than the revenue that would be received under the No-Limits scenario. Like Lake, Gary would suffer large losses in admissions tax revenue if flexible boarding were adopted without the state's revenue floor. The benefit of flexible boarding, however, is in the added AGR, and the state's limit on wagering tax receipts costs Gary over two million dollars a year. This would more than offset the loss of admissions tax revenue. The difference between the No-Limits and Actual scenarios is small for Gary, however, and the added certainty in the Actual scenario may make it the preferred alternative.

A formal analysis of costs was not conducted, but increased attendance might add to city and county costs, through added traffic control requirements, for example. On the other hand, the end of cruises may spread traffic more evenly throughout the day, replacing big increases in traffic every two hours. The effect of flexible boarding on costs is unclear, but is likely to be small.

Previous analyses have shown that Indiana's riverboat taxes are quite generous for the counties and cities hosting riverboats, a fact that tax restructuring has not changed. Riverboats have a positive fiscal impact for host counties and cities. The move to flexible boarding had the potential to make riverboats much less generous for counties, and more generous for cities. The state avoided both possibilities by fixing future revenues at their 2002 levels. Tax restructuring effectively reserved the revenue benefits of added wagering taxes for the state, and for non-riverboat counties, cities, and towns.

Property Tax

In December 1998, the Indiana Supreme Court found Indiana's real property tax assessment system to be unconstitutional. Indiana had been assessing real property—land and buildings—for tax purposes using a unique system based on construction costs and depreciation by age. The court found that this system lacked a sufficient relationship to property wealth and was not based on objectively verifiable data.

The court did not decide explicitly that Indiana must use a market value system, that is, to assess based on a property's predicted selling price. In 2002, the State Tax Board (later renamed the Department of Local Government Finance) proposed a non-market value assessment system that (it hoped) would meet the court's requirements. However, the tax restructuring passed by the General Assembly in the June 2002 special session threw out the main non-market value element of the Tax Board's proposal.³ Indiana effectively became a market value state. In addition, the legislature increased the amount of state funds devoted to property tax relief. The funds were derived from the increases in the sales tax, cigarette tax,

³ This non-market value element was the “shelter allowance,” which was a fixed dollar amount to be subtracted from the predicted selling price of each owner-occupied home as part of the assessment calculation. The allowance varied by county. The legislature replaced the shelter allowance with a higher homestead exemption, which is applied after assessments are set.



and the higher graduated riverboat wagering tax. Most of the added tax relief was delivered through a higher property tax replacement credit (PTRC) rate.

Lake County has not yet completed tax billing for the 2003 calendar year. A private firm was assigned by the state to assess real property in Lake County. This assessment was completed early in 2004. Tax bills were to have been issued in May 2004. However, on May 7 a Lake Superior Court judge halted the tax billing process, based on a finding that the reassessment was unconstitutional. The state appealed to the Supreme Court and on May 28 the Indiana Supreme Court stayed the May 7 decision, allowing Lake County property tax bills to go out based on the reassessment. As of mid-June 2004, the court has scheduled oral arguments, leaving open the possibility it could find the reassessment unconstitutional.

Table 6 shows the property tax payments made by the Majestic Star riverboat to all Lake County local governments from 2000 to 2003. The smaller tax payment in 2003 reflects the partial collection of property taxes made that year, based on 2001-02 assessed values. Final billing in 2003 will collect the remainder of taxes owed.

Table 6: Majestic Star Riverboat Property Tax Payments, 2000-2003

| Year | Tax Payment |
|------|-------------|
| 2000 | \$2,046,031 |
| 2001 | \$2,439,952 |
| 2002 | \$2,384,555 |
| 2003 | \$1,635,281 |

With so much uncertainty about tax payments, however, it may be premature to make a formal analysis of the Majestic Star riverboat's property tax payments under reassessment and tax restructuring.

Some general observations can be made based on events in other counties. How a particular taxpayer fares under reassessment depends on how much the taxpayer's property's assessed value increases, how much the tax rate falls, and for how much property tax relief the taxpayer's property is eligible. It appears that reassessment is increasing the assessed values of older residential property, rental property, and farm land more, while the assessed values of other commercial, industrial, and utility property are increasing less. This implies that property taxes will shift from businesses to homeowners, landlords, and farmers.

Lake County has some unique features. Its residential property has been historically underassessed, so residential assessments are likely to rise more in Lake than elsewhere. A very large share of Lake County real property has been its steel mills. This industrial property is likely to see smaller real property assessments under any new assessment scheme. The difficulties the steel industry are experiencing make its property worth less. Thus, the tax shifts from industry to homeowners are likely to be larger in Lake than in any other county.

Riverboats are commercial property. In most counties owners of such property would pay less after reassessment and restructuring. Tax rates would fall more than assessments would rise, and added tax relief would further reduce tax payments. In Lake County, however, the fall in industrial assessments may make for a relatively small decline in tax rates. Property tax payments by riverboats are likely to decline less in Lake than elsewhere. They may even increase.



Incentive Payments

The largest impact of Majestic Star in the Gary area (outside of taxes) has been through incentive payments. These payments are the result of agreements that were made with Gary as part of their application process. In its Certificate of Suitability, Majestic Star agreed to provide incentive payments, as detailed below.

Incentive Payment Certificate Compliance

As Table 7 illustrates, Majestic Star has provided over \$29 million in incentive payments since inception. The economic impact of these contributions to the Gary economy is discussed in the section below.

Table 7: Schedule and Description of Incentive Payments

| Category | 1996-00 | 2001 | 2002 | 2003 | Total |
|---|---------------------|--------------------|--------------------|--------------------|---------------------|
| Economic development payments | \$16,802,061 | \$3,667,102 | \$3,980,501 | \$4,103,373 | \$28,553,037 |
| Hire consultant to assist city in planning for Gary 2000 waterfront project | \$145,000 | \$0 | \$0 | \$0 | \$145,000 |
| Youth Training Program | \$101,900 | \$0 | \$0 | \$0 | \$101,900 |
| Purchase of 12 police cars | \$246,950 | \$0 | \$0 | \$0 | \$246,950 |
| TOTAL | \$17,295,911 | \$3,667,102 | \$3,980,501 | \$4,103,373 | \$29,046,887 |

Tax Revenue Collected

As Table 8 illustrates, Majestic Star has paid over \$147 million in direct taxes to the state of Indiana since it opened.

Table 8: State Direct Taxes

| Category | FY1996-02 | FY 2003 | Total |
|-----------------------------|----------------------|---------------------|----------------------|
| Gaming Tax (State Share) | \$99,119,672 | \$26,986,297 | \$126,105,969 |
| Admission Tax (State Share) | \$18,698,642 | \$910,622 | \$19,609,264 |
| Sales and Use Tax | \$1,161,633 | \$277,385 | \$1,439,018 |
| TOTAL | \$118,979,947 | \$28,174,304 | \$147,154,251 |



In addition, as Table 9 shows, Majestic has paid over \$97 million in direct taxes (gaming, admission, and property taxes) that have gone to the local area (city and county) since it opened.

Table 9: Local Direct Taxes

| Category | FY1996-02 | FY 2003 | Total |
|------------------------------|---------------------|---------------------|---------------------|
| Gaming Tax (City Share) | \$35,883,343 | \$6,134,813 | \$42,018,156 |
| Admission Tax (County Share) | \$19,039,561 | \$2,241,035 | \$21,280,596 |
| Admission Tax (City Share) | \$19,039,561 | \$2,241,035 | \$21,280,596 |
| Property Tax | \$11,267,606 | \$1,635,281 | \$12,902,887 |
| TOTAL | \$85,230,070 | \$12,252,164 | \$97,482,233 |

Economic Impact of the Spending of Gaming-Related Local Taxes and Incentive Payments

As part of the five year evaluation we estimated the economic impact of local gaming-related taxes and incentive revenue spent by local governments and community foundations. As part of the eight year evaluation, we will present the total eight year economic impact of expenditures of gaming-related tax and incentive payments and provide a detailed analysis of the economic impact that has occurred since the five year report.

The city of Gary places all gaming-related revenue, including taxes and negotiated contributions from both Trump and Majestic Star into one fund. As a result, this study cannot separately address the economic benefits of each individual boat. Thus, this study analyzes the aggregate benefit derived from the spending of locally collected tax dollars and negotiated incentive payments from both Trump and Majestic Star.

From Trump and Majestic Star's opening in June 1996, through December 31, 2003, the estimated economic impact of expenditures of local gaming-related taxes and incentive payments made by the city of Gary have generated:

- \$273,699,275 in economic impact,
- \$94,085,613 in employee compensation, and
- 4,187 new jobs (full-time equivalents).

The estimated economic impact of expenditures of local gaming-related taxes and incentive payments since the five year report (covering the years 2001-2003) is:

- \$134,099,563 in economic impact,
- \$44,800,237 in employee compensation, and
- 2,096 new jobs (full-time equivalents).

Economic Impact of the Expenditure of Gaming-Related Local Taxes and Incentive Payments 2001-2003

The expenditure by local government of the gaming-related taxes and incentive payments generated by Trump and Majestic Star makes two important contributions to the local economy. The first contribution is the immediate economic impact of the expenditures as they work their way through the local economy. These benefits can be estimated through the use of an input/output model, and are important for the short term stimulus they add to the local economy. The second or long-term contribution of these investments



is in the contribution they make to the fundamental competitiveness of the local economy. These longer term contributions can begin to be understood by looking at employment trends in the local economy.

Direct Economic Impact 2001 – 2003

Direct economic impact represents the spending of local tax and incentive revenue and the employment and wages generated by that expenditure. Specifically, the city of Gary spent \$92,111,288 of tax and incentive revenue, primarily on capital equipment, new construction, programs and scholarships, landscaping, and infrastructure improvements. The spending of the over \$92 million in tax and incentive revenue generated:

- \$31,476,714 in employee compensation and
- 1,484 new jobs (full-time equivalents).

Indirect and Induced Economic Impact 2001 – 2003

As the spending of the over \$92 million in tax and incentive payments works its way through the local economy (Lake County), it generates additional economic benefits for the community. For example, one of the new jobs may be a \$33,000-per-year construction worker whose employment is attributable to tax and incentive revenue paid by Trump and Majestic Star and spent by the city of Gary. As the construction worker and perhaps his or her family eat at Lake County restaurants, shop in local stores, purchase a new automobile, and make home improvements, those expenditures and all other local expenditures generate additional economic activity. Similarly, one of the firms hired by the city of Gary to patch and pave city streets, needs to purchase materials, supplies, and perhaps equipment. As with the construction worker, when purchased locally, these expenditures produce additional economic benefits. These benefits are known as the indirect benefits. Then as the firms and workers who indirectly benefit from the expenditure of tax and incentive spending by the city of Gary spend their money, it generates additional economic activity. This round of economic activity is known as the induced benefits.

The indirect and induced economic impact of the spending of gaming-related local tax and incentive payments made by Trump and Majestic Star is estimated to have generated an additional:

- \$41,988,275 in indirect economic activity,
- \$13,323,523 in indirect employee compensation, and
- 612 indirect new jobs (full-time equivalents).



An Expenditure Category Analysis of Economic Impact

While the city of Gary has not been able to provide documentation of how local gaming-related tax and incentive revenue was spent between 2001 and 2003, if the revenue was spent in a similar fashion to spending in the first five years the vast majority would have been spent on infrastructure (streets, roads, sewers, etc.). Figure 3 projects spending by category based on the assumption that expenditure patterns in the past three years were similar to expenditure patterns of the first five. The remainder of this section of the report will estimate the short-term economic value of each category of investment and compare the indirect benefits (investment, wages, and jobs) of each spending category.

Figure 3: Estimated Expenditure by Type of Public Investment

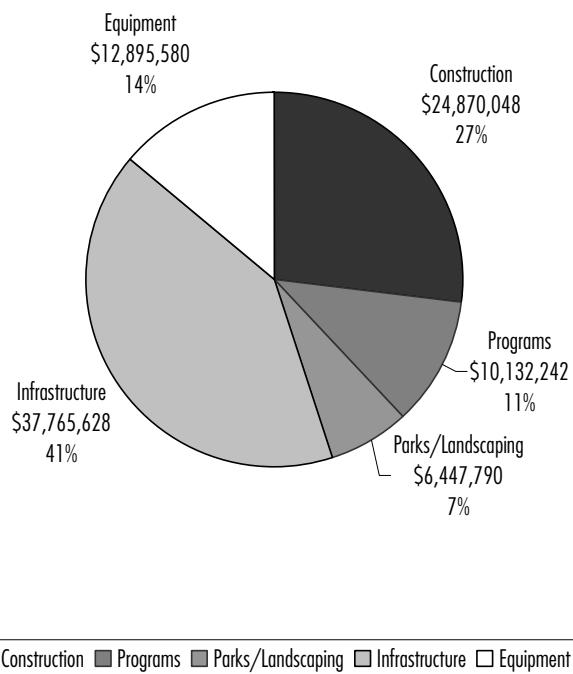
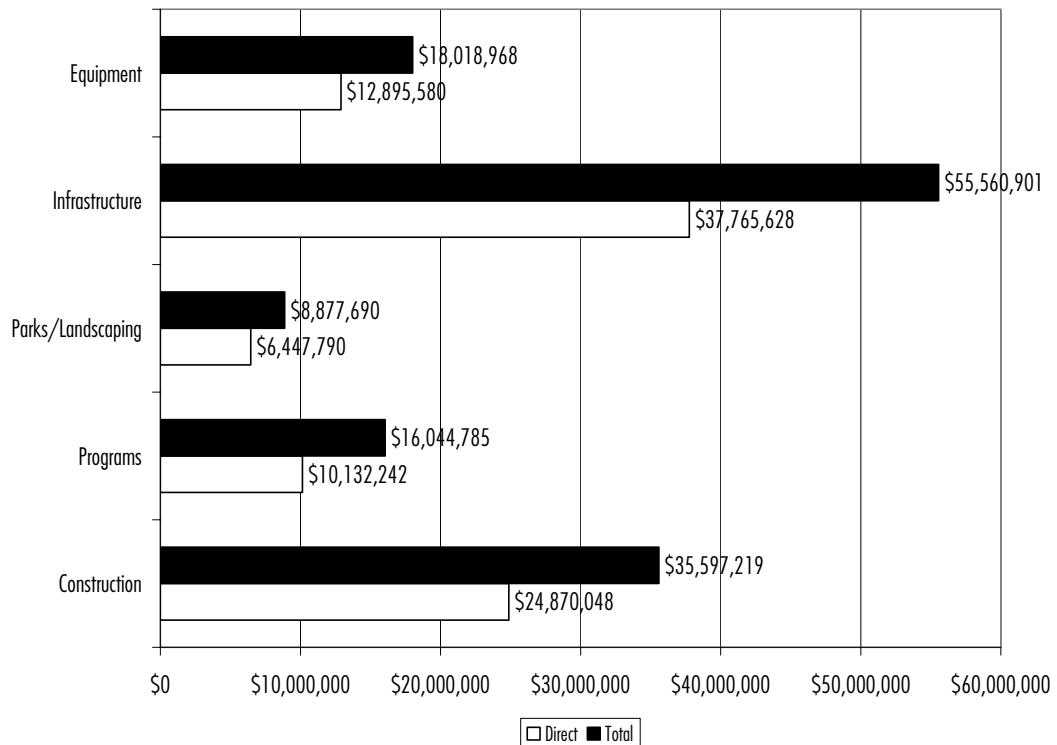




Figure 4 displays the direct and total economic activity estimated to be generated by each category of public expenditure.

Figure 4: Direct and Total Economic Activity by Type of Public Investment

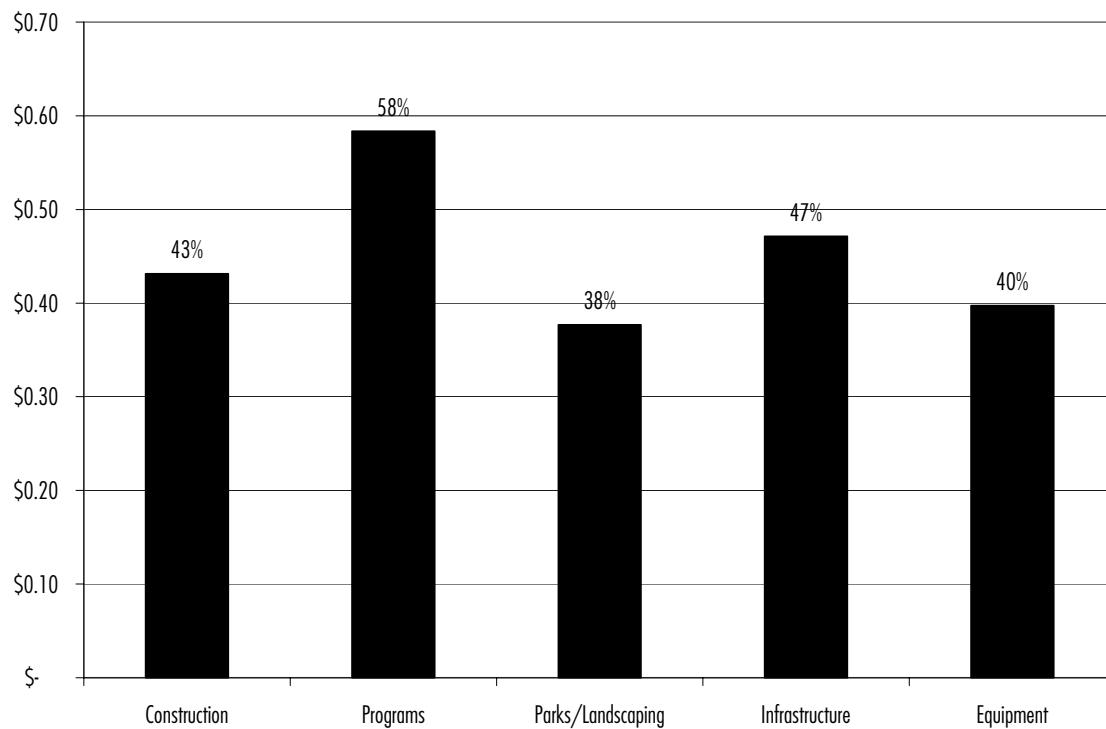




Indirect Impact as a Share of Total Impact

As in the stock market, different investments in Gary's local economy will have different rates of return (as measured by share of indirect impact). Figure 5 displays indirect and induced impact as a share of total impact in each category. The share of indirect impact will vary because different types of expenditures engender different local spending behaviors. For example, most programs are very labor intensive and generate much local spending in terms of wages, resulting in a 58 percent rate of return. This means that for every one dollar of gaming-related revenue spent on programs an additional 58 cents of economic activity is generated. Infrastructure investments in Gary generate a 47 percent share of indirect investment, likely losing some value because of the need to purchase supplies from non-local firms, and thus having a lower rate of short-term economic return. However, many studies indicated that the long-term benefits of infrastructure investment include higher wages, more jobs, and increased property value.

