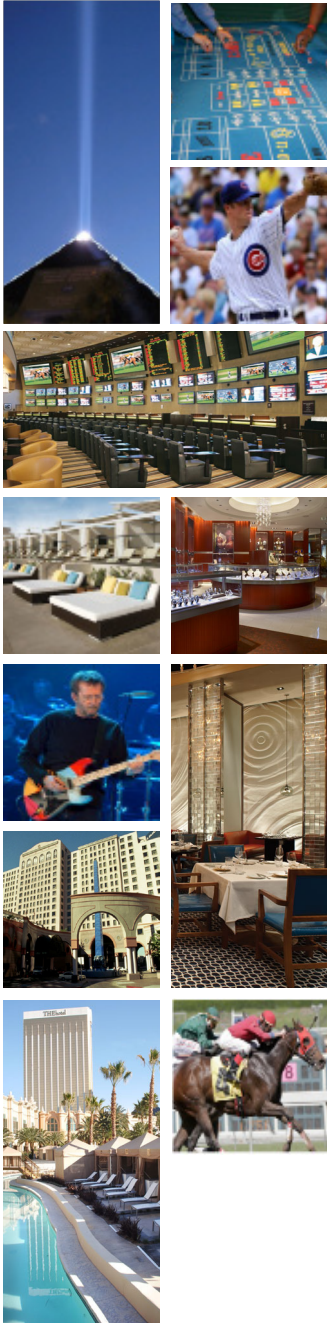


DEVELOPMENT & CAPITAL IMPROVEMENT CONSULTING



AN INTEGRATED RESORT
INVESTMENT ANALYSIS

TYPICAL WORK PRODUCT

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Dr. Ben Mammina
Ben Mammina Development Group, LLC.



Ben Mammina Development Group was formed in 2008 with the goal of being recognized as the most competent and respected provider of development services for owners of casino, hotel and entertainment businesses. For large development projects as well as smaller capital improvement projects, Ben Mammina Development Group has a single objective ... *Protect and advance the success of the owner in achieving projects of value..*

Prior to forming Ben Mammina Development Group, Ben was a key executive for MGM Resorts International from 1997 to 2008. Ben was their Senior VP of Planning and Development of the MGM Grand Resorts Development Group (MGRD). In this position Ben was responsible for conceptual planning of many projects; in total the value of these projects would exceed \$20 Billion. In addition to conceptual planning, Ben's group was responsible for oversight of new project developments and capital improvements.

Among many other achievements, Ben played a key role in securing the gaming license to operate the MGM casino in Detroit, Michigan. Ben oversaw the design and development of both the temporary and the permanent casino; a \$1 Billion development. In 2008 Ben received for MGM the ALIS "Development of the Year" award for the Detroit project.

As head of the MGRD Ben was responsible for the strategic planning and day-to-day administration of some \$400 million of capital improvement work yearly. This unique group of 25 members acted as owner/builder and the organizational structure reduced the costs of all projects significantly.

Between 1994 and 1997, Ben served as the Project Director for Caesars Palace in Las Vegas. Ben led the development of the Las Vegas Caesar Palace \$ 1 billion master plan and headed-up the development and construction of the first phase for that master plan; a \$ 500 million project.

In 1986 Ben started a fee hotel development firm and for seven years developed luxury hospitality projects for other owners.

Prior to starting his own firm, Ben was Director of Technical Services for a leading European hotel chain, Trusthouse Forte, Inc. In that capacity Ben was responsible for all development, design, construction and purchasing activities for the chain throughout North America.

Throughout his career, Ben has served as an Owner's Representative and Developer for more than 30 hotel, resort and casino projects.

Ben has a Ph.D. in Engineering with concentrated studies in engineering economics from the University of Nevada Las Vegas. He also has a MS and BS in Engineering, Civil and Environmental Engineering, from the University of Nevada, Las Vegas.