Figure 5: Indirect and Induced Impact as a Share of Total Impact (Direct, Indirect, and Induced) by Category

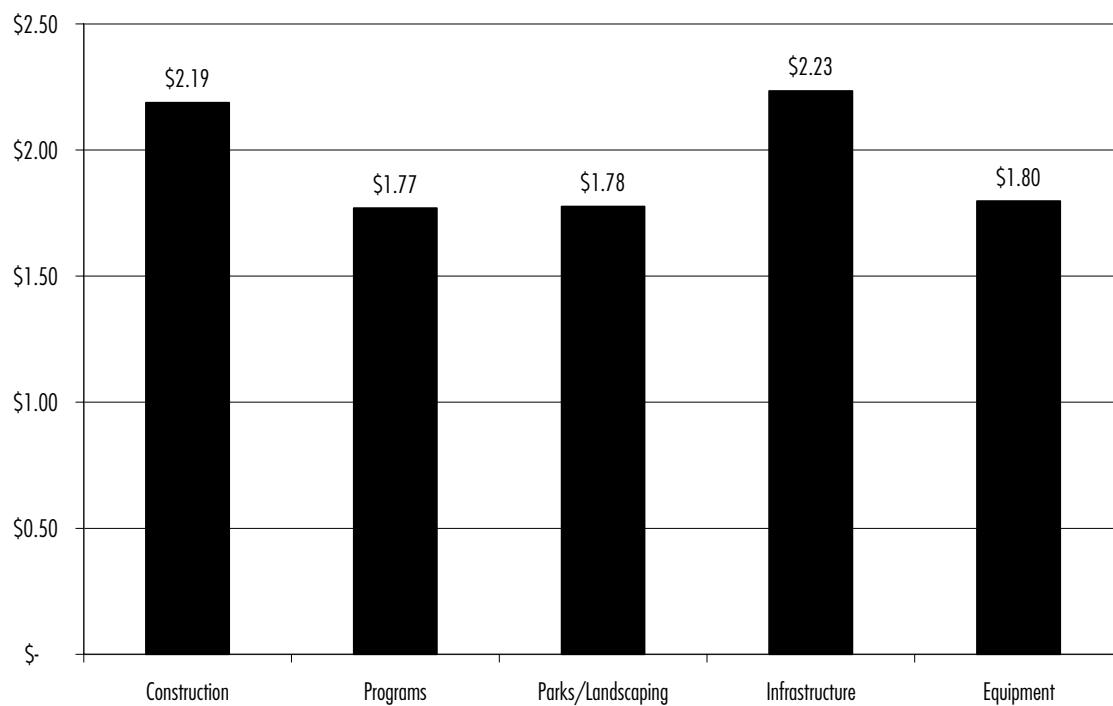




Direct Expenditures and New Wages

Figure 6 displays the amount of direct expenditures required to produce \$1 of new local wages. This amount varies because wages vary by industry and because the industry sectors have differing wage versus material and capital equipment expenditure rates. In Gary and Lake County, program expenditures are the most efficient in generating new wages, with only \$1.77⁴ of new investment required to generate \$1 of new wages. Infrastructure and construction investments, which require a high share of material and equipment expenditures, each require over \$2 in new expenditures to generate \$1 of new wages.

Figure 6: Direct Expenditures per \$1 of New Employee Compensation



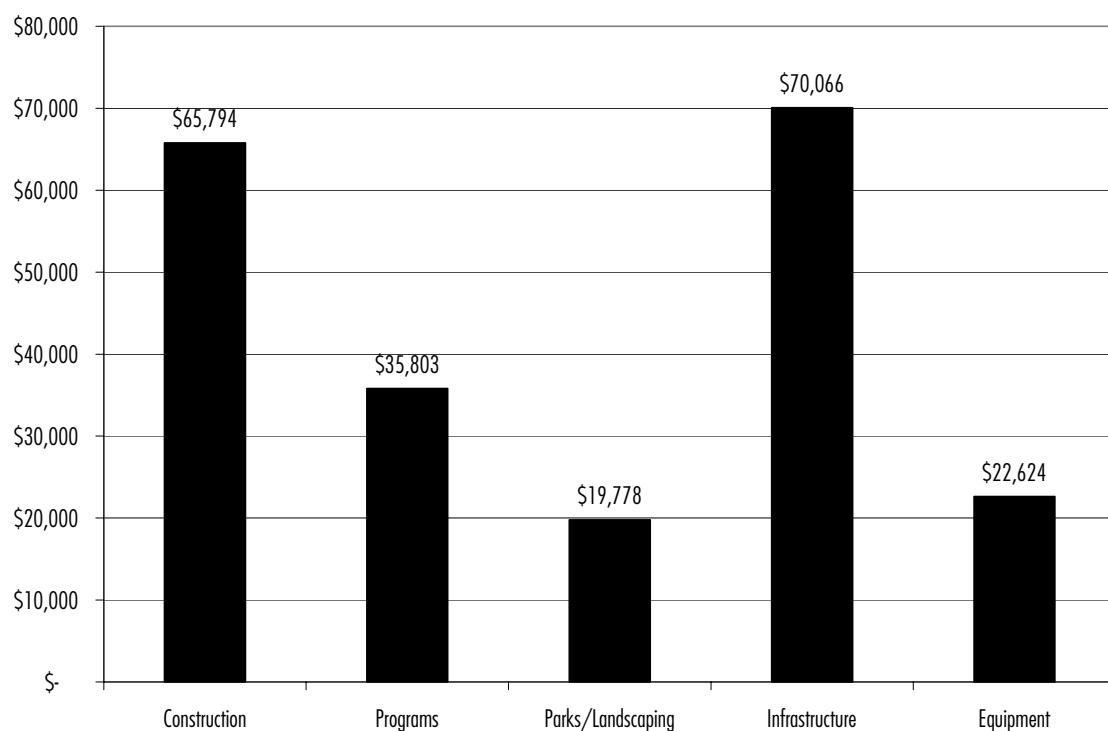
⁴ While the same input/output model is used for the Gary and Hammond boats, outputs can vary primarily because of different purchases within aggregated category. For example, the city of Hammond spent a greater share of its equipment purchases on vehicles, which have a higher wage rate than other types of capital investments/capital equipment purchases.



Direct Expenditures and New Jobs

Figure 7 displays the amount of new expenditures by economic sector required to produce a new job in the local economy. Much of the variance is attributable to the varying degree of labor intensity by economic sector. It is important to understand that while it only requires \$19,788 of direct expenditures to create a new landscaping job as compared to over \$70,000 to create an infrastructure job, the average wage for a landscaping job is \$11,134 while the average wage for an infrastructure related job is \$31,364.

Figure 7: Direct Expenditures per New Job Created







Community Impacts

Local Spending and Contributions

Majestic Star has spent money locally for both capital and operating expenses as well as through sponsorships and contributions. As Table 10 illustrates, since opening, Majestic Star has spent \$95.9 million locally (in Gary). Additionally, Majestic Star has impacted the Gary area through \$1.1 million in sponsorships and contributions to local area organizations. This figure excludes any contributions that were part of the local development agreement, which are discussed under Incentive Payments.

Table 10: Local Spending, Sponsorship, and Contributions

| | 1996-00 | 2001 | 2002 | 2003 | Total |
|----------------------------|--------------|--------------|--------------|------------|--------------|
| Local Spending | \$56,106,824 | \$13,990,000 | \$17,670,000 | 8,090,000 | \$95,856,824 |
| Sponsorships/Contributions | \$752,551 | \$ 173,777 | \$ 82,474 | \$ 129,877 | \$1,138,679 |

Community Input

Another way to determine impact in the local community is to listen to the views of members of the local community. Center staff conducted several focus groups in Lake County with:

- Community leaders from Gary,
- Local business leaders (retail, restaurant, hotel, convention from Lake County), and
- Social services providers from Lake County.

The questions asked were broad to allow the participants to raise issues of importance to them and covered positive and negative impacts, strengths and weaknesses, and opportunities and threats. While there were some differences among the groups, overall the following themes resonated with all three groups:

- The riverboat casinos have been a positive addition to the community. They:
 - provide thousands of well-paying jobs with good benefits as well as economic diversity in a time when steel mill and manufacturing jobs are declining. Some of these jobs are filled by minorities, single parents, and former battered women. In addition, there are construction jobs that continue to be filled because of continuous improvements at the facilities.
 - provide revenues to local governments that can be used for infrastructure improvements.
 - are good corporate citizens, serving on boards, providing funds for programs and funding community foundations, have a can-do attitude with current management of boats, creative management willing to try new ideas, and are sensitive to the downside of gambling.
 - provide a safe, comfortable gathering place for seniors in the community.
 - bring tourists by their presence, as well the marina and golf course.
 - have a positive environmental impact, assisting in reclamation of the lakefront.
- Small businesses have not seen the positive spin-offs they thought they would.
- Bankruptcies and home foreclosures have increased as have the number of pawnshops and payday loan businesses.
- People, including state legislators, think the local government has an abundance of funds, when it still has needs.



- Local communities are parochial and don't have the best planning. They should get together and form a regional plan for the lakefront and surrounding area and have a long-term strategy.
- In Gary, the mayor was able to change the local agreement without the input of the City Council. There is some concern that the funds have been misspent, that a stadium was not the best investment. There was a discussion of the Gaming Commission taking a more active role in the local agreement process.

Other Issues

According to Majestic Star, 64 lawsuits have been filed against them since 1996; 30 by employees, 33 by patrons, and one for breach of contract.

Majestic Star has made efforts to minimize negative impacts. Majestic Star posts problem gambling awareness signs at casino entrances, ATM machines, and ticketing windows, as well as print information about problem gambling on all collateral materials. Majestic Star has presented training seminars to employees on compulsive gambling and underage gambling. In addition, Majestic Star assisted over 400 members of the community in addressing problem gaming concerns by working with care centers in the immediate community, as well as assisting care centers in neighboring states. During these interactions, guests were provided with information for counseling, requesting self-exclusion from the casino, and provided information of other area casinos to request self-exclusion. The self-exclusion program is for individuals who wish to be banned from the facility. Any attempts by these individuals to enter the casino can result in their arrest for trespassing. Since opening, 450 individuals have requested self-exclusion at Majestic Star.

As Table 11 indicates, in an effort to prevent underage gambling, Majestic Star verifies identification for anyone who appears to be under 30 and has verified 536,536 identifications and turned away 24,239 patrons since it opened.

Table 11: Majestic Star's Efforts to Prevent Underage Gambling

| | 1996-00 | 2001 | 2002 | 2003 | Total |
|---|---------|--------|---------|---------|---------|
| Number of I.D.s verified | 206,031 | 97,865 | 110,364 | 122,276 | 536,536 |
| Number of patrons turned away (under 21 or no ID) | 12,008 | 3,219 | 4,797 | 4,215 | 24,239 |



Employment

As Table 12 indicates, as of December 31, 2003, Majestic Star had employment of 1,148 persons in both the casino and hotel, slightly below their eight-year average of 1,219. For 2003, salaries and wages were \$41 million, including tips to dealers (but not to bar and wait staff), and since opening Majestic Star has paid \$285 million in wages, tips, and benefits.

In its application, Majestic Star's goal was to employ 52 percent women employees, 70 percent minority employees, 67 percent Gary residents, and 90 percent Lake County residents. As of December 31, 2003, 58 percent of Majestic Star's employees were women, 70 percent were minorities, 37 percent were from Gary, 81 percent from Lake County with a total of 89 percent from Indiana. It has exceeded its goals in hiring women, met its goal of hiring minorities, is close to its goal for Lake County, but is far from its goal of hiring Gary residents. In the five year report 46 percent of employees were Gary residents and the percent has declined steadily each year since then.

Table 12: Employment and Wages

| Category | 1996-2000 | 2001 | 2002 | 2003 | Average/Total |
|---------------------------|---------------|--------------|--------------|--------------|---------------|
| Total Employment | 1,215 | 1,274 | 1,239 | 1,148 | 1,219 |
| Wages, tips, and benefits | \$160,682,565 | \$40,053,973 | \$42,152,191 | \$41,183,927 | \$285,040,920 |
| Average Wages | \$29,389 | \$31,440 | \$34,021 | \$35,875 | \$31,778 |

Majestic Star's Workforce: A Survey of Employees

To assist in the eight-year license evaluation, the Center for Urban Policy and the Environment in January and February 2004 conducted a survey of current Majestic Star employees. Previously, in 2001, the Center conducted a survey of Majestic Star employees for the five year licensure hearing. The survey and accompanying analysis assist the Commission in determining the impact of the Majestic Star on the local workforce. Responses to the current survey will be compared to those from the previous five year survey when possible. The analysis is divided into four topic areas:

1. A brief description of the respondents and their history
2. The respondents employment history prior to beginning work at Majestic Star
3. The initial experience of the respondents upon beginning work at Majestic Star
4. The respondents current situation

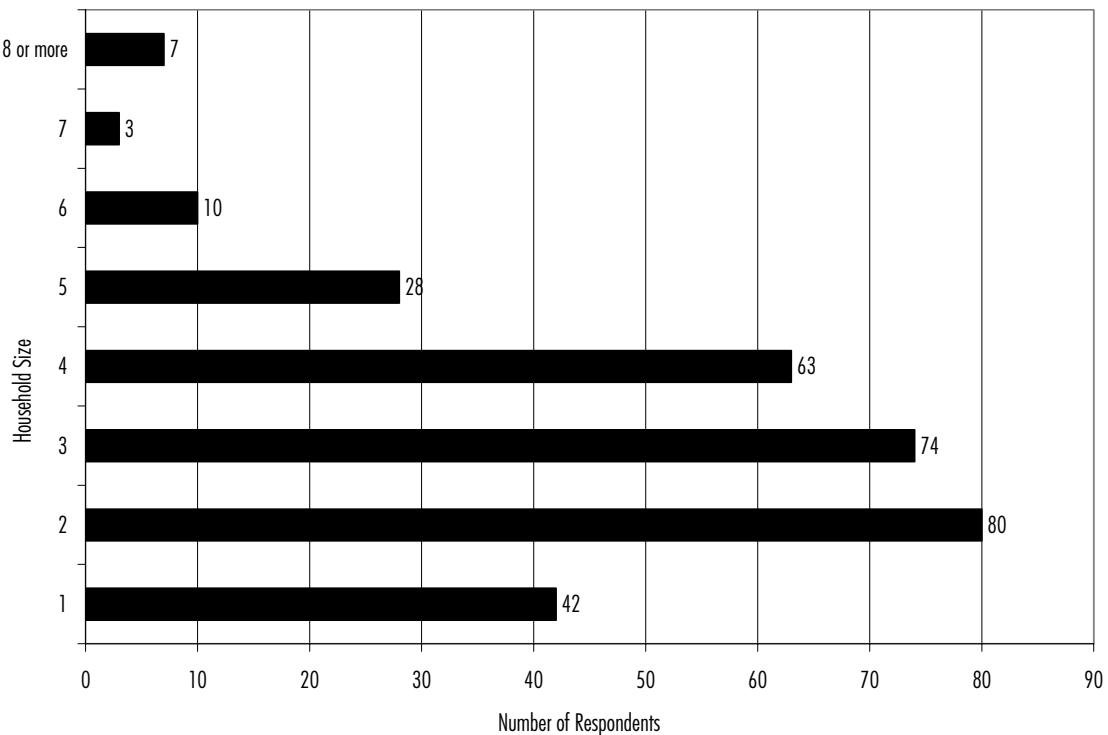
An Overview of the Respondents

Three hundred twenty-five of Majestic Star's 1,148 employees responded to the survey. Of those respondents, 113 were male and 222 were female. While the average age was 36 years and 9 months, the oldest respondent was 65 and the youngest 21. Two hundred seventy-five of those surveyed responded to the question regarding how long they have lived in northwest Indiana. The average length of time living in the area was 29 years and 9 months.



The most common number of individuals in the respondents' households was two (26 percent). Approximately 66 percent of the respondents indicated a three or more person household which likely indicates the presence of children. Figure 8 displays the full array of persons per household.

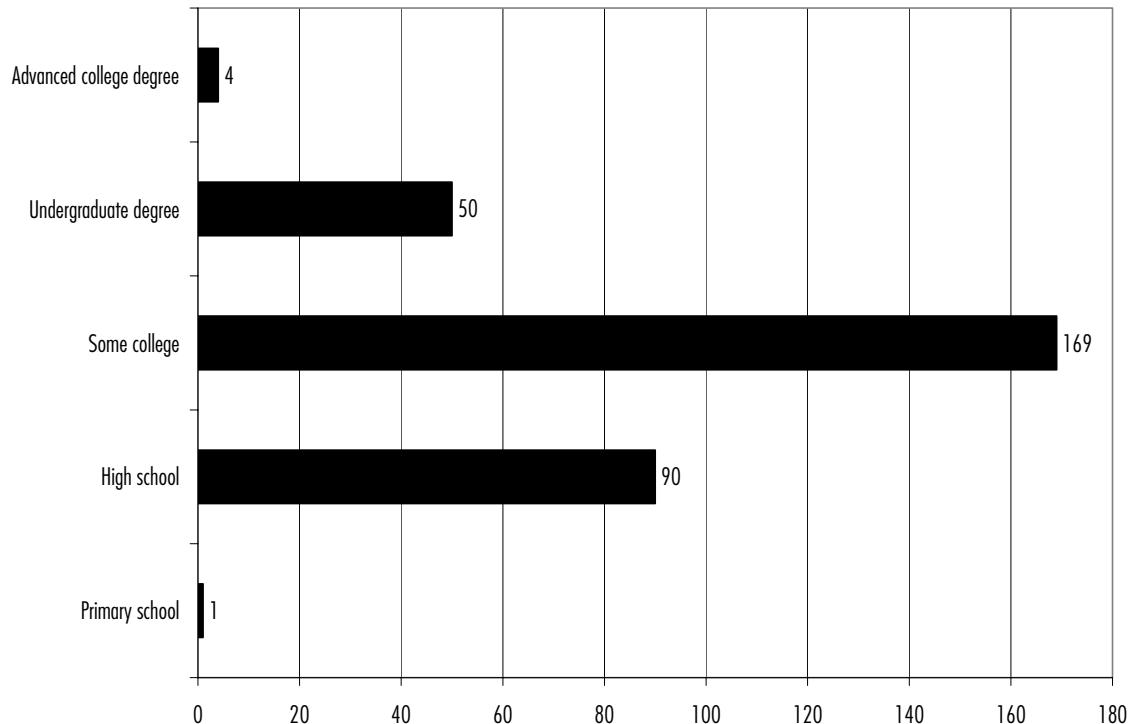
Figure 8: Total number of Individuals in Household





Over 82 percent of the respondents reported a high school diploma or some college as their highest level of education. An additional 16 percent reported receiving a college degree. Only one respondent had reported having less than a high school degree. Figure 9 summarizes the educational achievement of all respondents.