TABLE OF CONTENTS

PART 1 ROI SCENARIO ANALYSIS

Return on Investment Analysis	1
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PART 2 TOTAL INVESTMENT

Budget Summary	2
Construction and FF&E Cost Summary	3
Construction and FF&E Cost Analysis	4
Architects, Designers and Consultants	27
Permits and Fees	29
Operating Supplies and Equipment (OS&E) Cost Summary	30
Operating Supplies and Equipment (OS&E) Cost Analysis	31
Gaming Equipment Cost Summary	40
Gaming Equipment Cost Analysis	41
Show Cost Analysis	50
Insurance Cost Summary	51
Capitalized Interest Analysis	52
Preopening Expenses	58

PART 3 EXPECTED FINANCIAL PERFORMANCE

Consolidated Income Statement	59
Cash Flow Statement	60
Depreciation & Amortization Schedule	61
Capital Structure	62
Divisional Income Statement - Casino Summary	63
Departmental Income Statement - Table Game Operations	64
Departmental Income Statement - Slot Operations	65
Departmental Income Statement – Baccarat Salon	66
Departmental Income Statement – High Limit Preve	67
Departmental Income Statement - Poker Operations	68
Departmental Income Statement - Race & Sports Book Operations	69
Divisional Income Statement - Hotel & Rooms Operations	70
Divisional Income Statement - Food & Beverage Operations	71
Sub-Divisional Income Statement - Restaurant Summary	72
Departmental Income Statement - 24 Hour Dining	74

Departmental Income Statement - Room Service.....	75
Departmental Income Statement - Buffet.....	77
Departmental Income Statement - Quick Serve.....	78
Departmental Income Statement - Specialty Dining	79
Departmental Income Statement - Gourmet Dining	80
Departmental Income Statement - Starbucks Coffee.....	81
Departmental Income Statement - Pool Grill.....	82
Departmental Income Statement - Private Pool.....	83
Sub-Divisional Income Statement - Beverage Summary.....	85
Departmental Income Statement - Casino Bars.....	86
Departmental Income Statement - Casino Service Bars.....	88
Departmental Income Statement - Nightclub	89
Departmental Income Statement - Lobby Bar.....	91
Departmental Income Statement - Pool Beverage Service.....	92
Departmental Income Statement - Pool Bar	93
Sub-Divisional Income Statement - Convention Banquets	94
Sub-Divisional Income Statement - Leased Food Outlets.....	96
Divisional Income Statement - Entertainment, Main Theatre.....	97
Divisional Income Statement - Amusement & Attractions, Animal.....	98
Divisional Income Statement - Retail Operating Summary	99
Departmental Income Statement - Gift Shop / Logo Ware	100
Departmental Income Statement - Sundries.....	101
Departmental Income Statement - Leased Retail	102
Divisional Income Statement - Other Operating Summary	103
Departmental Income Statement - Wedding Chapel	104
Departmental Income Statement - Exercise / Salon / Spa.....	105
Departmental Income Statement - Business Center.....	107
Departmental Income Statement - Convention Services Rental.....	108
Departmental Income Statement - Swimming Pool – Hotel Guest.....	110
Departmental Income Statement - Conservatory.....	111
Departmental Income Statement - Other Miscellaneous Income.....	112
Departmental Income Statement – Leased Other Outlets Income	114
Divisional Income Statement - Advertising, General & Administrative.....	115
Departmental Income Statement - Advertising	116
Departmental Income Statement - General & Administrative	117
Departmental Income Statement - Property Operations	118

A MAJOR DEVELOPMENT PROJECT
RETURN ON INVESTMENT ANALYSIS
 (IN THOUSANDS)

INVESTMENT SUMMARY

INVESTMENTS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
INVESTMENT COMPONENTS					
DEVELOPMENT COSTS *	\$ 2,323,350	\$ 2,323,350	\$ 2,323,350	\$ 2,323,350	\$ 2,323,350
ADDITIONAL ANNUAL CAPITAL EXPENDITURES **	1,500	7,500	11,250	22,500	15,000
LESS INITIAL BANK ROLL *	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
TOTAL INVESTMENT (TI)	\$ 2,314,850	\$ 2,320,850	\$ 2,324,600	\$ 2,335,850	\$ 2,328,350

NOTES:

* See Development Budget Summary

** See Depreciation & Amortization Schedule

ROI SCENARIO ANALYSIS

ANALYSIS METHODS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5					
INCOME APPROACH										
TOTAL INVESTMENT (TI)	\$ 2,314,850	\$ 2,320,850	\$ 2,324,600	\$ 2,335,850	\$ 2,328,350					
EBITDA ***	\$ 542,561	\$ 548,099	\$ 577,309	\$ 607,954	\$ 640,106					
CAPITALIZATION MULTIPLE (TI / EBITDA)	4.27	4.23	4.03	3.84	3.64					
CAPITALIZATION RATE (EBITDA / TI)	23.44%	23.62%	24.83%	26.03%	27.49%					
SIMPLE PAYBACK										
TOTAL INVESTMENT	\$ 2,314,850									
CASH FLOW	\$ 351,522	\$ 622,243	\$ 909,602	\$ 1,207,232	\$ 1,534,852					
CUMULATIVE CASH FLOW	(\$ 1,971,827)	(\$ 1,349,585)	(\$ 439,983)	\$ 767,250	\$ 2,302,102					
PAYOFF (YEARS)	3.57									
RETURN ON INVESTMENT										
TOTAL INVESTMENT (TI)	\$ 2,314,850	100.0%	\$ 2,320,850	100.0%	\$ 2,324,600	100.0%	\$ 2,335,850	100.0%	\$ 2,328,350	100.0%
EBITDA BEFORE PREOPENING & MGT. FEES ***	\$ 620,586	26.81%	\$ 548,099	23.6%	\$ 577,309	24.8%	\$ 607,954	26.0%	\$ 640,106	27.5%
EBITDA ***	\$ 542,561	23.4%	\$ 548,099	23.6%	\$ 577,309	24.8%	\$ 607,954	26.0%	\$ 640,106	27.5%
EARNING BEFORE INTEREST & TAXES (EBIT) ***	\$ 452,382	19.5%	\$ 457,549	19.7%	\$ 485,704	20.9%	\$ 514,676	22.0%	\$ 545,281	23.4%
EARNING BEFORE TAX (EBT) ***	\$ 310,514	13.4%	\$ 318,781	13.7%	\$ 350,284	15.1%	\$ 382,872	16.4%	\$ 417,383	17.9%
AFTER TAX INCOME ***	\$ 223,570	9.7%	\$ 229,522	9.9%	\$ 252,204	10.8%	\$ 275,668	11.8%	\$ 300,516	12.9%
NET PRESENT VALUE										
CASH FLOW ****	\$ 351,522	\$ 622,243	\$ 909,602	\$ 1,207,232	\$ 1,534,852					
NET PRESENT VALUE	(\$ 1,842,006)	(\$ 1,348,049)	(\$ 679,465)	\$ 142,157	\$ 1,109,375					
RATE OF DISCOUNT	8.00%									
BREAK EVEN - YEAR	4.00									
INTERNAL RATE OF RETURN										
CASH FLOW ****	\$ 351,522	\$ 622,243	\$ 909,602	\$ 1,207,232	\$ 1,534,852					
BREAK EVEN - YEAR	3.00									
INTERNAL RATE OF RETURN	22.62%									

NOTES:

*** See Consolidate Income Statement

**** See Cash Flow Statement

A MAJOR DEVELOPMENT PROJECT
DEVELOPMENT BUDGET SUMMARY
 Development Costs

ACCOUNT	DESCRIPTION	COST	% COST	GEN. CONSTR.	% REV, YR. 2
100	LAND	\$ 200,000,000	8.61%	17.99%	10.85%
200	PRECONSTRUCTION	\$ 15,000,000	0.65%	1.35%	0.81%
300	GENERAL CONSTRUCTION	\$ 1,111,618,489	47.85%	100.00%	60.29%
400	TENANT IMPROVEMENTS	\$ -	0.00%	0.00%	0.00%
500	ARCHITECTS/DESIGN/CONSULTANT	\$ 117,918,837	5.08%	10.61%	6.40%
600	TESTING AND INSPECTIONS	\$ 11,116,185	0.48%	1.00%	0.60%
700	PERMITS AND FEES	\$ 25,682,432	1.11%	2.31%	1.39%
800	FURNITURE, FIXTURES & EQUIPMENT (FF&E)	\$ 125,954,798	5.42%	11.33%	6.83%
900	OPERATING SUPPLIES & EQUIPMENT (OS&E)	\$ 70,677,647	3.04%	6.36%	3.83%
1000	GAMING EQUIPMENT	\$ 112,210,276	4.83%	10.09%	6.09%
1100	SHOW / ATTRACTION	\$ 24,475,000	1.05%	2.20%	1.33%
1200	PROJECT ADMINISTRATION	\$ 20,000,000	0.86%	1.80%	1.08%
1300	LEGAL & ACCOUNTING	\$ 14,637,334	0.63%	1.32%	0.79%
1400	INSURANCE & BONDING	\$ 27,433,922	1.18%	2.47%	1.49%
1500	SALES & ADVERTISING	\$ -	0.00%	0.00%	0.00%
1600	CAPITALIZED INTEREST	\$ 218,904,934	9.42%	19.69%	11.87%
1700	LOAN FEES AND OTHERS	\$ 30,000,000	1.29%	2.70%	1.63%
1800	PREOPENING EXPENSES	\$ 78,025,000	3.36%	7.02%	4.23%
2000	PROPERTY TAXES	\$ 13,000,000	0.56%	1.17%	0.71%
2100	LICENSE & BID COSTS	\$ 2,000,000	0.09%	0.18%	0.11%
2200	START-UP / BANK ROLL	\$ 10,000,000	0.43%	0.90%	0.54%
2300	CONTINGENCY / ESCALATION	\$ 94,694,871	4.08%	8.52%	5.14%
TOTAL PROJECT		\$ 2,323,349,726	100.00%		126.02%

	Square Feet	Unit Cost \$ / sf
Total Project w/ Structured Parking	5,804,048	\$ 400.30
Total Project w/o Structured Parking	3,724,048	\$ 623.88