Figure 9: Highest Level of Education



Employment History Prior to Beginning Work at Majestic Star

Based on responses to the current survey, over one of every three respondents was unemployed prior to beginning work at Majestic Star and half of the respondents worked full-time prior to beginning work at Majestic Star. (Table 13)

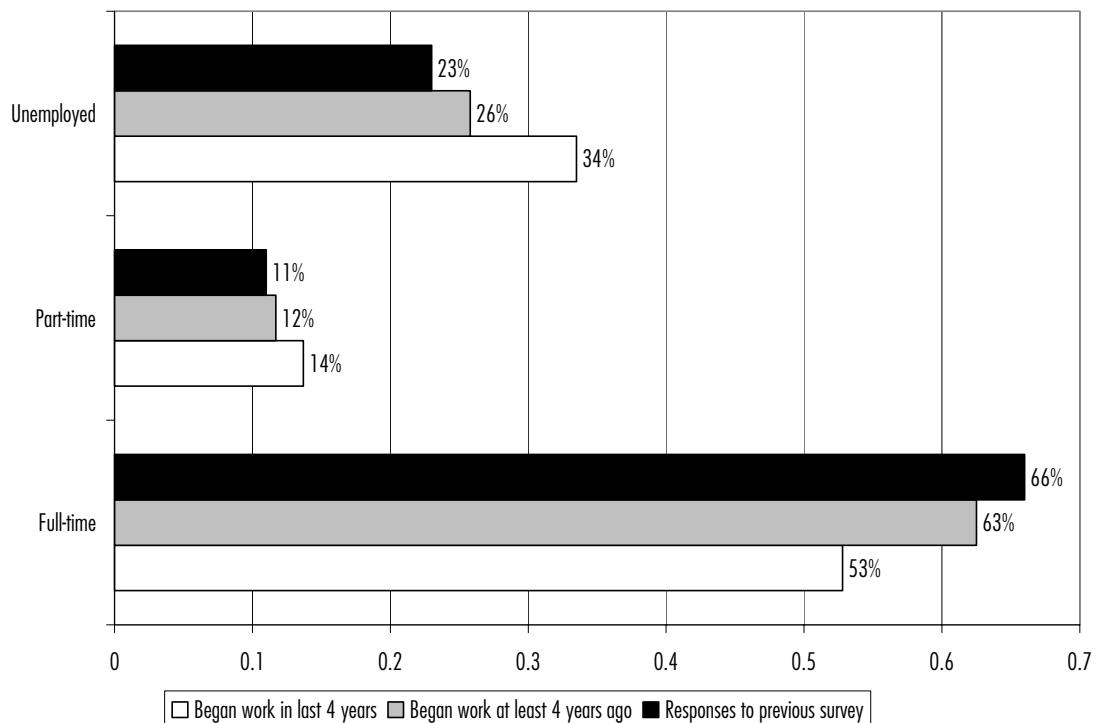
Table 13: Employment Status Prior to beginning Work at Majestic Star

| | |
|---|------------|
| Employed full-time prior to beginning work at Majestic Star | 50 percent |
| Employed part-time prior to beginning work at Majestic Star | 15 percent |
| Unemployed prior to beginning work at Majestic Star | 35 percent |



Figure 10 displays the responses from the current survey as well as responses from the five year licensure hearing evaluation survey. Responses to the current survey are separated into employees who began work since the last survey and evaluation (those who began work less than four years ago) and those who were working at the time of the last survey and evaluation (began work at least four years ago). The comparison suggests that in the last three years, a substantially larger share of previously unemployed individuals began working at Majestic Star than did in the first five years of the casino's operations.

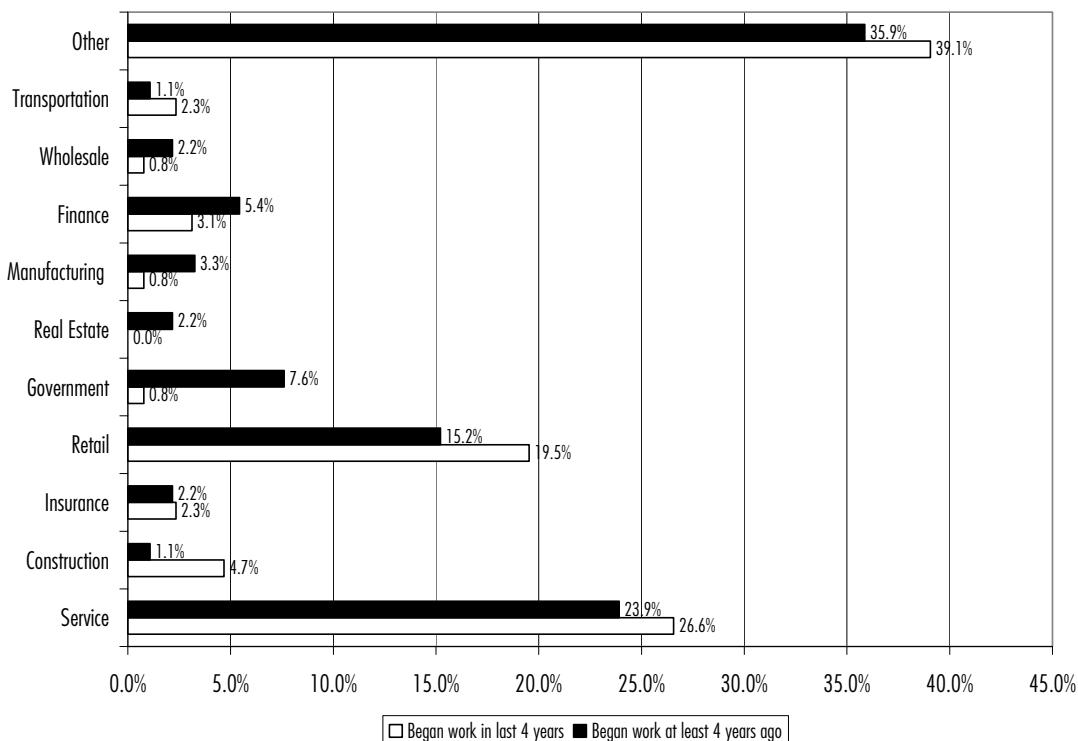
Figure 10: Employment Prior to Beginning Work at Majestic Star





Based on all responses to the current survey, of those that were previously employed most respondents were previously employed in either service (25 percent of all responses) or retail sector jobs (18 percent) prior to beginning work at Majestic Star. As shown in Figure 11, service and retail sector jobs were the most common for employees who began work in the past three years as well as those who began work at Majestic Star at least four years ago. There was a precipitous decline in the share of Majestic Star workers who had previously worked in government and manufacturing. The most common other previous responses were other casino and security jobs.

Figure 11: Type of Employment Prior to Beginning Work at Majestic Star

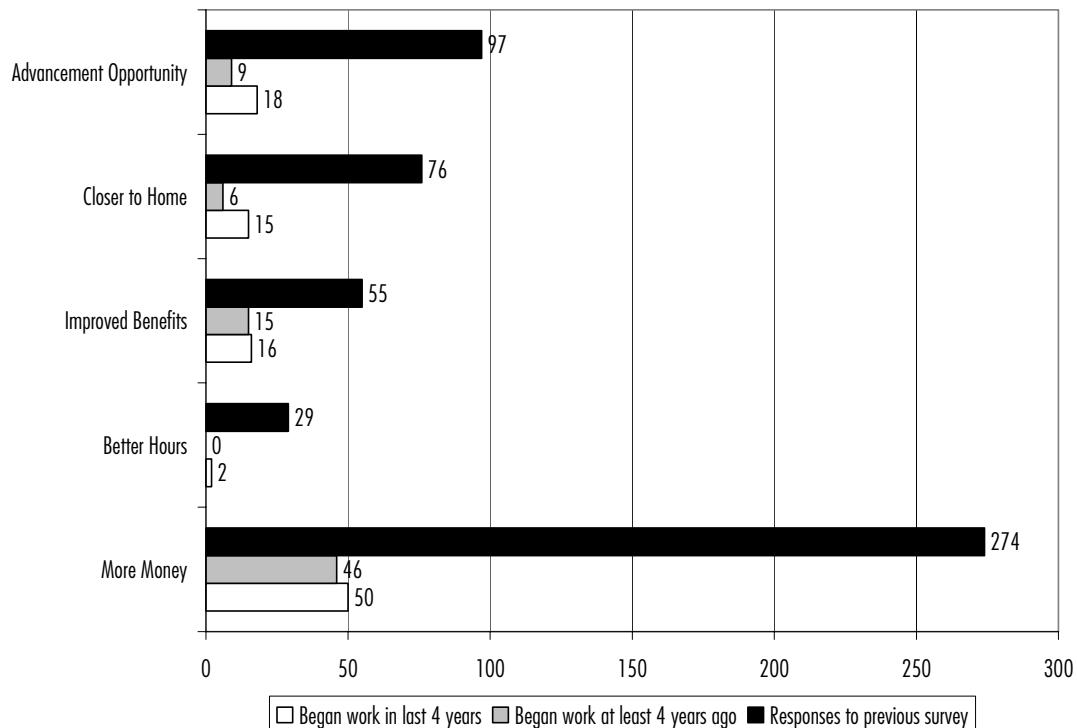




Beginning Work at Majestic Star

As shown in Figure 12, the primary reason for beginning work at Majestic Star was more money. This was true for those who began work less than four years ago (50 percent of all less than 4 years responses) as well as for those that have worked at Majestic Star for four or more years (61 percent of all greater than 4 year responses). It was also true for the employees that responded to the five-year survey, where 52 percent of all respondents identified more money as the principal reason they began work at Majestic Star. Improved benefits is the second most commonly cited reason for beginning work at Majestic Star for those respondents that have worked four or more years (better opportunity for advancement was the third most common reason). Better opportunity for advancement was the second most commonly cited reason for those responding to the five-year survey as well as for those that have worked less than 4 years (improved benefits was the third most common reason). Clearly these three reasons are the most important motivations for newly hired workers.

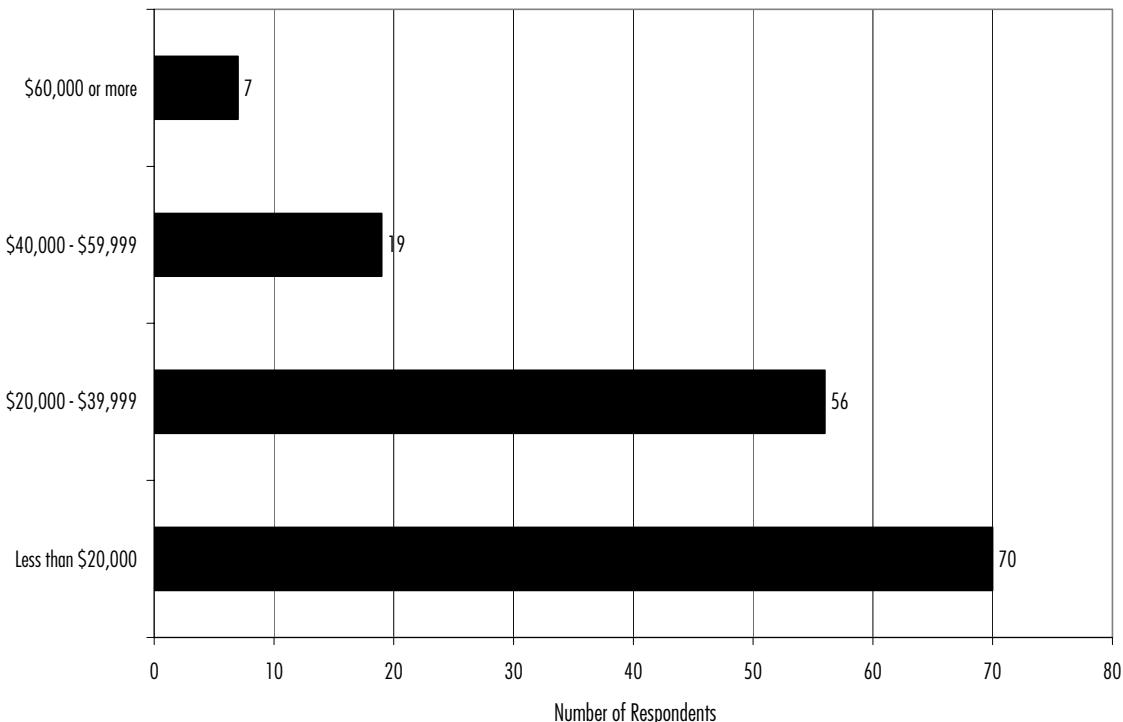
Figure 12: Reason for Beginning Work at Majestic Star





There were 151 employees who reported that they work full time and provided a starting annual income for the first year they worked at Majestic Star. The average annual starting salary for these individuals was \$26,939. Seventy or 46 percent reported a beginning annual income of less than \$20,000 and an additional 37 percent (or 56) reported a beginning annual income of between \$20,000 and \$39,999. (Figure 13)

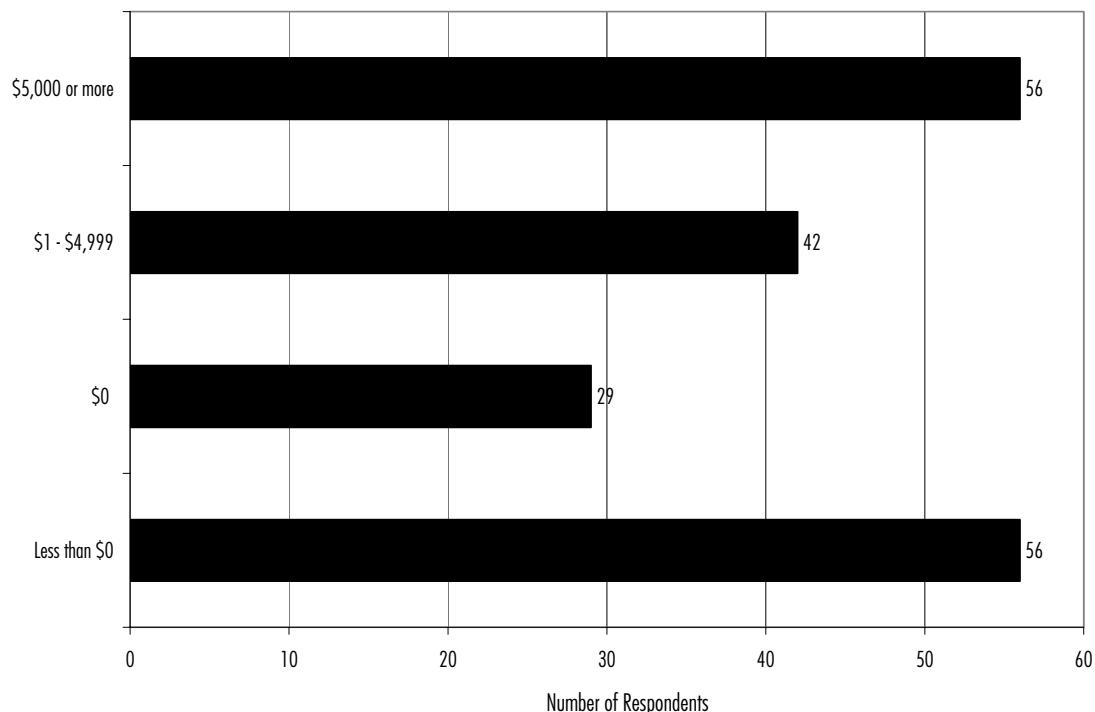
Figure 13: Beginning Wage at Majestic Star





While 45 percent of the 183 respondents that reported both a final wage prior to beginning work at Majestic Star and a beginning wage at Majestic Star reported either no raise or receiving an initial cut in pay, the average increase in wages upon beginning work at Majestic Star was \$934. The median increase was \$1,440. The higher median increase was a result of a number of individuals reporting significant pay decreases. Forty-two respondents or 23 percent reported an initial increase in wages of between \$1 and \$4,999 (Figure 14). An additional 56 individuals reported receiving a raise of \$5,000 or more (31 percent).

Figure 14: Total Increase in Annual Wages from Previous Job to Start at Majestic Star

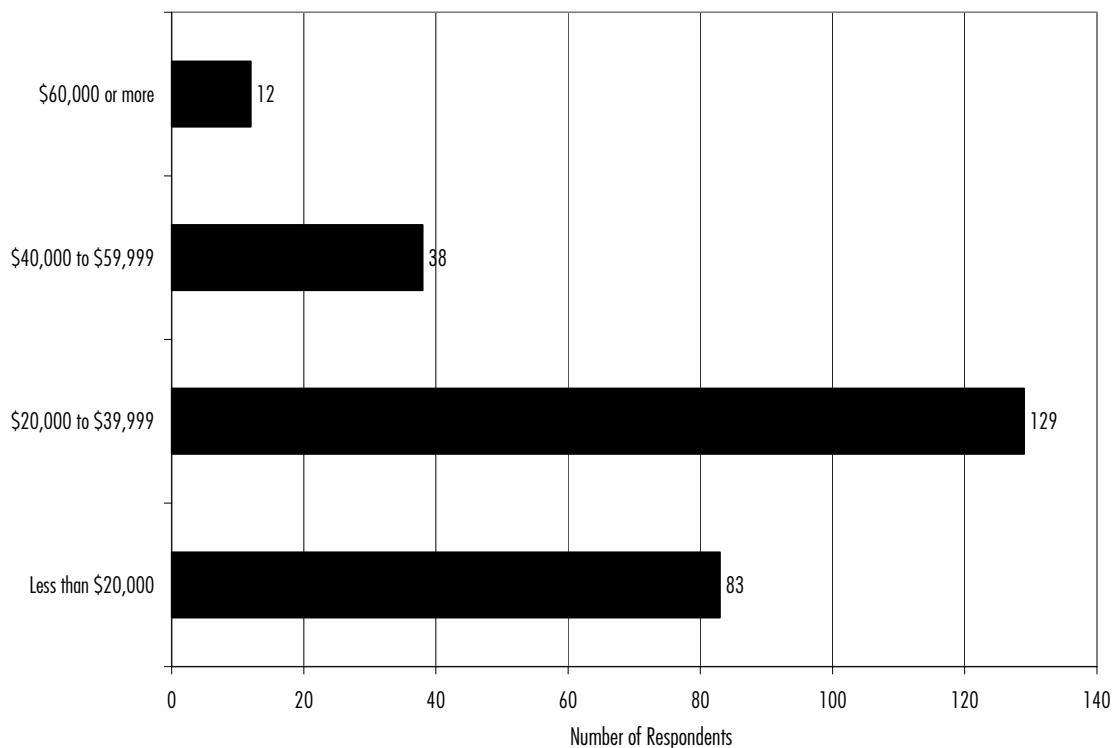




Current Experience

Two hundred sixty-two respondents who worked 35 hours or more per week provided a current annual salary. Their average wage was \$30,084 and the median was \$27,850. As shown in Figure 15, 83 or 32 percent make less than \$20,000 per year and an additional 129 or 49 percent make between \$20,000 and \$49,999. In 2001 (the latest date available), the Bureau of Economic Analysis reported that the per capita income in Lake County was \$27,521. The 2000 Census reported the median household income in Lake County to be \$41,289.