**A MAJOR DEVELOPMENT PROJECT
CONSTRUCTION AND FF&E COST SUMMARY**

Development Costs

Area Description	Gross SF / Area	Construction Cost / Area \$	Construction Cost / SF	FF&E Cost / Area \$	FF&E Cost / SF
1 CASINO	261,247	\$ 99,671,652	\$ 382	\$ 8,859,771	\$ 34
Casino Main Floor - Public Area	191,700	\$ 75,785,700	\$ 395	\$ 7,346,065	\$ 38
Baccarat Salon	33,095	\$ 9,936,990	\$ 300	\$ 631,356	\$ 19
High Limit Preve	9,903	\$ 3,661,082	\$ 370	\$ 389,330	\$ 39
Poker Room	4,836	\$ 1,830,660	\$ 379	\$ 153,050	\$ 32
Race & Sports Book	10,180	\$ 3,813,524	\$ 375	\$ 326,395	\$ 32
Casino Support - BOH Areas	11,532	\$ 4,643,696	\$ 403	\$ 13,575	\$ 1
2 HOTEL	2,448,054	\$ 487,690,393	\$ 199	\$ 70,599,015	\$ 29
Hotel Public Areas	22,018	\$ 7,523,798	\$ 342	\$ 601,265	\$ 27
Hotel Guest Room	2,243,140	\$ 479,500,000	\$ 214	\$ 69,997,750	\$ 31
Hotel Guest Room - BOH	182,896	\$ 666,595	\$ 4	\$ -	\$ -
3 RESTAURANTS & BARS	231,745	\$ 89,027,035	\$ 384	\$ 13,044,017	\$ 56
Restaurants					
24 Hour Dining	14,970	\$ 7,717,960	\$ 516	\$ 1,389,600	\$ 93
Room Service	1,400	\$ 665,000	\$ 475	\$ -	\$ -
Buffet	22,789	\$ 10,889,686	\$ 478	\$ 2,060,000	\$ 90
Quick Serve	6,966	\$ 3,714,700	\$ 533	\$ 599,920	\$ 86
Specialty Dining	39,896	\$ 17,368,600	\$ 435	\$ 3,986,000	\$ 100
Gourmet Dining	31,053	\$ 13,598,175	\$ 438	\$ 3,096,675	\$ 100
Starbucks Coffee	2,999	\$ 1,276,296	\$ 426	\$ 69,142	\$ 23
Pool Grill	5,388	\$ 2,390,270	\$ 444	\$ 304,430	\$ 57
Bars					
Casino Service Bars	9,500	\$ 4,750,000	\$ 500	\$ -	\$ -
Casino Bars	9,475	\$ 4,229,500	\$ 446	\$ 495,325	\$ 52
Nightclub	16,928	\$ 5,379,225	\$ 318	\$ 611,975	\$ 36
Lobby Bar	3,804	\$ 2,103,850	\$ 553	\$ 260,150	\$ 68
Pool Bar	3,467	\$ 1,383,280	\$ 399	\$ 170,800	\$ 49
Restaurant & Bar Circulation	13,839	\$ 3,998,061	\$ 289	\$ -	\$ -
Leased Food Outlets	49,271	\$ 9,562,432	\$ 194	\$ -	\$ -
4 ENTERTAINMENT	86,450	\$ 43,980,000	\$ 509	\$ 1,589,000	\$ 18
Main Theatre	86,450	\$ 43,980,000	\$ 509	\$ 1,589,000	\$ 18
5 MEETING & CONVENTION SERVICES	221,413	\$ 75,579,146	\$ 341	\$ 10,402,799	\$ 47
Ballroom / Breakout	143,327	\$ 50,164,282	\$ 350	\$ 6,697,693	\$ 47
Meeting Rooms	15,062	\$ 5,271,798	\$ 350	\$ 538,303	\$ 36
Boardroom	4,605	\$ 1,611,750	\$ 350	\$ 299,325	\$ 65
Restrooms	8,150	\$ 3,056,134	\$ 375	\$ 40,748	\$ 5
Back Of House (BOH) - BM&B	50,269	\$ 15,475,182	\$ 308	\$ 2,826,730	\$ 56
6 AMUSEMENT & ATTRACTIONS	58,374	\$ 20,016,920	\$ 343	\$ 2,189,178	\$ 38
Animal Attraction	58,374	\$ 20,016,920	\$ 343	\$ 2,189,178	\$ 38
7 RETAIL	25,900	\$ 7,269,800	\$ 281	\$ 140,000	\$ 5
Owned Retail	7,000	\$ 3,894,800	\$ 556	\$ 140,000	\$ 20
Leased Retail	18,900	\$ 3,375,000	\$ 179	\$ -	\$ -
8 OTHER RESORT AMENITIES	154,248	\$ 39,392,598	\$ 255	\$ 1,045,393	\$ 7
Business Center	5,373	\$ 1,573,014	\$ 293	\$ 59,610	\$ 11
Wedding Chapel	8,160	\$ 3,226,180	\$ 395	\$ 337,390	\$ 41
Exercise / Salon / Spa	27,326	\$ 10,665,674	\$ 390	\$ 216,595	\$ 8
Guest Pool	71,935	\$ 13,449,080	\$ 187	\$ 431,798	\$ 6
Leased Other Outlets	41,454	\$ 10,478,650	\$ 253	\$ -	\$ -
9 BACK OF HOUSE	236,617	\$ 68,331,107	\$ 289	\$ 1,411,348	\$ 6
BOH Common Areas	21,970	\$ 8,671,936	\$ 395	\$ 141,280	\$ 6
BOH Departmental Areas	165,623	\$ 49,854,315	\$ 301	\$ 1,104,446	\$ 7
BOH Departmental Circulation	49,024	\$ 9,804,856	\$ 200	\$ 165,623	\$ 3
10 RESORT SPECIFIC REQUIRMENTS	-	\$ 7,000,000			
11 THEMING AND EXTERIOR FEATURES	-	\$ 22,454,640			
12 DEMOLITION	-	\$ 8,356,000			
13 SITE WORK	-	\$ 17,449,200			
14 OFF SITE IMPROVEMENTS	-	\$ 6,400,000			
15 SITE UTILITIES	-	\$ 15,000,000			
16 PARKING STRUCTURES	2,080,000	\$ 104,000,000			
Parking - 15% Below Grade	2,080,000	\$ 104,000,000			
SIGNAGE - INTERIOR & EXTERIOR	5,804,048	\$ -		\$ 16,674,277	\$ 3
TOTAL CONSTRUCTION COST	5,804,048	\$ 1,111,618,489	\$ 192	\$ 125,954,798	\$ 22