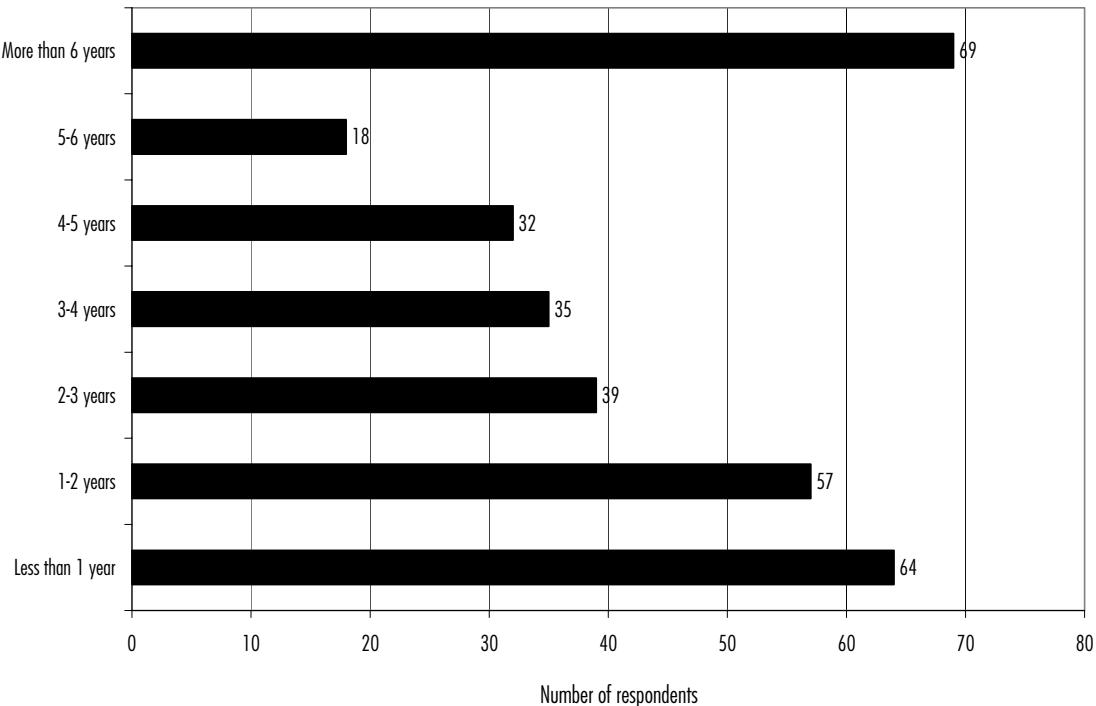
Figure 15: Current Annual Wages of Majestic Star Employees





The average length of employment at Majestic Star for the 314 employees responding to this question was 3 years and 6 months. Figure 16 displays the number of employees and months worked at Majestic Star. Nearly 22 percent have worked at Majestic Star for more than six years and 38 percent have worked at Majestic Star for two years or less.

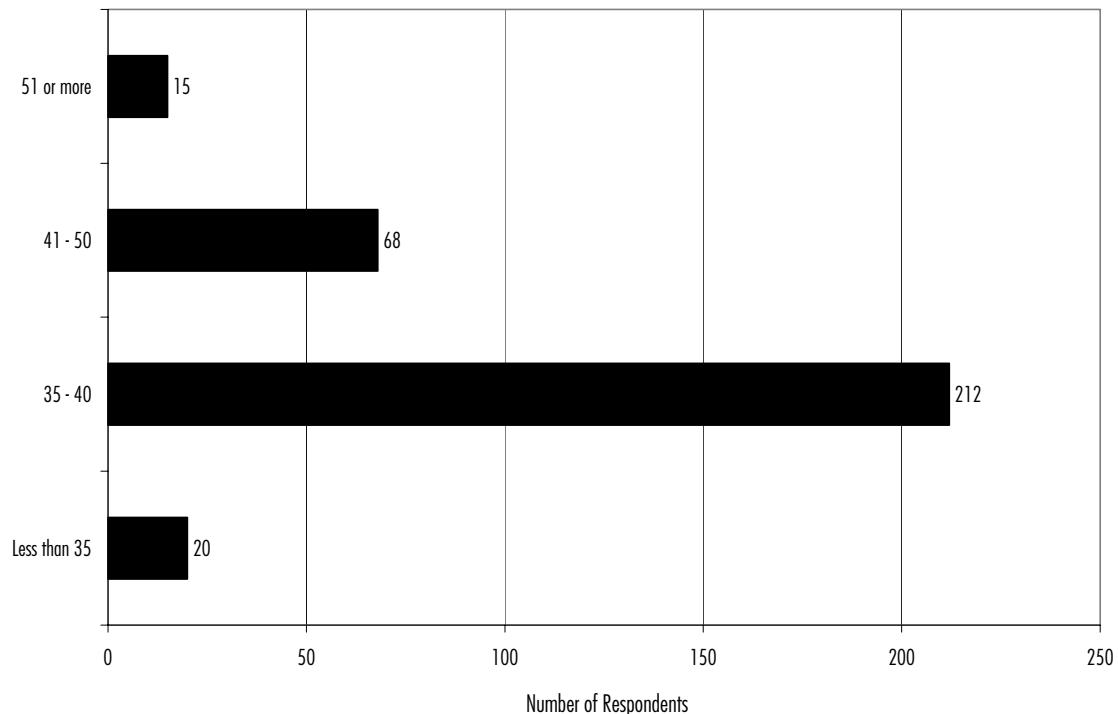
Figure 16: Years Worked at Majestic Star





Only 6 percent or 20 respondents reported working less than 35 hours a week at Majestic Star (Figure 17). The vast majority of the respondents (80 percent) are full-time employees, working between 35 and 50 hours. A small number reported working more than 50 hours.

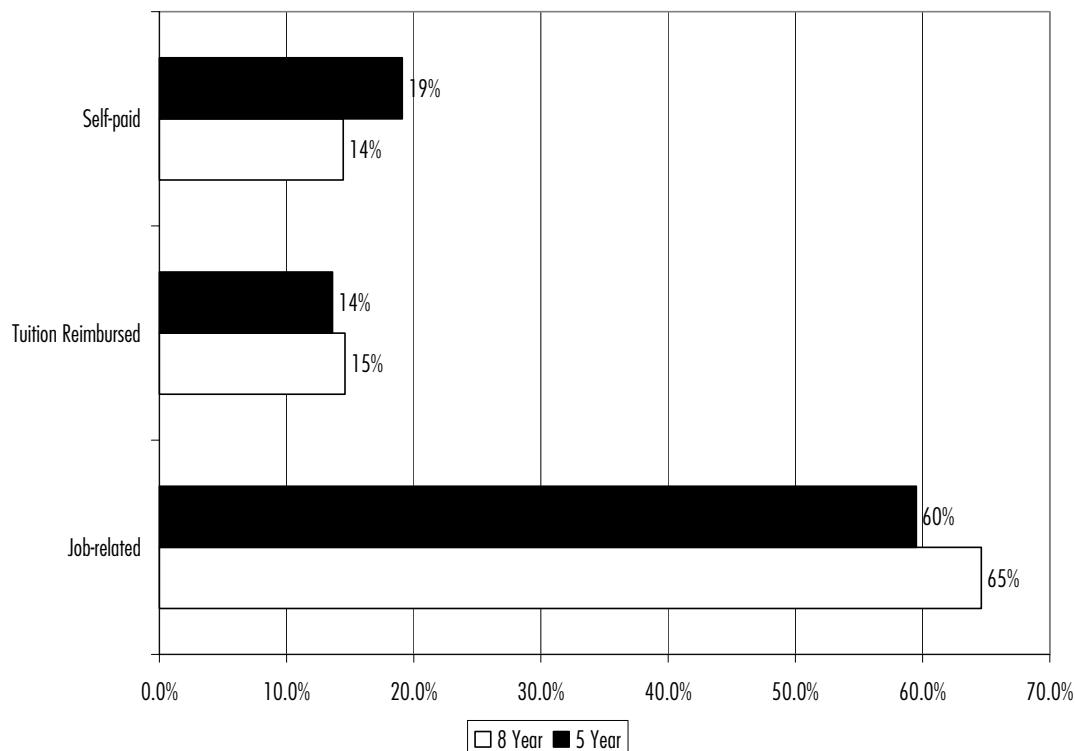
Figure 17: Number of Hours Worked Per Week





Training and re-training are important with the previously completed 5-year survey components of building an able workforce. When the eight-year survey results are compared to the five-year survey responses, the results are encouraging. For example, the share of respondents who reported receiving job-related training increased by over five percent and those reporting tuition reimbursements grew by one percent. The share reporting paying for their own training or education decreased by nearly five percent. Some of this decrease may be attributable to increased accessibility to Majestic Star-sponsored training and education (Figure 18).

Figure 18: Training and Education Opportunities for Majestic Star Employees, Five Year-Eight Year Comparison



It might be expected that the likelihood of receiving training from Majestic Star would increase as the number of years worked at the casino increased. As shown in Table 14, while this is true for job-related training (where an additional 9 percent of the respondents who reported working more than 4 years at Majestic Star reported receiving job-related training) and for self-paid training (an additional 9 percent of those working more than 4 years also reported paying for additional education on their own); it was not true for tuition reimbursement programs which experienced a slight (1 percent) decrease in share of respondents who reported receiving tuition reimbursement.

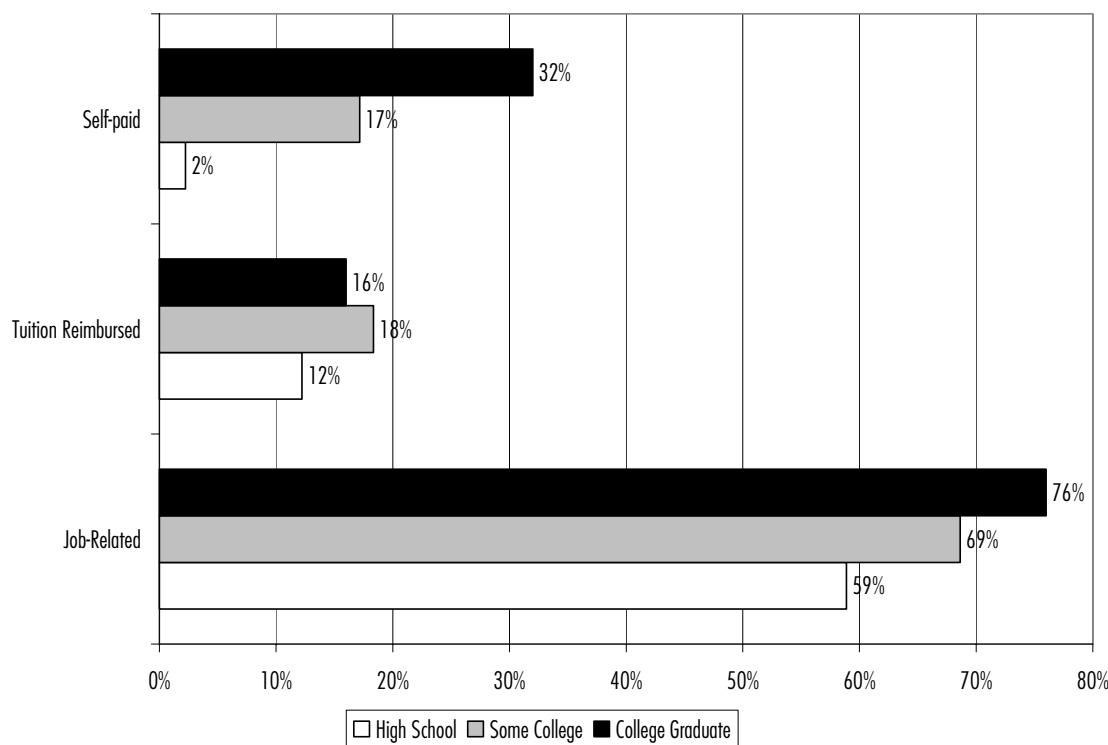
Table 14: Training and Education Opportunities for Majestic Star Employees by Job Tenure

| | Less than 4 years | 4 or more years |
|-----------------------|-------------------|-----------------|
| Job-related | 61% | 70% |
| Tuition Reimbursement | 15% | 14% |
| Self-paid | 11% | 20% |



When access to training is compared by highest level of educational attainment, it becomes clear that high school graduates received or chose to access less of all types of training than do the employees in any other educational category. For example, while 59 percent of high school graduates received job-related training, 69 percent of those with some college and 76 percent of those with a college degree reported receiving such training. Additionally, while the share receiving tuition reimbursement is relatively close (12 percent of high school graduates compared to 18 percent who attended some college and 16 percent of college graduates), only two percent of high school graduates, perhaps because of motivation or earnings issues pursued self-paid education and training opportunities compared to 17 percent of those that have attended some college and 32 percent of those who have earned a college degree (Figure 19).

Figure 19: Training Received by Level of Education



*There was only one Majestic Star employee who reported primary school as the highest level of education and four who reported receiving advanced degrees.

Finally, survey respondents were asked to respond to a series of questions designed to provide insight into their sense of economic security. Moving from rental housing to homeownership is a good example of a behavior that suggests a sense of financial security and 40 respondents (12 percent) reporting moving from renter to homeowner since beginning work at Majestic Star. An additional 25 respondents (7 percent) indicated that they moved from one home to another and 57 (17 percent) reported that they made significant home improvements (remodeling/maintenance). The purchase of a car or van is another indicator of economic security and 166 respondents (48 percent) reported they have purchased such a vehicle since beginning work at Majestic Star.





Business Climate Impacts

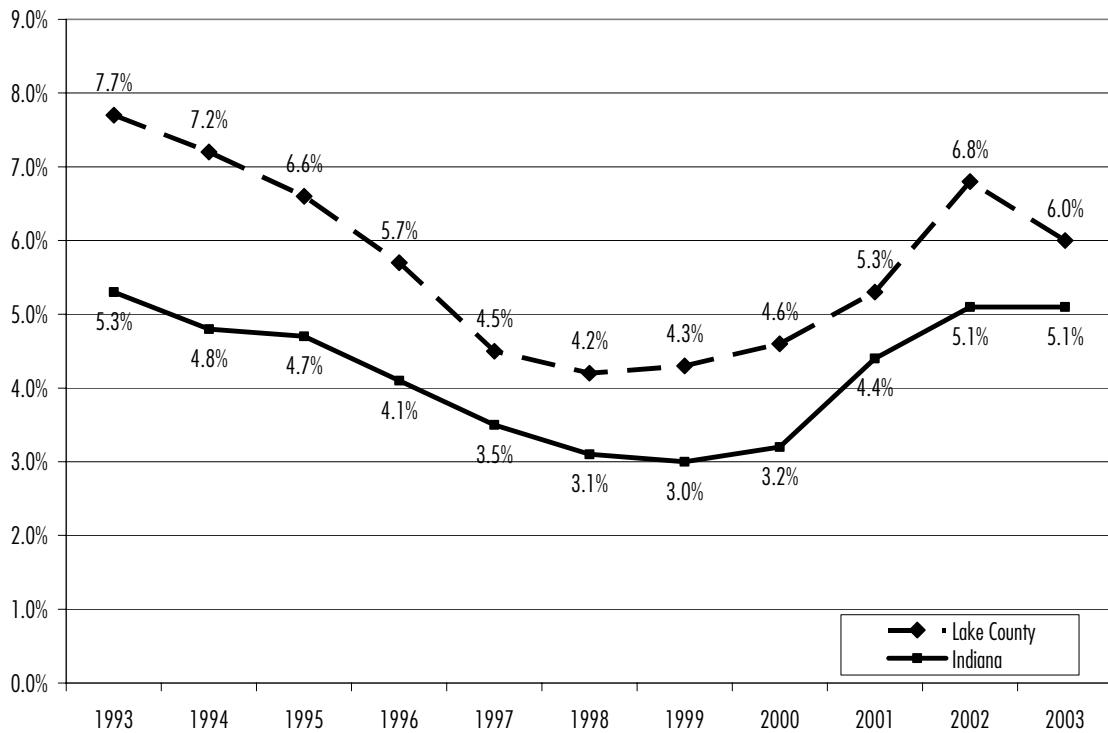
Advocates of legalizing Indiana riverboats argued that riverboats would contribute to local economies of stressed areas through newly created job opportunities and promises for increased wages. Advocates also contended that private local business establishments would benefit through increased consumption of goods and services from the influx of casino patrons and employees. Others argued that riverboats would have detrimental effects through cannibalization of existing business establishments. That is, opponents argued that riverboats with attached hotels and restaurants would provide a substitute for local consumption within local riverboat communities. As riverboats provide relatively higher paying jobs, some existing local establishments may not be able to compete for labor.

A study released by the Indiana Gambling Impact Study Commission in 1999 found that all Indiana riverboat counties were suffering from lower than normal economic conditions prior to riverboats beginning operations. Following the introduction of riverboats in these counties, the overall employment, wages and number of firms generally were higher or comparable to statewide trends. As Figure 20 illustrates, the unemployment rate in Lake County has been consistently higher than the statewide trend. This analysis expands upon the 1999 Indiana Gambling Impact Study Commission report, focusing on county level employment, wage, and number of establishments by industry using a special aggregation of ES202 data provided by the Indiana Business Research Center.⁵ This section also shows employment patterns within the direct vicinity of the riverboat location.

⁵ The ES-202 program produces a comprehensive tabulation of employment and wage information for workers covered by state unemployment insurance laws. Publicly available files include data on the number of establishments, monthly employment, and quarterly wages, by industry, at the three-digit level North American Industry Classification System, by county, by ownership sector, for the entire United States.



Figure 20: Unemployment Rates for Lake County and Indiana 1993-2003



This section complements the economic impact study in this evaluation. The economic benefits measured in that section show direct and total investment of dollars from tax revenues and incentive payments. This section adds a broader perspective of industry change to the discussion. This section identifies industries that have experienced observable changes soon after the commencement of gaming in Lake County. It also shows the total change in employment, number of establishments, and wage change near the riverboat. It is simply a descriptive analysis focused on industry change before and after the commencement of gaming operations. It does not attempt to provide a causal relationship between the establishment of Buffington Harbor (Trump and Majestic Star) and the change in other industries operating in Lake County. In fact, there is evidence that some change is simply a result of changes in industry mix.

Data Used for Industry Analysis

The United States Bureau of Labor Statistics (BLS) divides the employment and earnings into industries. Since 2000, the North American Industry Classification System (NAICS) has been the coding structure. The NAICS coding structure allows for hierarchical aggregation based on a six-digit system. All industries can be aggregated to the sector level (two-digit level). There are 21 sectors for which industries are assigned. These sectors can be grouped further into two production categories: Goods Producing and Service Producing. While the coding system allows for six-digit desegregation, the three-digit industry level is the most detailed level of analysis that will be performed in this report. That is the level just below the sector aggregation. For the purposes of this report, the three-digit level will be referred to as the industry level. The data used for this report in years prior to 2001 are a special tabulation provided by the Indiana Business Research Center. These data were recoded from the former Standard Industrial



Classification (SIC) coding scheme used during those years. The use of these data is limited, but it is the only source that is available for the trend analyses prepared in this section of the report.

Changes in Total Jobs, Establishments, and Wages

Figures 21, 22, and 23 compare trends in total number of jobs, total number of establishments, and average wage per employee between Lake County and the aggregate of non-riverboat counties for the 13-year period beginning in 1991 and ending in 2003. These data reflect third quarter figures. The trend lines take 1991 as the base year and compare each of the following years to those levels. Thus, 1991 as the base year is set to 100, and the subsequent years can be read as annual percentage changes from the base year, much like the consumer price index. The focus on the analysis is on whether or not there are observable changes that occurred after gaming commenced in Lake County and whether or not those changes are divergent from trends during the same time period in the aggregate of non-riverboat counties. While this report focuses on the Majestic Star opening in 1996, it is also important to understand that three other riverboats also began riverboat gaming operations in Lake County in the late 1990s.

As shown in Figure 21, growth in total number of jobs in Lake County lagged the growth in non-riverboat counties. In the mid-nineties, the number of jobs increased but ultimately fell to nearly the same level in 2003 as in 1991. At the same time, the total number of jobs in the aggregate of non-riverboat counties was approximately 14 percent higher in 2003 than it was in 1991. The difference between job changes in Lake County and the aggregate of non-riverboat counties began well before gaming in the area.

Figure 21: Comparison of Trends in Total Jobs

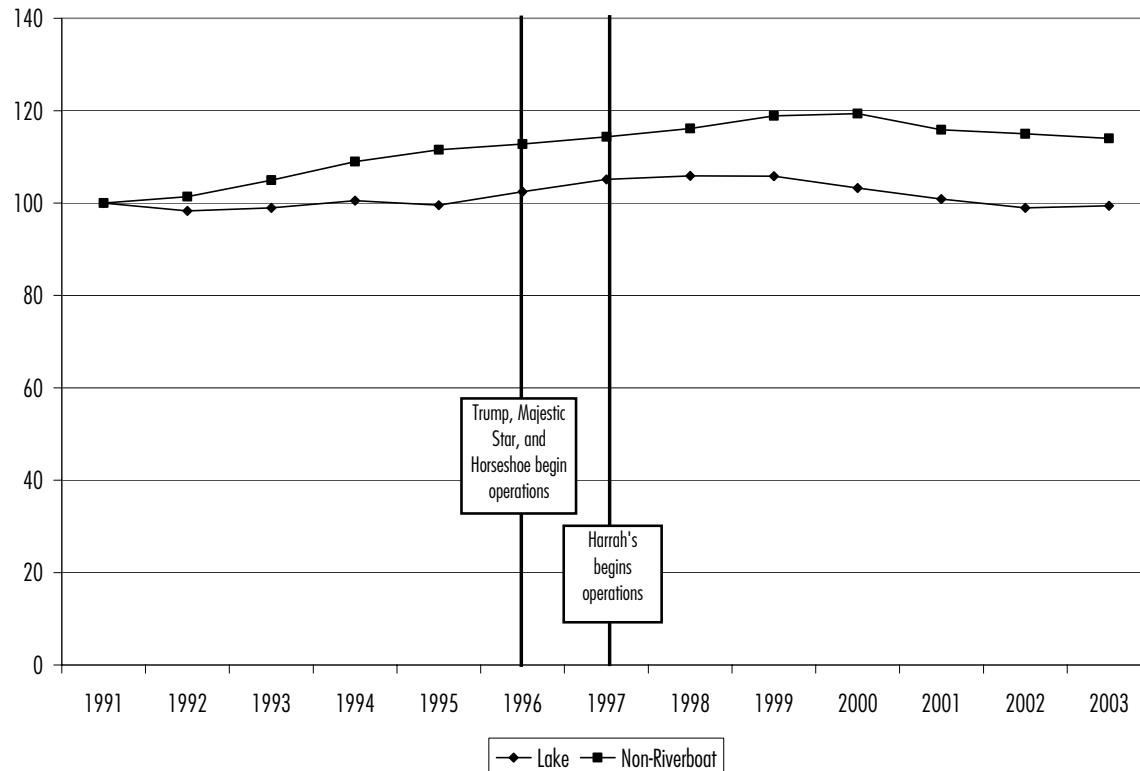
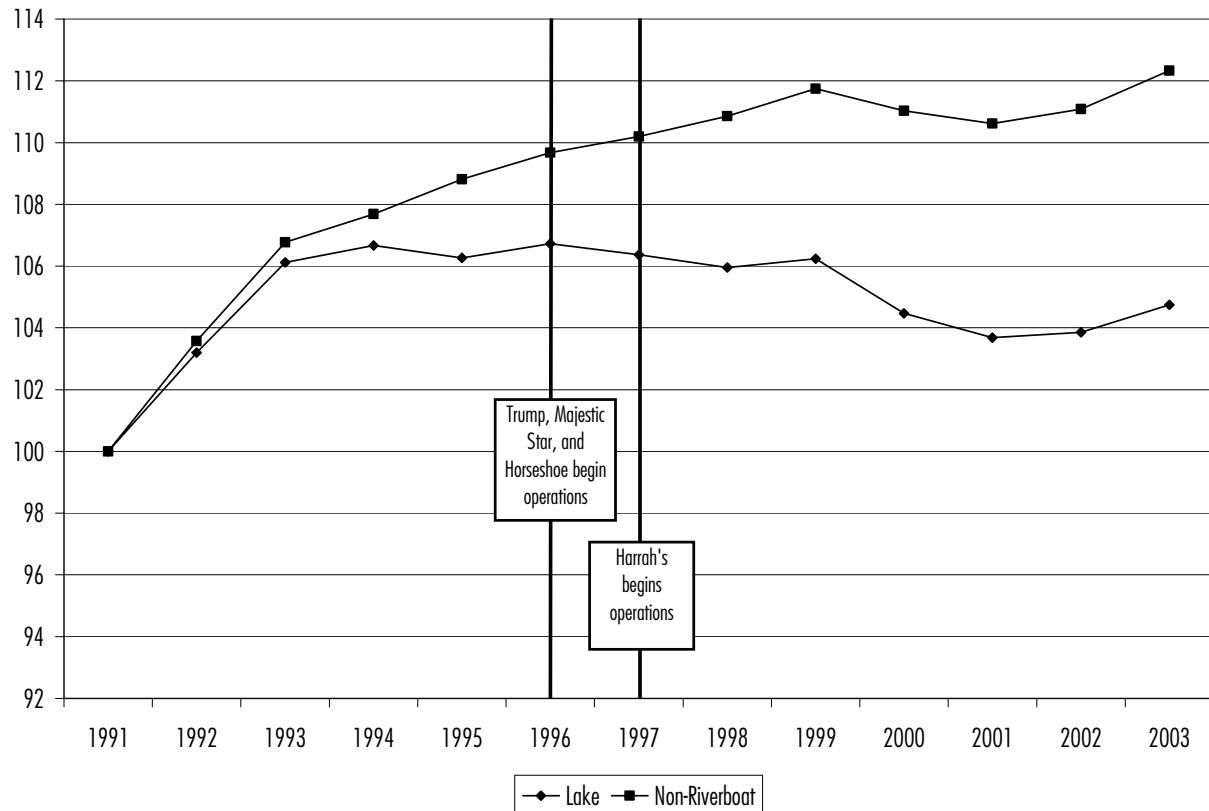




Figure 22 shows that the total number of establishments in Lake County was 5 percent greater in 2003 than in 1991. However, that number is less than half of the 12 percent increase in the number of establishments reported in the aggregate of non-riverboat counties over the same time period. The divergence of the Lake County trend from the aggregate non-riverboat county trend began in 1994, two years prior to the opening of the first riverboats in the area.

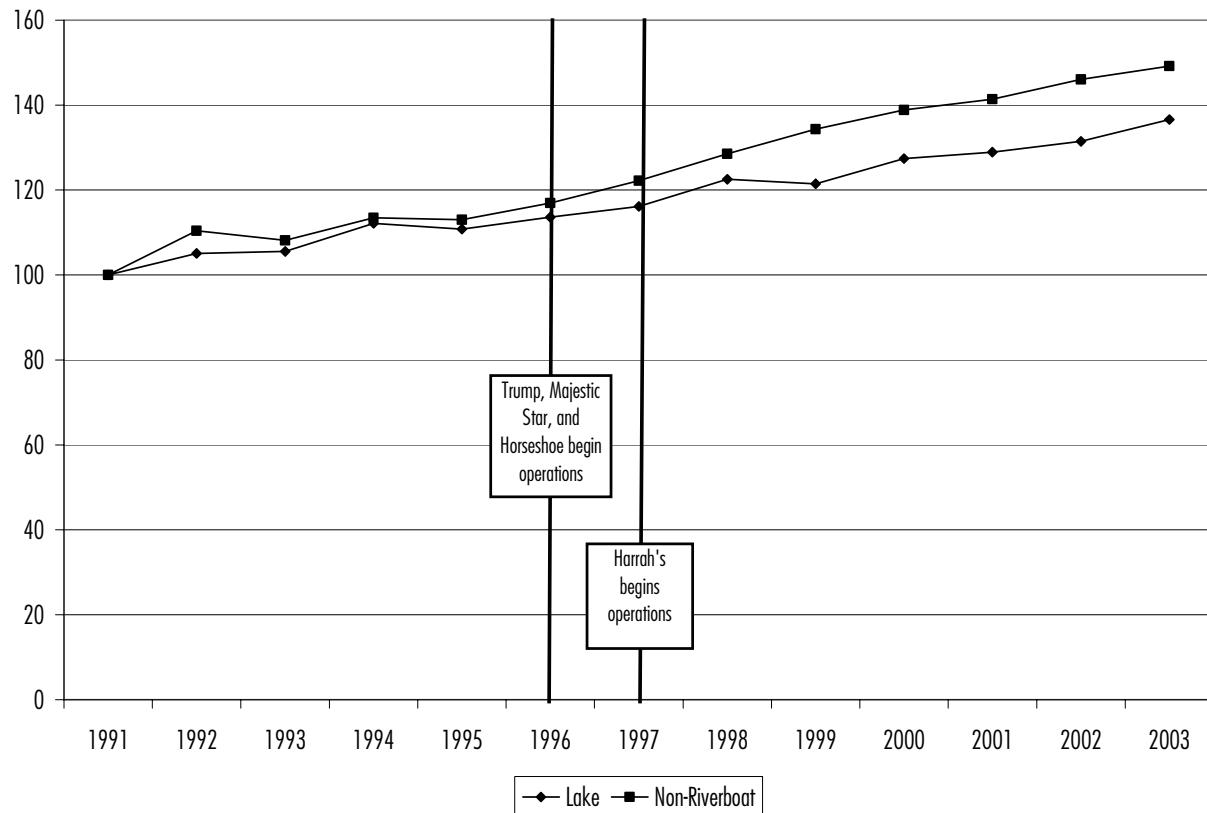
Figure 22: Comparison of Trends in Total Number of Establishments





While the average wage increased fairly consistently each year in Lake County during the 13-year period, Figure 23 indicates that it began slowing relative to the aggregate of non-riverboat counties around 1996. Even though the slower growth in wages began during the same year as riverboat gaming began, it does not prove causality. It is possible that the slowed job growth and loss in the number of establishments that began early during the study period reflects a relatively less than optimal business climate that began prior to the commencement of gaming. The average wage trend also likely reflects the change in industry mix in the area.

Figure 23: Comparison of Trends in Average Wage



Changing Industry Mix

The industrial mix in employment has changed dramatically over the past few decades. Across the country, the composition of employment has shifted from goods producing industries to service industries. This is also true in Indiana.



Table 15 compares the proportional shift in employment in Lake County to the aggregate of non-riverboat counties for the 13-year period beginning in 1991 (five years before riverboat gaming began in Lake County) through 2003. Like the aggregate of non-riverboat counties, Lake County has experienced a shift from manufacturing to service sector employment. However, that shift was 5 percent greater in Lake County. The greatest negative shift occurred in the Manufacturing Sector of the Goods Producing category. The Health Care and Social Services and the Arts, Entertainment, and Recreation sectors shifted positively in the industry mix. Additional negative shifts occurred in the Finance and Insurance and Transportation and Warehousing sectors. These industry shifts have contributed to the changing wage trends.

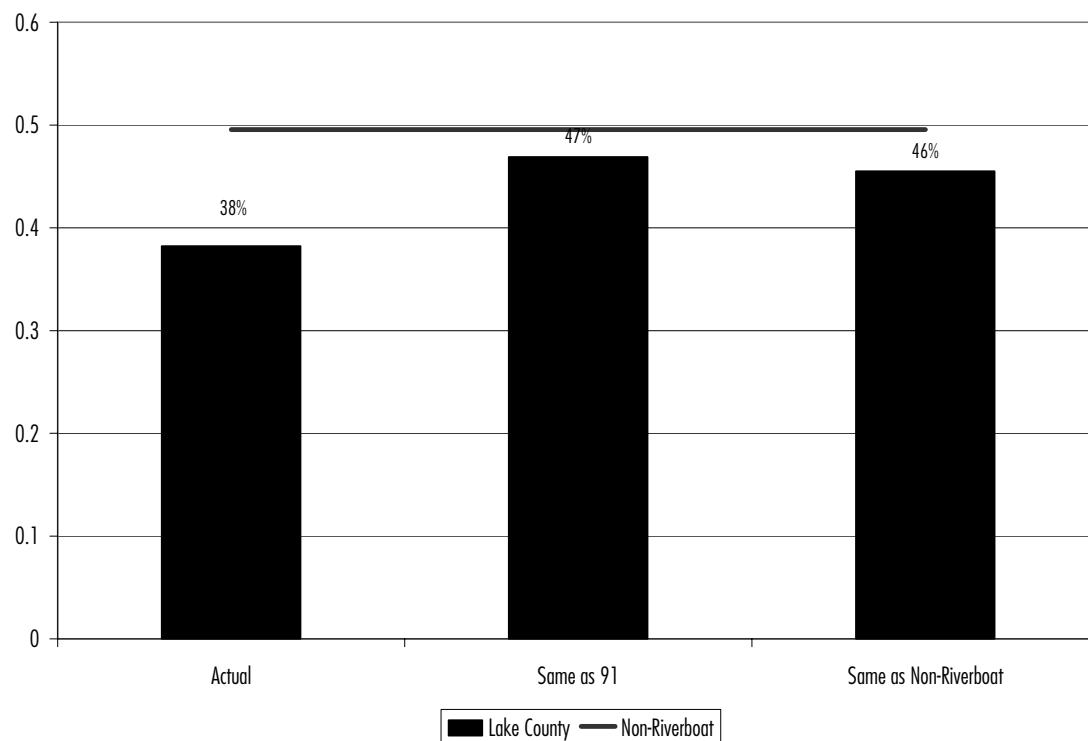
Table 15: Proportional Shift in Employment in Lake County by Sector

| | Proportion in 2003 | | Proportional Shift from 1991 to 2003 | |
|--|--------------------|---------------|--------------------------------------|---------------|
| | Lake | Non-Riverboat | Lake | Non-Riverboat |
| Goods Producing | 22% | 28% | -8% | -3% |
| Construction | 7% | 5% | -1% | 1% |
| Manufacturing | 15% | 22% | -7% | -4% |
| Agriculture, Forestry, Fishing, and Hunting | 0% | 0% | 0% | 0% |
| Mining | 0% | 0% | 0% | 0% |
| Service Producing | 78% | 72% | 8% | 3% |
| Health Care and Social Services | 14% | 12% | 3% | 2% |
| Educational Services | 7% | 6% | 1% | 1% |
| Real Estate and Rental and Leasing | 1% | 1% | 0% | 0% |
| Finance and Insurance | 3% | 4% | -2% | 0% |
| Information | 1% | 2% | 0% | 0% |
| Arts, Entertainment, and Recreation | 4% | 1% | 4% | 0% |
| Accommodation and Food Services | 8% | 8% | 0% | 1% |
| Other Services (Except Public Administration) | 4% | 3% | 0% | 0% |
| Administrative and Support and Waste Management and Remediation Services | 5% | 5% | 1% | 1% |
| Professional, Scientific, and Technical Services | 3% | 3% | 0% | 0% |
| Management of Companies and Enterprises | 1% | 1% | 0% | 0% |
| Public Administration | 6% | 5% | 1% | 0% |
| Utilities | 1% | 0% | 1% | 0% |
| Retail Trade | 13% | 12% | 0% | -1% |
| Wholesale Trade | 3% | 4% | -1% | 0% |
| Transportation and Warehousing | 4% | 4% | -2% | 0% |
| Unallocated | 0% | 0% | 0% | 0% |



Figure 24 shows comparisons of actual change in wages during the 13-year period relative to the actual aggregate of non-riverboat counties and two other scenarios. Scenario 1 shows the wage increase that would have occurred if there had not been a change in industry mix since 1991. Scenario 2 indicates the increase in wages that would have occurred if the industry mix was the same in Lake County as in the non-riverboat counties in 2003. As shown, if the industry mix had remained the same in Lake County as in 1991, the average wage would have increased by 47 percent rather than the actual 38 percent. That scenario also would have increased faster than the expected wage increase if the 2003 industry mix of Lake County was the same as the aggregate of non-riverboat counties. Due to the wage structure of the Lake County's economy, none of the scenarios would have provided an increase equal to the aggregate of non-riverboat counties.

Figure 24: Actual and Scenario-Based Wage Change Comparisons, 1991-2003



Inter-Industry Business Climate Change

This section of the analysis provides a perspective of the business climate at the major industry level. This perspective offers insight into whether or not specific industries within previously outlined sectors have experienced substantial changes in number of jobs, number of establishments, and average wage per job after the commencement of gaming.

While more insightful, analyzing the data at the industry level is also much more complex. Most of the complexity exists because of data suppression. The ES202 data are suppressed if an industry has less than three firms or if one firm accounts for over 80 percent of industry employment. Data are suppressed to protect the privacy of individual firms. Even when all data are disclosed, some industries are too small and



volatile to recognize any consistent trends. As a result of these complexities, specific industries had to meet two criteria before being included in the analysis.