A MAJOR DEVELOPMENT PROJECT
CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
1	CASINO				261,247		\$ 99,671,651.65		\$ 8,859,771
	Casino Main Floor - Public Area								
	Casino Entrance	1	ea.	1,000	1,000	\$ 425	\$ 425,000	\$ 50	\$ 50,000
	Valet / Waiting Area	1	ea.	300	300	\$ 425	\$ 127,500	\$ 40	\$ 12,000
	Coat Check	1	ea.	650	650	\$ 300	\$ 195,000	\$ 20	\$ 13,000
	Security Station	4	ea.	80	320	\$ 425	\$ 136,000	\$ 40	\$ 12,800
	Table Game Area	150	tables	150	22,500	\$ 425	\$ 9,562,500	\$ 50	\$ 1,125,000
	BJ Games	0	ea.	w/above				\$	-
	Caribbean Stud	0	ea.	w/above				\$	-
	Craps	0	ea.	w/above				\$	-
	Let it Ride	0	ea.	w/above				\$	-
	Midi Baccarat	0	ea.	w/above				\$	-
	Progressive pai Gow	0	ea.	w/above				\$	-
	Roulette	0	ea.	w/above				\$	-
	Three Card Poker	0	ea.	w/above				\$	-
	Slot Area	4,400	slots	19	83,600	\$ 425	\$ 35,530,000	\$ 45	\$ 3,762,000
	Player's Club	14	wickets	20	280	\$ 425	\$ 119,000	\$ 45	\$ 12,600
	Work Space	3	ea.	50	150	\$ 425	\$ 63,750	\$ 25	\$ 3,750
	Storage	1	ea.	150	150	\$ 425	\$ 63,750	\$ 10	\$ 1,500
	Casino Cashier							\$	-
	Casino Customer Windows	14	windows	55	770	\$ 425	\$ 327,250	\$ 45	\$ 34,650
	Casino Employee Window	1	windows	100	100	\$ 425	\$ 42,500	\$ 45	\$ 4,500
	High Limit Customer Windows	4	windows	70	280	\$ 425	\$ 119,000	\$ 45	\$ 12,600
	High Limit Employee Window	1	windows	70	70	\$ 425	\$ 29,750	\$ 45	\$ 3,150
	Bus Waiting	0	ea.	1,200	0	\$ 300	\$ -	\$ 25	\$ -
	TITO Redemption	6	ea.	50	300	\$ 360	\$ 108,000	\$ 40	\$ 12,000
	ATMs	15	ea.	4	60	\$ 425	\$ 25,500	\$ 25	\$ 1,500
	Restrooms - Public	4	set	2,000	8,000	\$ 425	\$ 3,400,000	\$ 5	\$ 40,000
	Shoe Shine	1	ea.	40	40	\$ 350	\$ 14,000	\$ 25	\$ 1,000
	Casino Interior Gaming Fl. Circulation	20.0%	%	106,100	21,220	\$ 425	\$ 9,018,500	\$ 45	\$ 954,900
	Casino Perimeter Gaming Fl. Circulation	27.0%	%	106,100	28,647	\$ 425	\$ 12,174,975.00	\$ 45	\$ 1,289,115
	Stairs / Exiting / Vertical Transportation	6.0%	%	166,167	9,970	\$ 185	\$ 1,844,453.70	\$ -	\$ -
	Electrical Mechanical Rooms	8.0%	%	166,167	13,293	\$ 185	\$ 2,459,271.60	\$ -	\$ -
	Main Casino Floor Subtotal				191,700		\$ 75,785,700.30		\$ 7,346,065
	Baccarat Salon								
	Public Gaming Area								
	Baccarat Tables	4	tables	220	880	\$ 425	\$ 374,000	\$ 50	\$ 44,000
	Midi Baccarat Tables	2	tables	200	400	\$ 425	\$ 170,000	\$ 50	\$ 20,000
	Mini Baccarat Tables	8	tables	210	1,680	\$ 425	\$ 714,000	\$ 50	\$ 84,000
	Black Jack Tables	4	tables	200	800	\$ 425	\$ 340,000	\$ 50	\$ 40,000
	Roulette	1	tables	180	180	\$ 425	\$ 76,500	\$ 50	\$ 9,000
	Public Gaming Circulation	55.0%	%	3,940	2,167	\$ 418.75	\$ 907,431.25	\$ 50	\$ 108,350
	Private Gaming Rooms							\$	-
	One Table Room	4	ea.	400	1,600	\$ 418.75	\$ 670,000	\$ 50	\$ 80,000
	Two Table Room	2	ea.	600	1,200	\$ 418.75	\$ 502,500	\$ 50	\$ 60,000
	Three Table Room	0	ea.	900	0	\$ 418.75	\$ -	\$ 50	\$ -
	Private Gaming Circulation / Sitting	60.0%	%	2,800	1,680	\$ 418.75	\$ 703,500	\$ 50	\$ 84,000
	Lounge							\$	-
	Lounge Seating	10	seats	27	270	\$ 418.75	\$ 113,062.50	\$ 50	\$ 13,500
	Bar Seating	5	seats	35	175	\$ 418.75	\$ 73,281.25	\$ 50	\$ 8,750
	Buffet	1	ea.	45	45	\$ 418.75	\$ 18,843.75	\$ 50	\$ 2,250
	Buffet Equipment	1	ea.	45		\$ 200	\$ 9,000	\$ -	\$ -
	Private Dining	20	seats	27	540	\$ 418.75	\$ 226,125	\$ 50	\$ 27,000
	Restrooms	1	pr.	450	450	\$ 800	\$ 360,000	\$ 5	\$ 2,250
	Cage	10	ea.	225	2,253	\$ 450	\$ 1,013,760	\$ 15	\$ 33,792
	Settlement - Private	5	ea.	145	723	\$ 450	\$ 325,440	\$ 20	\$ 14,464
	Stairs / Exiting / Vertical Transportation	60%	%	15,043	9,026	\$ 185	\$ 1,669,773.00	\$ -	\$ -
	Electrical Mechanical Rooms	60%	%	15,043	9,026	\$ 185	\$ 1,669,773.00	\$ -	\$ -
	Baccarat Salon Subtotal				33,095		\$ 9,936,989.75		\$ 631,356
	High Limit Preve								
	Reception	1	ea.	500	500	\$ 425	\$ 212,500	\$ 70	\$ 35,000
	Table Games	10	tables	150	1,500	\$ 425	\$ 637,500	\$ 70	\$ 105,000