- Criterion 1: Data for specific industries had to be disclosed in at least two of the years between 1996 and 2001. To be included in the aggregate of non-riverboat county comparison, a specific industry within a given county had to be disclosed for every year between 1991 and 2001.
- Criterion 2: In addition to criterion 1, the number of jobs or establishments within specific industries had to account for at least 0.5 percent of the total for the county in at least one of the years between 1991 and 2001.

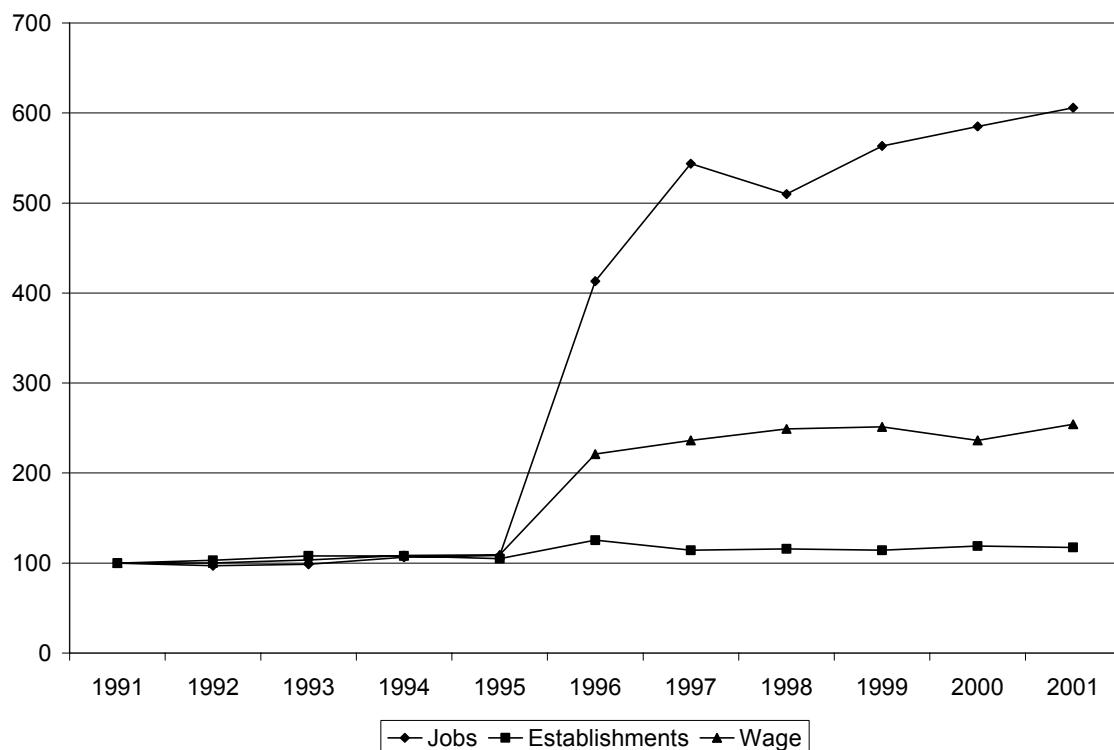
After meeting these criteria, the analysis began with a comparison of change in industry employment from 1991 to 1996 (before the riverboat), 1996 to 2001 (change after gaming). Based on the change during these time periods, a comparability index was constructed. The comparability index is equal to the percentage change in employment in Lake County from one time period to the next time period minus the percentage change during the same time periods in the non-riverboat counties. This index measures whether or not an industry in Lake County experienced comparable employment trends following the operation of the Buffington Harbor riverboats (Majestic Star and Trump) in Gary. If an industry had an index score less than -5 or greater than 5 between 1996 and 2001, it was examined further. Further examination of those industries focused on whether or not each showed observable change before and after 1996. Again, the focus of this analysis is on trends that show observable divergence from the aggregate non-riverboat comparison before and after the commencement of gaming activities. It is not a study of causal relationships of riverboat gaming.



Amusement, Gambling, and Recreation Industry

The Amusement, Gambling, and Recreation Industry was one of the industries that experienced considerable change in Lake County in 1996.⁶ It deserves special attention because it is the industry in which the riverboat operations are assigned. Much of the change in this industry is certainly due to the addition of the riverboats in the county. As Figure 25 indicates, there was a very large increase in employment while the number of establishments did not fluctuate as much. Wages also increased fairly drastically in 1996, the first year of riverboat gaming in Lake County.

Figure 25: Lake County Trends in Amusement, Gambling, and Recreation Industry (1991-2001)



Other Industries in Lake County Experiencing Considerable Change

Eighteen other industries were found to have observable changes in 1996 that were not comparable to trends in the aggregate of non-riverboat counties.⁷ Table 16 identifies those industries. It also indicates the sector in which each industry is categorized and the absolute change in employment, number of establishments, and average wage from 1996 to 2001. Most of the industries that experienced divergent trends were within the manufacturing sector (seven industries). All of those industries experienced a negative change in employment and only two of those industries did not lose establishments. The Food Service and Drinking Places, Food and Beverage Stores, Wholesale Electronic Markets and Agents and

⁶ The trend lines take 1991 as the base year and compare each of the following years to those levels. Thus, 1991 as the base year is set to 100, and the subsequent years can be read as annual percentage changes from the base year, much like the consumer price index.

⁷ See Appendix I for description of each industry



Brokers, and Motor Vehicle and Parts Dealers also lost employment and establishments. The Nonstore Retailer industry was the only industry in which the wage was lower in 2001 than in 1996. Selected industries in which employment grew relatively more quickly after 1996 include, Nursing and Residential Care Facilities; General Merchandise Stores; and Executive, Legislative, and other General Government Support.

Table 16: Identified Industries and Summary of Changes

| Industry | Employment Change 1996-2001 | Establishment Change 1996-2001 | Wage Change 1996-2001 | |
|--|--------------------------------|-----------------------------------|-----------------------|----------------|
| | | | Weekly Average | Annual Average |
| Manufacturing Sector | | | | |
| Transportation Equipment Manufacturing | -709 | -2 | \$187 | \$9,724 |
| Machinery Manufacturing | -537 | 2 | \$86 | \$4,472 |
| Food Manufacturing | -365 | -5 | \$217 | \$11,284 |
| Chemical Manufacturing | -344 | -1 | \$151 | \$7,852 |
| Nonmetallic Mineral Product Manufacturing | -52 | 2 | \$113 | \$5,876 |
| Printing and Related Support Activities | -45 | -2 | \$155 | \$8,060 |
| Paper Manufacturing | -13 | -1 | \$181 | \$9,412 |
| Wholesale Trade Sector | | | | |
| Wholesale Electronic Markets and Agents and Brokers | -298 | -32 | \$145 | \$7,540 |
| Retail Trade Sector | | | | |
| Food and Beverage Stores | -521 | -18 | \$29 | \$1,508 |
| Motor Vehicle and Parts Dealers | -313 | -15 | \$146 | \$7,592 |
| Nonstore Retailers | 8 | -10 | -\$156 | -\$8,112 |
| Health and Personal Care Stores | 59 | -8 | \$54 | \$2,808 |
| General Merchandise Stores | 755 | 0 | \$55 | \$2,860 |
| Health Care and Social Assistance Sector | | | | |
| Hospitals | 59 | -1 | \$117 | \$6,084 |
| Nursing and Residential Care Facilities | 437 | 3 | \$60 | \$3,120 |
| Accommodation and Food Services | | | | |
| Food Services and Drinking Places | -941 | -53 | \$37 | \$1,924 |
| Accommodation | 7 | 6 | \$86 | \$4,472 |
| Public Administration | | | | |
| Executive, Legislative, and Other General Government Support | 1,440 | 6 | \$108 | \$5,616 |



Table 17 indicates the changes in employment in more detail for the selected industries. The first column after the industry name shows the actual employment in 2001. The next two columns show what employment in 2001 would be for each of the industries if: (1) each industry followed the same trend after 1996 as experienced from 1991 to 1996 and (2) each industry followed the same trend between 1996 and 2001 as did the aggregate of non-riverboat counties. The last two columns show the difference between the actual employment and the employment under the other scenarios, respectively. If the numbers in the last two columns are positive, then Lake County is better off than it would be under either of the other scenarios. If the same numbers are negative, then that industry is worse off.

Table 17: Actual Employment in Lake County 2001 Relative to Other Trends

| Industry | Actual | Total Employment if Change in Employment Was Equal to: | | Difference between Actual and: | |
|--|--------|--|---|--------------------------------|---------------------|
| | | Average 1991-1996 Trend in Lake County | Trend in Aggregate Non-Riverboat Counties 1996-2001 | 1991-1996 Trend | Non-Riverboat Trend |
| Hospitals | 11,111 | 12,357 | 12,350 | -1,246 | -1,239 |
| Food Services and Drinking Places | 13,671 | 15,903 | 14,902 | -2,232 | -1,231 |
| Transportation Equipment Manufacturing | 1,011 | 2,770 | 1,612 | -1,759 | -601 |
| Machinery Manufacturing | 8,79 | 2,025 | 1,284 | -1,146 | -405 |
| Food Manufacturing | 1,242 | 1,611 | 1,496 | -369 | -254 |
| Nonmetallic Mineral Product Manufacturing | 1,097 | 1,320 | 1,208 | -223 | -111 |
| Chemical Manufacturing | 1,352 | 1,560 | 1,445 | -208 | -93 |
| Health and Personal Care Stores | 1,932 | 1,778 | 2,020 | 154 | -88 |
| Motor Vehicle and Parts Dealers | 3,164 | 4,398 | 3,241 | -1,234 | -77 |
| Wholesale Electronic Markets and Agents and Brokers | 486 | 829 | 520 | -343 | -34 |
| Printing and Related Support Activities | 402 | 526 | 402 | -124 | 0 |
| Accommodation | 1,275 | 1,553 | 1,264 | -278 | 11 |
| Paper Manufacturing | 286 | 84 | 245 | 202 | 41 |
| Nonstore Retailers | 510 | 361 | 413 | 149 | 97 |
| Food and Beverage Stores | 5,006 | 5,323 | 4,837 | -317 | 169 |
| General Merchandise Stores | 4,858 | 4,348 | 4,417 | 510 | 441 |
| Nursing and Residential Care Facilities | 4,328 | 5,768 | 3,736 | -1,440 | 592 |
| Executive, Legislative, and Other General Government Support | 9,070 | 7,309 | 8,281 | 1,761 | 789 |

As shown, Hospitals and Food Services and Drinking Places were the largest employers of the identified industries in 2001. Using the non-riverboat trend as the comparison, those industries also experienced the largest absolute difference between actual employment and what employment would have been under the other two scenarios. If the Hospital industry had grown at the same rate between 1996 and 2001 as it did between 1991 and 1996 (12,357 jobs), it would have kept pace with the trends experienced in the aggregate of non-riverboat counties (12,350 jobs).

Three of the selected industries that performed worse than if trends had been the same as from 1991 to 1996 in Lake County, still performed better than the aggregate of non-riverboat counties. Those industries include: Accommodation; Food and Beverage Stores; and Nursing and Residential Care Facilities.



Four industries performed better than under either scenario. One of those industries was government support, technically coded as Executive, Legislative, and Other General Government Support. The other industries include, Paper Manufacturing; Nonstore Retail; and General Merchandise Stores.

Table 18 compares the number of establishments for the selected industries. Twelve of the 18 selected industries had fewer firms in 2001 than if change had occurred at the same pace as between 1991 and 1996. Nine industries had fewer establishments than if they had changed at the same rate as the aggregate of non-riverboat communities. The Food Services and Drinking Places industry fared the worst relative to the other two scenarios. Other industries that slowed relative to both other scenarios include: Motor Vehicle and Parts Dealers; Health and Personal Care Stores; Wholesale Electronic Markets and Agents and Brokers; General Merchandise Stores; Nonstore Retailers; Transportation Equipment Manufacturing; Paper Manufacturing; and Hospitals. The industries that have more establishments than if they had performed like the aggregate of non-riverboat counties include: Chemical Manufacturing; Machinery Manufacturing; Accommodation; Nursing and Residential Care Facilities; Printing and Related Support Activities; Executive, Legislative, and other General Government Support; and Food and Beverage Stores.

Table 18: Actual Number of Establishments in Lake County 2001 Relative to Other Trends

| Industry | Actual | Total Employment if Change in Employment Was Equal to: | | Difference between Actual and: | |
|--|--------|--|---|--------------------------------|---------------------|
| | | Average 1991-1996 Trend in Lake County | Trend in Aggregate Non-Riverboat Counties 1996-2001 | 1991-1996 Trend | Non-Riverboat trend |
| Food Services and Drinking Places | 743 | 935 | 788 | -192 | -45 |
| Motor Vehicle and Parts Dealers | 176 | 192 | 187 | -16 | -11 |
| Health and Personal Care Stores | 115 | 122 | 122 | -7 | -7 |
| Wholesale Electronic Markets and Agents and Brokers | 86 | 118 | 92 | -32 | -6 |
| General Merchandise Stores | 55 | 57 | 59 | -2 | -4 |
| Nonstore Retailers | 30 | 33 | 33 | -3 | -3 |
| Transportation Equipment Manufacturing | 9 | 10 | 10 | -1 | -1 |
| Paper Manufacturing | 5 | 6 | 6 | -1 | -1 |
| Hospitals | 9 | 11 | 10 | -2 | -1 |
| Food Manufacturing | 26 | 25 | 26 | 1 | 0 |
| Nonmetallic Mineral Product Manufacturing | 36 | 30 | 36 | 6 | 0 |
| Chemical Manufacturing | 23 | 27 | 22 | -4 | 1 |
| Machinery Manufacturing | 41 | 41 | 38 | 0 | 3 |
| Accommodation | 38 | 29 | 35 | 9 | 3 |
| Nursing and Residential Care Facilities | 58 | 86 | 54 | -28 | 4 |
| Printing and Related Support Activities | 41 | 41 | 37 | 0 | 4 |
| Executive, Legislative, and Other General Government Support | 37 | 28 | 31 | 9 | 6 |
| Food and Beverage Stores | 205 | 227 | 197 | -22 | 8 |



Table 19 compares the average wage per job for the selected industries. The Nonstore Retailers; Nursing and Residential Care Facilities; Food and Beverage Stores; Nonmetallic Mineral Product Manufacturing; Machinery Manufacturing; Health and Personal Care Stores; Accommodation; and Chemical Manufacturing were the only identified industries that paid less on average than if the growth in wage per job had continued at the same rate as between 1991 and 1996. Seven of the 19 industries did not keep pace with wages of the aggregate of non-riverboat counties.

Table 19: Actual Wage in Lake County 2001 Relative to Other Trends

| Industry | Actual | Total Employment if Change in Employment Was Equal to: | | Difference between Actual and: | |
|--|----------|--|---|--------------------------------|---------------------|
| | | Average 1991-1996 Trend in Lake County | Trend in Aggregate Non-Riverboat Counties 1996-2001 | 1991-1996 Trend | Non-Riverboat trend |
| Nonstore Retailers | \$30,732 | \$67,324 | \$51,148 | \$(36,592) | \$(20,416) |
| Hospitals | \$34,164 | \$34,075 | \$36,537 | \$89 | \$(2,373) |
| Nursing and Residential Care Facilities | \$19,188 | \$19,547 | \$21,186 | \$(359) | \$(1,998) |
| Food and Beverage Stores | \$15,288 | \$16,751 | \$16,349 | \$(1,463) | \$(1,061) |
| Nonmetallic Mineral Product Manufacturing | \$39,156 | \$39,443 | \$40,005 | \$(287) | \$(849) |
| General Merchandise Stores | \$15,236 | \$13,208 | \$15,653 | \$2,028 | \$(417) |
| Machinery Manufacturing | \$36,816 | \$41,395 | \$36,998 | \$(4,579) | \$(182) |
| Food Services and Drinking Places | \$9,932 | \$9,414 | \$9,514 | \$518 | \$418 |
| Executive, Legislative, and Other General Government Support | \$26,728 | \$26,212 | \$26,116 | \$516 | \$612 |
| Health and Personal Care Stores | \$23,920 | \$27,650 | \$23,301 | \$(3,730) | \$619 |
| Motor Vehicle and Parts Dealers | \$34,528 | \$29,814 | \$33,292 | \$4,714 | \$1,236 |
| Accommodation | \$16,900 | \$18,564 | \$15,289 | \$(1,664) | \$1,611 |
| Chemical Manufacturing | \$61,776 | \$63,400 | \$59,585 | \$(1,624) | \$2,191 |
| Wholesale Electronic Markets and Agents and Brokers | \$45,760 | \$45,309 | \$43,165 | \$451 | \$2,595 |
| Printing and Related Support Activities | \$30,472 | \$25,897 | \$26,627 | \$4,575 | \$3,845 |
| Transportation Equipment Manufacturing | \$39,000 | \$35,446 | \$33,950 | \$3,554 | \$5,050 |
| Paper Manufacturing | \$43,680 | \$43,014 | \$38,440 | \$666 | \$5,240 |
| Food Manufacturing | \$38,688 | \$32,454 | \$31,640 | \$6,234 | \$7,048 |

Three of the industries in which the average wage was less than it would have been if it had experienced the same growth between 1996 and 2001 as occurred during 1991 through 1996, still performed better than if they had mirrored the aggregate non-riverboat county wage growth. Those industries included: Health and Personal Care Stores; Accommodation; and Chemical Manufacturing. Eight industries experience greater actual average wage increases than if they had experienced the same change under either of the other scenarios. Those industries include: Food Services and Drinking Places; Executive, Legislative, and Other General Government Support; Motor Vehicle and Parts Dealers; Wholesale Electronic Markets and Agents and Brokers; Printing and Related Support Activities; Transportation Equipment Manufacturing; Paper Manufacturing; and Food Manufacturing.



Change in Employment near Majestic Star

The comparable industry trend data do not exist for geographic boundaries lower than the county level. However, there are data that allow for comparisons to total employment, total number of establishments, and total wage by ZIP code. These data, taken from the U.S. Bureau of the Census ZIP Business patterns, were used in this analysis to estimate the total for each of those indicators within 1-mile, 2-mile, 3-mile, 4-mile, and 5-mile radii around the Buffington Harbor. The estimates are calculated by the percentage of the area of each ZIP code within the respective radii.

Table 20 shows that an estimated 8.2 percent of all jobs and 4.9 percent of all establishments are located within a 5-mile radius around the riverboat. Most of those jobs and establishments are between 3 and 5 miles from the riverboat. Almost 11 percent of all wages paid in Lake County were within five miles of the Buffington Harbor. As might be expected from the observation of jobs and establishments, most of that 11 percent is paid to jobs within 3 and 5 miles from the riverboat. Proportionally, there has been a shift of employment, establishments, and wages away from the studied area. Due to lack of data, it is not yet possible to determine the industries in which these shifts have occurred.

Table 20: Shifts in Employment, Establishments, and Wages near Majestic Star

| | 2001 Proportion | Shift 1996-2001 | Cumulative Proportions | Shift |
|-----------------------|-----------------|-----------------|------------------------|-------|
| Employment | | | | |
| < 1 mile | 0.4% | -0.1% | 0.4% | -0.1% |
| 1-2 mile | 0.5% | -0.1% | 0.9% | -0.2% |
| 2-3 mile | 0.8% | -0.2% | 1.7% | -0.5% |
| 3-4 mile | 2.4% | -0.3% | 4.1% | -0.7% |
| 4-5 mile | 4.2% | -0.3% | 8.2% | -1.0% |
| > 5 mile | 91.8% | 1.0% | 100% | |
| Establishments | | | | |
| < 1 mile | 0.4% | 0.0% | 0.4% | 0.0% |
| 1-2 mile | 0.5% | 0.0% | 0.9% | 0.0% |
| 2-3 mile | 0.9% | 0.0% | 1.8% | 0.0% |
| 3-4 mile | 1.4% | -0.1% | 3.2% | -0.1% |
| 4-5 mile | 1.8% | -0.2% | 4.9% | -0.3% |
| > 5 mile | 95.1% | 0.3% | 100% | |
| Wage | | | | |
| < 1 mile | 0.5% | -0.2% | 0.5% | -0.2% |
| 1-2 mile | 0.6% | -0.2% | 1.0% | -0.4% |
| 2-3 mile | 1.0% | -0.4% | 2.0% | -0.8% |
| 3-4 mile | 3.0% | -0.8% | 5.0% | -1.6% |
| 4-5 mile | 5.6% | -1.4% | 10.7% | -2.9% |
| > 5 mile | 89.3% | 2.9% | 100% | |

Summary of Business Impacts

Overall, the numbers of jobs, number of establishments, and average wage per job in Lake County have lagged compared to the trends in the aggregate of the non-riverboat counties. The lagged growth in jobs and establishments began well before the commencement of gaming. The divergence in wage growth relative to the aggregate of non-riverboat counties began approximately the same time as gaming in the



county. However, this change is likely due more to the changing industry mix than the inducement of gaming employment in the area.

Amusement, Gambling, and Recreation Industry was one of the industries that showed considerable change after gaming began in Lake County in 1996. Obviously, the change is due to the addition of riverboats in the area. Employment and wages grew very rapidly in that industry post riverboat gaming.

Eighteen other industries met the criteria for analysis and showed considerable observable change in employment, number establishments, or wages near the time gaming commenced. Most of those industries were in the Manufacturing and Retail Sectors. It is impossible to argue that all of the observable changes documented here occurred because riverboats opened during that time period. Causal relationship between gaming commencement and other industry change is beyond the scope of this report. This study, however, provides an understanding of what the business climate is in a county that receives fairly large investments and much attention as a result of gaming in the community.

Table 21 provides a summary of change in selected industries, which exhibited considerable change around the same time as the commencement of gaming. Specifically, the table shows whether or not an industry had positive change after the commencement of gaming relative to the change in only Lake County five years prior (Lake), relative to only the aggregate of non-riverboat counties (non-riverboat), relative to both the change in the county five years prior and the change five years after in the non-riverboat counties (both), or positive change relative to neither of the two scenarios (neither). The bottom section of the table shows the count by employment, establishment, and wage. The table also scores each industry. The score is the sum of the three indicators based on the following conditions: Lake (1 point), Non-riverboat (1 point), Both (2 points), and Neither (-2 points).



Table 21: Summary of Relative Change by Selected Industries

| Industry | Jobs | Establishments | Wage | Score |
|--|---------------|----------------|---------------|-------|
| Nonmetallic Mineral Product Manufacturing | Neither | Lake | Neither | -3 |
| Hospitals | Neither | Neither | Non-Riverboat | -3 |
| Nonstore Retailers | Both | Neither | Neither | -2 |
| Machinery Manufacturing | Neither | Both | Neither | -2 |
| Food Services and Drinking Places | Neither | Neither | Both | -2 |
| Motor Vehicle and Parts Dealers | Neither | Neither | Both | -2 |
| Transportation Equipment Manufacturing | Neither | Neither | Both | -2 |
| Wholesale Electronic Markets and Agents and Brokers | Neither | Neither | Both | -2 |
| Health and Personal Care Stores | Lake | Neither | Non-Riverboat | 0 |
| Food and Beverage Stores | Lake | Non-Riverboat | Neither | 0 |
| Chemical Manufacturing | Neither | Non-Riverboat | Non-Riverboat | 0 |
| Nursing and Residential Care Facilities | Non-Riverboat | Lake | Neither | 0 |
| General Merchandise Stores | Both | Neither | Lake | 1 |
| Food Manufacturing | Neither | Lake | Both | 1 |
| Paper Manufacturing | Both | Neither | Both | 2 |
| Printing and Related Support Activities | Neither | Both | Both | 2 |
| Accommodation | Lake | Both | Non-Riverboat | 4 |
| Executive, Legislative, and Other General Government Support | Both | Both | Both | 6 |
| Both | 4 | 4 | 8 | |
| Lake | 3 | 3 | 1 | |
| Non-Riverboat | 1 | 2 | 4 | |
| Neither | 10 | 9 | 5 | |

Most of the selected industries grew at a slower rate after the beginning of gaming operations and slower than the non-riverboat trend for the same time period (*Neither* in table above). Four industries performed better than both before gaming operations in the county began and the non-riverboat trend. Most of the industries' wages per job grew faster than they would have in the scenarios (trend in Lake County before gaming and trend of non-riverboat gaming).

The Executive, Legislative, and other General Government Support, within the Public Administration Sector, was the only industry to have increased faster than both of the other scenarios in employment, number of establishments, and wages. Others that placed positively on the positive growth score were General Merchandise Stores, Food Manufacturing, Paper Manufacturing, Printing and Related Support Activities, and Accommodation. Eight of the industries received negative placing under the scoring system. The industries that received negative competitive scores were Nonmetallic Mineral Product Manufacturing, Hospitals, Nonstore Retailers, Machinery Manufacturing, Food Services and Drinking Places, Motor Vehicle and Parts Dealers, Transportation Equipment Manufacturing, and Wholesale Electronic Markets and Agents and Brokers.

Eight percent of jobs, five percent of establishments, and almost 11 percent of wages in Lake County are located within a 5-mile radius of Buffington Harbor. Most of that activity is between three and five miles from the riverboat. Since 1996, there has been a shift of jobs away from this area. Future data availability



will allow for more detailed analyses that indicate which industries are experiencing those shifts, either positively or negatively.





Current Financial Position and Future Plans

Majestic Star Casino, LLC, has applied for the renewal of its gaming license in Gary, Indiana. The purpose of this report is to provide the Indiana Gaming Commission with an assessment of the financial performance of this Indiana gaming facility. Additionally, the report will evaluate and summarize the financial and operating plans for the next three years that were presented in the request for license renewal by the current management of Majestic Star Casino.

Description of Operations

Majestic Star Casino, LLC, was formed in December 1993, as an Indiana limited liability company and was issued a license of suitability and commenced gaming operations in Gary at Buffington Harbor in June 1996. The company is 100 percent owned by Mr. Don Barden. Majestic Star shares a boarding pavilion in Gary with Trump Indiana, Inc. The two companies jointly own the boarding pavilion and a covered parking garage.

In March 2001, Majestic Star Casino, LLC, bought casino properties operated under the Fitzgerald Gaming Company name and currently owns and operates two of those casino properties, Fitzgerald's Tunica and Fitzgerald's Black Hawk. The three Majestic Star properties contain approximately 3,445 slot machines, 90 gaming tables, and 507 hotel rooms.

At December 2003, Majestic Star Casino, LLC, represented total assets of \$233 million with net revenues of \$261 million with long-term debt outstanding of \$302 million. Its Owners Equity balance is negative, reflecting accumulated losses. It produced total operating cash flow in 2003 from the three properties of \$48.93 million (EBITDA). Its leverage ratio, measured as Total Long-Term Debt to EBITDA, based on 2003 figures, is 6.17 times. Its high extent of leverage is a major source of risk for Majestic Star Casino, LLC.

In October 2003, the company completed a series of refinancing transactions that involved the issuance of \$260 million of 9.5 percent debt, due in 2010. The proceeds of this issue were used to pay down other financing that had higher interest rates. Additionally, a Senior Secured credit facility was created with an available line of \$80 million. The refinancing was expected to reduce after tax annual interest expense by about \$4.3 million or 13 percent. Such a reduction in interest expense had the potential to have a dramatic impact on the financial health of Majestic Star, raising pro forma Net Income by more than 400 percent. After the refinancing, Majestic Star had more debt outstanding, having drawn about \$39 million (by the end of 2003) of the \$80 million line.

In its reporting of its subsidiaries, Majestic Star reports long-term debt on the balance sheet of Majestic Star Indiana and on the balance sheets of the Fitzgerald properties. However, the terms of the Senior Secured Notes issued in October indicated that all the assets of the company would serve as security on the Notes. Additionally, all the assets of the company also secure the Senior Secured credit facility and the Credit Facility claim is prior to the claim of the Senior Secured notes. Majestic Star management expects that the terms of the new Senior Secured Credit facility would include restrictions on future investments, distributions, mergers, and indebtedness. The terms of the credit facility also placed a limit on annual capital expenditures for the whole company.



Operating Strategy

The operating strategy for each of the company's properties is to attract middle market customers who enjoy slot play. The Gary gaming site, which includes Majestic Star and Trump Indiana, has the highest concentration of gaming positions in the Chicago market with 3,500 gaming positions. Majestic Star, like Trump Indiana, has converted a large number of its slot machines in Gary to the TITO coinless technology and plans to convert the rest of its machines to that technology in 2004. Additionally, the company has developed a new customer tracking system that allow the company to track its customers' game play and develop promotion plans that are most effective in enhancing the gaming business of those customers.

Growth Strategy

Majestic Star's growth strategy for each one of its properties is built on an assumption that recent or planned developments of property adjacent to their existing facilities or improved access to their facilities will allow them to attract new customers. In Gary, the company has acquired 170 acres of land that is being considered for development and the city is improving access roads to the site. In Tunica, Tunica County is creating a 168-acre park on land adjacent to the Tunica Fitzgerald operation. Additionally, Tunica County is expanding its airport to attract more gaming customers to the facilities in that area. At its Black Hawk facility, the company has cleared adjacent property and is considering expansion when conditions will support it.

Competition

The company faces intense competition in each of its markets and believes that most of its competitors have more name recognition. A new land-based casino in Chicago has been approved by Illinois authorities but is not currently under construction. However, Majestic Star management believes that the addition of one more facility in the Chicago market could have a significant negative effect on its level of business. Colorado and Mississippi have no-limits on the number of gaming licenses that could be issued while Indiana does. Currently, the state has no plans to increase the number beyond those that have already been granted.

Pending consolidation of gaming operations in the Chicago market will likely further increase the competitive pressure on the Gary facilities which are the furthest of the Lake County gaming facilities from the downtown Chicago market. The capital expenditures necessary to keep up with or exceed local competitors are large and funding those expenditures is a challenge for Majestic Star, given the fact that its balance sheet is already heavily levered and most of its operating cash flow is necessary to service debt or lease obligations. While the company with its consolidated operations has been cash flow positive (EBITDA) since the acquisition of the Fitzgerald facilities, the consolidated business has lost money or had negative reported net income in two of the last three years.

Majestic Star Indiana and the Consolidated Company

The operating and financial performance for Majestic Star Indiana relative to the consolidated parent company for the period 2003 is summarized in Table 22. Majestic Star Indiana generated \$139 million in net revenue in 2003 with an asset base of \$117 million. The Indiana facilities generated operating cash flow (EBITDA) of \$20.86 million, which was equal to 1.21 times its annual interest expense of \$17.3 million. Its cash flow margin for the year was 15.02 percent for the Indiana facility although its net income was negative in 2003. The consolidated company generated revenues of \$262 million on an asset base of \$233 million. EBITDA for the consolidated company was \$49 million or 18.69 percent of Net Revenue.



Table 22: Basic Data 2003 (dollars in millions)

| | Majestic Star Consolidated | Majestic Star Indiana |
|-------------------------|---------------------------------------|------------------------------|
| Total Assets | \$233.2 | \$117.1 |
| Revenue | 261.8 | 138.9 |
| EBITDA | 48.9 | 20.86 |
| Long Term Debt (LTD) | 301.7 | 160.0 |
| Interest Expense | 31.3 | 17.3 |
| Ratios | | |
| Revenues/Total Assets | 1.12 | 1.21 |
| EBITDA/Revenue | 18.69 | 15.02 |
| LTD/EBITDA | 6.2 | 7.67 |
| EBITDA/Interest Expense | 1.56 | 1.21 |

The total long-term debt for the consolidated company was \$302 million with total interest expense of \$31 million. The Fixed Charge Coverage ratio or EBITDA/Interest Expense for the consolidated company was 1.56 times, somewhat better than that for the Indiana operation alone. The measure of Leverage for the Indiana operation (Long term Debt/EBITDA) was 7.67 in 2003 compared to 6.2 for the consolidated company. In general, the Majestic Star operation is highly levered and while having sufficient operating cash flow to service its debt, has limited ability to reduce its debt outstanding, given the current operating performance. The consolidated company suffered a negative net income of almost \$44 million in 2003. Majestic Star Indiana and Trump Indiana have a lease arrangement with Buffington Harbor Parking Associates (BHPA), which requires each party to make an annual lease payment, which is equal to the debt service requirement of BHPA. This lease payment is equal to \$1.6 million for 2004 and declines over time. The total lease obligation for each of the Gary operators is about \$20 million as the parking facility project cost about \$40 million. Capital expenditures for the year for the consolidated company were \$18 million, slightly greater than the total of depreciation and amortization charges for the year of about \$17 million.

Several characteristics of the Indiana gaming operation relative to the parent or as a percent of the consolidated operation in 2003 are summarized in Table 23. The consolidated company employs 2,698 persons with about 44 percent of that total employed in the Indiana facility. A union represents a portion of the Indiana employees while none of the employees in the other Majestic Star facilities are unionized. The Indiana operation represented 50 percent of total assets, but 53 percent of net revenue of the consolidated operation. The Indiana facility has 44 percent of the consolidated company's slot machines and 55 percent of its table games. However, EBITDA from Indiana was only 43 percent of the total. And, even with its lower level of cash flow, the Indiana operation was accountable (in balance sheet terms) for 53 percent of the long-term debt and 55 percent of annual interest expense.

However, this segmentation of the long-term debt between parent and the Indiana operation gives a false picture of the obligation of the Indiana operation to the total long-term debt of the parent company. When Majestic Star purchased its Fitzgerald properties in 2001, Majestic Holdings was created to hold the Fitzgerald assets and Majestic Holdings issued \$145 million in 11.653 percent Senior Secured Notes. The assets of Majestic Holdings secured this debt. This Senior Secured Note was partially (90 percent)



repurchased in October 2003, and replaced with a Senior Secured Note that listed all assets of Majestic Star as collateral on the new note.

Majestic Star reports that in its Gary facility, it has a “fair share” of 48 percent in 2003. The fair share is calculated by taking the ratio of the Majestic Star’s share of gaming revenue in the Chicago market relative to its share of gaming positions. In the other two markets in which Majestic operates, the facilities have a “fair share” of 85 percent and 116 percent, respectively, with the highest ratio in the Black Hawk market. These data are consistent with the low level of cash flow profitability of the Gary facility relative to the parent company’s EBITDA/Revenue measure of performance and are suggestive of the level of competition in the Chicago market. The Gary boats also have consistently produced a lower WIN per patron than the average in the state of Indiana.

Table 23: Majestic Indiana as Percent of Total Consolidated Company

| | 2003 |
|------------------|-------------|
| Revenue | 53% |
| Total Assets | 50% |
| EBITDA | 43% |
| Long Term Debt | 53% |
| Interest Expense | 55% |
| Employees | 44% |
| Slot machines | 44% |
| Table Games | 55% |
| Gaming Space | 45% |

Majestic Star Indiana: Historic Performance

The last three years have presented many new challenges for the management of Majestic Star. The acquisition of the Fitzgerald properties was associated with the movement of corporate headquarters to Las Vegas. During the three-year period, consolidated gross revenue for the total company basically doubled from 2001 to 2002 with the acquisition of the Fitzgerald properties. However, from 2002 to 2003, total revenue declined slightly and was attributed to the weak economic environment, intense competition, and remodeling projects in several of the facilities. On July 13, 2003, Majestic Star announced that it will sell Fitzgerald’s casino in Black Hawk, Colorado for \$66 million. The deal requires regulatory approval and could close in six to nine months.

The implementation of dockside gaming in Indiana and the expansion of the facility in Gary to include a covered parking facility were both conditions that supported revenue growth for the Indiana facility. A summary of operating and financial performance in the last four years of the Majestic Indiana facility is provided in Table 24. In the four years ending in 2003, net casino revenue at Majestic Star Indiana increased by a total of almost 18 percent. A substantial part of that growth reflected the change in operations of Indiana gaming facilities to 24-hour dockside operations with open boarding which started in August 2002. The growth in gaming revenue slowed in 2003 however to three percent, down from the eight percent growth rate realized in the first year of dockside operations. Management cited an increase in table game revenue as one factor that contributed to revenue growth in 2003.



During the period, casino costs increased from 51 percent of net gaming revenue in 2000 to reach 55 percent in 2003, largely reflecting the higher gaming tax schedule that was put in place in Indiana with the adoption of dockside operations. Majestic Star replaced a significant percentage of its slot machines with TITO (ticket in-ticket out) machines in 2003, a move that provided some cost savings. General and administrative expenses were relatively stable during the three-year period in absolute dollar terms. EBITDA as a percent of net gaming revenue increased from 16.97 percent in 2000 to reach 17.43 percent in 2002 before the measure of profitability fell in 2003 to 15.02 percent of net revenue. Interest expense grew during the period as long-term debt obligations increased. The ratio of EBITDA to Interest Expense improved during the period until 2002 and declined in 2003 as the impact of higher gaming taxes produced a lower level of operating cash flow. In a similar fashion, the ratio of operating cash flow to fixed charges, where fixed charges includes interest expense and lease payments, also deteriorated from 2002 to 2003.

Table 24: Historical Performance Measures, Majestic Star Indiana 2000-2003 (dollars in millions except ratios)

| | 2000 | 2001 | 2002 | 2003 |
|----------------------------|---------|---------|---------|---------|
| Net Casino Revenue | \$118.0 | \$124.9 | \$135.1 | \$138.9 |
| Casino Costs | \$59.8 | \$64.7 | \$68.5 | \$76.7 |
| General and Administrative | \$13.3 | \$15.1 | \$14.6 | \$15.5 |
| EBITDA | \$20.0 | \$22.6 | \$24.2 | \$20.9 |
| Interest Expense | \$14.9 | \$14.8 | \$14.3 | \$17.3 |
| EBITDA/Net Revenue | 16.97% | 18.07% | 17.43% | 15.02% |
| EBITDA/Interest Expense | 1.34% | 1.53% | 1.70% | 1.21% |
| EBITDA/Fixed Charges | 1.22% | 1.39% | 1.53% | 1.11% |

Majestic Star Relative to Competitors

Majestic Star's operating ratios were compared with those of its partner operation, Trump Indiana, and with Horseshoe (Table 25). Neither Trump Indiana nor Majestic Star is generating the amount of cash flow relative to revenue that the Horseshoe operation was able to achieve in 2002 and 2003. But Majestic Star produced a superior result than Trump in 2003 as general and administrative expenses for the latter climbed significantly as a percentage of total revenue. In the most recent year, the three facilities in Gary and Hammond were all relatively heavily levered with a low ratio of EBITDA to Interest Expense suggesting that none of them were well positioned to withstand a reduction in operating earnings and still be able to service their debts. But clearly, Majestic Star was in the most precarious position with its EBITDA to Interest Expense ratio at 1.21 times.



Table 25: Majestic Star Relative to Other Lake County Riverboats (dollars in millions)

| | Majestic Star | Trump | Horseshoe |
|----------------------------|---------------|-------|-----------|
| 2002 | | | |
| Revenue | 100% | 100% | 100% |
| Casino Costs | 50.7 | 48.9 | 51.6 |
| General and Administration | 10.5 | 21.6 | 13.7 |
| EBITDA/Revenue | 17.43 | 20.7 | 21.23 |
| EBITDA/Interest Expense | 1.70 | 6.83 | 1.74 |
| 2003 | | | |
| Revenue | 100% | 100% | 100% |
| Casino Costs | 55.3 | 50.6 | 59.4 |
| General and Administration | 11.16 | 27.1 | 11.9 |
| EBITDA/Revenue | 15.02 | 12.6 | 17.2 |
| EBITDA/Interest Expense | 1.21 | 2.43 | 1.85 |

Over a two-year period (2002-2003), on average, Majestic Star has achieved cash flow profitability of 16.22 percent of revenue versus 16.65 percent for the Trump Indiana boat. But both facilities achieved a low level of average profitability relative to Horseshoe at 19.22 percent during the same two-year period. All three facilities experienced a decline in cash flow profitability as a result of higher Indiana gaming wager taxes, which were paid for the full year in 2003 versus just part of the year in 2002.

Table 26: Analysis of Majestic Star Relative to Trump Indiana and Horseshoe

| | 2002 | 2003 |
|-----------------------|-------|-------|
| Majestic Star | | |
| Revenue/Total Assets | 1.2 | 1.21 |
| EBITDA/Revenue % | 17.43 | 15.02 |
| Long-term Debt/EBITDA | 4.83 | 7.67 |
| Trump Indiana | | |
| Revenue/Total Assets | 1.15 | 1.18 |
| EBITDA/Revenue % | 20.7 | 12.6 |
| Long-term Debt/EBITDA | 2.62 | 4.21 |
| Horseshoe | | |
| Revenue/Total Assets | 0.765 | 0.781 |
| EBITDA/Revenue % | 21.2 | 17.2 |
| Long-term Debt/EBITDA | 5.84 | 6.7 |

In Table 26, several other operating ratios for the three Lake Michigan peers are presented. In general, Majestic Star Indiana uses its assets more productively in terms of revenue relative to total asset base. However it is on average less profitable and is the most levered in terms of Long-Term Debt to EBITDA than the other two operations.



Summary of Financial Position and Future Plans

The Majestic Star Casino, LLC, is unique among the Indiana Riverboats in that one person, Mr. Don Barden, wholly owns it. It is one of two riverboats sharing a facility and location in Gary, Indiana. The joint venture turns out to be one of the largest gaming facilities on Lake Michigan and in the Chicago market. The shared facility enjoys a high level of traffic but because there is so much capacity at that single site, the market share of gaming revenue that Majestic Star draws is low relative to the share of the gaming positions it has. Majestic Star faces the current market with greater competition from the more visible names of national competitors. The weak financial position of Trump Indiana and its parent Trump Hotel and Casino Resorts does not bode well for the joint facility in the near term.

In general, the current conditions for this license are strained but can improve with its lower cost debt and more rapid growth in some of its newly acquired gaming facilities. Going forward, competitive pressures are likely to become more intense, creating constant challenge for the managers of the license. But these are not new conditions. There were no new conditions discovered in this analysis of the financial strength of this license that would suggest that the Majestic Star Indiana license is in more danger in 2003 than it was at earlier evaluation points. The results of this analysis support the decision to renew this license, but the increasing intensity of competitive conditions in the Chicago market, coming from the consolidation of ownerships of other properties in that market and the potential for new facilities in downtown Chicago are significant risk factors for this license for the foreseeable future.





Appendix I: Description of SIC Codes



*Standard Industrial Classification (SIC) descriptions were taken from
<http://www.census.gov/epcd/ec97brdg/>*

20 Food and Kindred Products

This major group includes establishments manufacturing or processing foods and beverages for human consumption, and certain related products, such as manufactured ice, chewing gum, vegetable and animal fats and oils, and prepared feeds for animals and fowls. Products described as dietetic are classified in the same manner as non-dietetic products (e.g., as candy, canned fruits, cookies).

27 Printing, Publishing, and Allied Industries

This major group includes establishments engaged in printing by one or more common processes, such as letterpress; lithography (including offset), gravure, or screen; and those establishments which perform services for the printing trade, such as bookbinding and plate-making. This major group also includes establishments engaged in publishing newspapers, books, and periodicals, regardless of whether or not they do their own printing.

30 Rubber and Miscellaneous Plastics Products

This major group includes establishments manufacturing products, not elsewhere classified, from plastics resins and from natural, synthetic, or reclaimed rubber, gutta percha, balata, or gutta siak. Numerous products made from these materials are included in other major groups, such as boats in major group 37, and toys, buckles, and buttons in major group 39. This group includes establishments primarily manufacturing tires, but establishments primarily recapping and re-treading automobile tires are classified in Services, industry 7534. Establishments primarily engaged in manufacturing synthetic rubber and synthetic plastics resins are classified in industry group 282.

32 Stone, Clay, Glass, and Concrete Products

This major group includes establishments engaged in manufacturing flat glass and other glass products, cement, structural clay products, pottery, concrete and gypsum products, cut stone, abrasive and asbestos products, and other products from materials taken principally from the earth in the form of stone, clay, and sand. When separate reports are available for mines and quarries operated by manufacturing establishments classified in this major group, the mining and quarrying activities are classified in Division B, Mining. When separate reports are not available, the mining and quarrying activities, other than those of industry 3295, are classified herein with the manufacturing operations.

If separate reports are not available for crushing, grinding, and other preparation activities of industry 3295, these establishments are classified in Division B, Mining.

35 Industrial and Commercial Machinery and Computer Equipment

This major group includes establishments engaged in manufacturing industrial and commercial machinery and equipment and computers. Included are the manufacture of engines and turbines; farm and garden machinery; construction, mining, and oil field machinery; elevators and conveying equipment; hoists, cranes, monorails, and industrial trucks and tractors; metalworking machinery; special industry machinery; general industrial machinery; computer and peripheral equipment and office machinery; and refrigeration and service industry machinery. Machines powered by built-in or detachable motors ordinarily are included in this major group, with the exception of electrical household appliances. Power-driven hand tools are included in this major group, whether electric or otherwise driven. Establishments primarily



engaged in manufacturing electrical equipment are classified in major group 36, and those manufacturing hand tools, except powered, are classified in major group 34.

Electric, Gas, and Sanitary Services (SIC Major Group 49)

This major group includes establishments primarily engaged in the generation, transmission, and/or distribution of electricity or gas or steam. Such establishments may be combinations of any of the above three services and also include other types of services, such as transportation, communications, and refrigeration. Water and irrigation systems, and sanitary systems engaged in the collection and disposal of garbage, sewage, and other wastes by means of destroying or processing materials are also included. If one service of a combination system does not constitute 95 percent or more of revenues, the establishment should be classified as a combination in Industry Group 493, with the subgroup being determined by the major service supplied.

Nondurable Goods (SIC Major Group F51)

This major group includes establishments primarily engaged in the wholesale distribution of paper and paper products (SIC Industry Group 511);drugs, drug proprietaries, and druggists' sundries (SIC Industry Group 512);apparel, piece goods, and notions (SIC Industry Group 513); groceries and related products (SIC Industry Group 514); farm-product raw materials (SIC Industry Group 515); chemicals and allied products (SIC Industry Group 516);petroleum and petroleum products (SIC Industry Group 517); beer, wine, and distilled alcoholic beverages (SIC Industry Group 518); and miscellaneous nondurable goods (SIC Industry Group 519).

Building Materials, Hardware, Garden Supply, and Mobile Home Dealers (SIC Major Group 52)

This major group includes retail establishments primarily engaged in selling lumber and other building materials; paint, glass, and wallpaper; hardware; nursery stock; lawn and garden supplies; and manufactured (mobile) homes. It includes lumber and other building materials dealers and paint, glass, and wallpaper stores selling to the general public, even if sales to contractors account for a larger proportion of total sales; these establishments are known as retail in the trade. Establishments primarily selling these products but not selling to the general public are classified in wholesale trade.

General Merchandise Stores (SIC Major Group 53)

This major group includes retail stores which sell a number of lines of merchandise, such as dry goods, apparel and accessories, furniture and home furnishings, small wares, hardware, and food. The stores included in this group are known as department stores, variety stores, general merchandise stores, catalog showrooms, warehouse clubs, and general stores. Establishments primarily engaged in selling used general merchandise are classified in SIC

593, and those selling general merchandise by mail, vending machine, or direct selling are classified in SIC 596.

Food Stores (SIC Major Group 54)

This major group includes retail stores primarily engaged in selling food for home preparation and consumption. Establishments primarily engaged in selling prepared foods and drinks for consumption on the premises are classified in major group 58, and stores primarily engaged in selling packaged beers and liquors are classified in SIC 5921.



Depository Institutions (SIC Major Group 60)

This major group includes institutions that are engaged in deposit banking or closely related functions, including fiduciary activities.

Insurance Carriers (SIC Major Group 63)

This major group includes carriers of insurance of all types, including reinsurance. Agents and brokers dealing in insurance and organizations rendering services to insurance carriers or to policy holders are classified in Major Group 64.

Hotels, Rooming Houses, Camps, and Other Lodging Places (SIC Major Group 70)

This group includes establishments engaged in providing lodging, or lodging and meals, and camping facilities. Hotels which provide accommodations for permanent residents (e.g., apartment hotels) and residential mobile home parks are classified in Real Estate, Major Group 65.

Personal Services (SIC Major Group 72)

This group includes establishments primarily engaged in providing services generally to individuals, such as barber and beauty shops, dry-cleaning plants, laundries, and photographic studios. For establishments classified in Industry Group 721, collecting and distributing units (branch outlets, pickup stations, terminals, or depots) owned and operated by a firm which does its own laundry work are not classified as separate establishments. Data for these units are merged with data for the plant where the work is done.

Miscellaneous Repair Services (SIC Major Group 76)

This group includes establishments primarily engaged in miscellaneous repair services, not elsewhere classified. Repair departments of retail dealers or manufacturers are not included unless operated as separate establishments and reported as such. This group does not include some repair services of which the more important are: repair to structures (classified in Construction); garment and shoe repair (classified in Major Group 72); automotive repair services (classified in Major Group 75); electronic computer and computer peripheral equipment repair services (classified in Industry 7378); ship and boat repair (classified in Manufacturing); and railroad repair (classified in Manufacturing).

Motion Pictures (SIC Major Group 78)

This group includes establishments producing and distributing motion pictures, exhibiting motion pictures in commercially operated theaters, and furnishing services to the motion picture industry. The term "motion pictures" includes similar productions for television or other media using film, tape, or other means.

Amusement and Recreational Services, except Motion Pictures and Museums (SIC Major Group 79)

This group includes establishments primarily engaged in providing amusement, recreation, or entertainment services, not elsewhere classified. Gambling businesses, where legal, are also included in this Major Group; however, combined gambling and lodging facilities with 25 guestrooms or more are classified in Industry

7011. Establishments primarily engaged in operating museums, art galleries, arboreta, and botanical and zoological gardens are classified in Major Group 84.

Health Services (SIC Major Group 80)



This group includes establishments primarily engaged in furnishing medical, surgical, and other health services to persons. Associations or groups, such as Health Maintenance Organizations (HMO's), primarily engaged in providing medical or other health services to members are included, but those which only provide insurance covering hospitalization or medical costs are classified in Insurance, Major Group 63. Hospices providing medical services are also included in this Major Group and are classified according to the primary service provided. Healthcare facilities were primarily coded based on self-designation. Where multiple levels of care were indicated but were not apparently separate operations, the facility was generally classified based on the highest level of care provided. Veterinarians are classified in Agriculture, Industry Group 074.





Appendix I: Description of SIC Codes



*Standard Industrial Classification (SIC) descriptions were taken from
<http://www.census.gov/epcd/ec97brdg/>*

20 Food and Kindred Products

This major group includes establishments manufacturing or processing foods and beverages for human consumption, and certain related products, such as manufactured ice, chewing gum, vegetable and animal fats and oils, and prepared feeds for animals and fowls. Products described as dietetic are classified in the same manner as non-dietetic products (e.g., as candy, canned fruits, cookies).

27 Printing, Publishing, and Allied Industries

This major group includes establishments engaged in printing by one or more common processes, such as letterpress; lithography (including offset), gravure, or screen; and those establishments which perform services for the printing trade, such as bookbinding and plate-making. This major group also includes establishments engaged in publishing newspapers, books, and periodicals, regardless of whether or not they do their own printing.

30 Rubber and Miscellaneous Plastics Products

This major group includes establishments manufacturing products, not elsewhere classified, from plastics resins and from natural, synthetic, or reclaimed rubber, gutta percha, balata, or gutta siak. Numerous products made from these materials are included in other major groups, such as boats in major group 37, and toys, buckles, and buttons in major group 39. This group includes establishments primarily manufacturing tires, but establishments primarily recapping and re-treading automobile tires are classified in Services, industry 7534. Establishments primarily engaged in manufacturing synthetic rubber and synthetic plastics resins are classified in industry group 282.

32 Stone, Clay, Glass, and Concrete Products

This major group includes establishments engaged in manufacturing flat glass and other glass products, cement, structural clay products, pottery, concrete and gypsum products, cut stone, abrasive and asbestos products, and other products from materials taken principally from the earth in the form of stone, clay, and sand. When separate reports are available for mines and quarries operated by manufacturing establishments classified in this major group, the mining and quarrying activities are classified in Division B, Mining. When separate reports are not available, the mining and quarrying activities, other than those of industry 3295, are classified herein with the manufacturing operations.

If separate reports are not available for crushing, grinding, and other preparation activities of industry 3295, these establishments are classified in Division B, Mining.

35 Industrial and Commercial Machinery and Computer Equipment

This major group includes establishments engaged in manufacturing industrial and commercial machinery and equipment and computers. Included are the manufacture of engines and turbines; farm and garden machinery; construction, mining, and oil field machinery; elevators and conveying equipment; hoists, cranes, monorails, and industrial trucks and tractors; metalworking machinery; special industry machinery; general industrial machinery; computer and peripheral equipment and office machinery; and refrigeration and service industry machinery. Machines powered by built-in or detachable motors ordinarily are included in this major group, with the exception of electrical household appliances. Power-driven hand tools are included in this major group, whether electric or otherwise driven. Establishments primarily



engaged in manufacturing electrical equipment are classified in major group 36, and those manufacturing hand tools, except powered, are classified in major group 34.

Electric, Gas, and Sanitary Services (SIC Major Group 49)

This major group includes establishments primarily engaged in the generation, transmission, and/or distribution of electricity or gas or steam. Such establishments may be combinations of any of the above three services and also include other types of services, such as transportation, communications, and refrigeration. Water and irrigation systems, and sanitary systems engaged in the collection and disposal of garbage, sewage, and other wastes by means of destroying or processing materials are also included. If one service of a combination system does not constitute 95 percent or more of revenues, the establishment should be classified as a combination in Industry Group 493, with the subgroup being determined by the major service supplied.

Nondurable Goods (SIC Major Group F51)

This major group includes establishments primarily engaged in the wholesale distribution of paper and paper products (SIC Industry Group 511);drugs, drug proprietaries, and druggists' sundries (SIC Industry Group 512);apparel, piece goods, and notions (SIC Industry Group 513); groceries and related products (SIC Industry Group 514); farm-product raw materials (SIC Industry Group 515); chemicals and allied products (SIC Industry Group 516);petroleum and petroleum products (SIC Industry Group 517); beer, wine, and distilled alcoholic beverages (SIC Industry Group 518); and miscellaneous nondurable goods (SIC Industry Group 519).

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593, and those selling general merchandise by mail, vending machine, or direct selling are classified in SIC 596.

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This major group includes retail stores primarily engaged in selling food for home preparation and consumption. Establishments primarily engaged in selling prepared foods and drinks for consumption on the premises are classified in major group 58, and stores primarily engaged in selling packaged beers and liquors are classified in SIC 5921.



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This group includes establishments primarily engaged in providing services generally to individuals, such as barber and beauty shops, dry-cleaning plants, laundries, and photographic studios. For establishments classified in Industry Group 721, collecting and distributing units (branch outlets, pickup stations, terminals, or depots) owned and operated by a firm which does its own laundry work are not classified as separate establishments. Data for these units are merged with data for the plant where the work is done.

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This group includes establishments primarily engaged in providing amusement, recreation, or entertainment services, not elsewhere classified. Gambling businesses, where legal, are also included in this Major Group; however, combined gambling and lodging facilities with 25 guestrooms or more are classified in Industry

7011. Establishments primarily engaged in operating museums, art galleries, arboreta, and botanical and zoological gardens are classified in Major Group 84.

Health Services (SIC Major Group 80)



This group includes establishments primarily engaged in furnishing medical, surgical, and other health services to persons. Associations or groups, such as Health Maintenance Organizations (HMO's), primarily engaged in providing medical or other health services to members are included, but those which only provide insurance covering hospitalization or medical costs are classified in Insurance, Major Group 63. Hospices providing medical services are also included in this Major Group and are classified according to the primary service provided. Healthcare facilities were primarily coded based on self-designation. Where multiple levels of care were indicated but were not apparently separate operations, the facility was generally classified based on the highest level of care provided. Veterinarians are classified in Agriculture, Industry Group 074.