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Slots	100	slots	20	2,000	\$ 425	\$ 850,000	\$ 70	\$ 140,000
	Cage							\$ 15	\$ -
	High Limit Customer Windows	4	windows	70	280	\$ 425	\$ 119,000	\$ 45	\$ 12,600
	High Limit Employee Window	1	windows	70	70	\$ 425	\$ 29,750	\$ 45	\$ 3,150
	Restrooms	1	pr.	650	650	\$ 425	\$ 276,250	\$ -	\$ -
	Lounge							\$ -	\$ -
	Buffet	1	ea.	50	50	\$ 418.75	\$ 20,937.50	\$ 50	\$ 2,500
	Lounge Seating	22	seats	42	924	\$ 418.75	\$ 386,925	\$ 70	\$ 64,680
	Bar Seating	9	seats	30	270	\$ 800	\$ 216,000	\$ 70	\$ 18,900
	Bar Equipment	1	ea.	270		\$ 240	\$ 64,800	\$ 70	\$ -
	Kitchen / Dishroom	1	ea.	375	375	\$ 262.50	\$ 98,437.50	\$ -	\$ -
	Kitchen Equipment	1	ea.	375		\$ 185	\$ 69,375	\$ -	\$ -
	Office Space	1	ea.	100	100	\$ 425	\$ 42,500	\$ 25	\$ 2,500
	Consult Area	1	ea.	200	200	\$ 425	\$ 85,000	\$ 25	\$ 5,000
	Circulation	30%	%	6,719	2,016	\$ 185	\$ 372,904.50	\$ -	\$ -
	Stairs / Exiting / Vertical Transportation	6%	%	6,919	415	\$ 185	\$ 76,800.90	\$ -	\$ -
	Electrical Mechanical Rooms	8%	%	6,919	554	\$ 185	\$ 102,401.20	\$ -	\$ -
	High Limit Casino Subtotal				9,903		\$ 3,661,081.60		\$ 389,330
	Poker Room								
	Reception Area	1	ea.	300	300	\$ 425	\$ 127,500	\$ 45	\$ 13,500
	Waiting Lounge Seating	8	chairs	40	320	\$ 425	\$ 136,000	\$ 45	\$ 14,400
	Poker Tables	8	tables	260	2,080	\$ 425	\$ 864,000	\$ 45	\$ 93,600
	Restrooms	1	pr.	1,000	1,000	\$ 425	\$ 425,000	\$ 5	\$ 5,000
	Cage	1	ea.	200	200	\$ 425	\$ 85,000	\$ 45	\$ 9,000
	Circulation	10%	%	3,900	390	\$ 185	\$ 72,150	\$ 45	\$ 17,550
	Stairs / Exiting / Vertical Transportation	6%	%	3,900	234	\$ 185	\$ 43,290	\$ -	\$ -
	Electrical Mechanical Rooms	8%	%	3,900	312	\$ 185	\$ 57,720	\$ -	\$ -
	Poker Room Subtotal				4,836		\$ 1,830,660		\$ 153,050
	Race & Sports Book								
	Betting Windows / Storage	12	ea.	55	660	\$ 500	\$ 330,000	\$ 45	\$ 29,700
	Sport Seating	100	seats	26	2,600	\$ 400	\$ 1,040,000	\$ 45	\$ 117,000
	Race Seating	100	seats	30	3,000	\$ 400	\$ 1,200,000	\$ 45	\$ 135,000
	Restrooms	1	ea.	800	800	\$ 400	\$ 320,000	\$ 5	\$ 4,000
	Bar Service	1	ea.	250	250	\$ 400	\$ 100,000	\$ -	\$ -
	Ice / Service Area	1	ea.	200	200	\$ 350	\$ 70,000	\$ -	\$ -
	Beer Cooler	1	ea.	150	150	\$ 350	\$ 52,500	\$ -	\$ -
	Bar Equipment	1	ea.	600	0	\$ 240	\$ 144,000	\$ -	\$ -
	Comm / Low Voltage Room	1	ea.	400	400	\$ 350	\$ 140,000	\$ -	\$ -
	Office Space	1	ea.	150	150	\$ 350	\$ 52,500	\$ 25	\$ 3,750
	Circulation	10%	%	8,210	821	\$ 185	\$ 151,885	\$ 45	\$ 36,945
	Stairs / Exiting / Vertical Transportation	6%	%	8,210	493	\$ 185	\$ 91,131	\$ -	\$ -
	Electrical Mechanical Rooms	8%	%	8,210	657	\$ 185	\$ 121,508	\$ -	\$ -
	Race & Sports Book Subtotal				10,180		\$ 3,813,524		\$ 326,395
	Casino Support - BOH Areas								
	Valet								
	Valet Window / Key / Storage	1	ea.	100	500	\$ 350	\$ 175,000	\$ 10	\$ 5,000
	Valet Manager Office	1	ea.	300	70	\$ 350	\$ 24,500	\$ 10	\$ 700
	Scooter Storage & Charging	25	scooters	100	2,500	\$ 350	\$ 875,000	\$ -	\$ -
	Beverage Service Stations	6	stations	650	3,900	\$ 350	\$ 1,365,000	\$ -	\$ -
	Kitchen Equipment	6	ea.	3,900		\$ 185	\$ 721,500	\$ -	\$ -
	EVS Closets	5	ea.	163	815	\$ 350	\$ 285,250	\$ -	\$ -
	Janitor Closet	3	ea.	90	270	\$ 350	\$ 94,500	\$ -	\$ -
	Restrooms - Employee	3	set	525	1,575	\$ 350	\$ 551,250	\$ 5	\$ 7,875
	Casino Support BOH Circulation	15%	%	6,560	984	\$ 388	\$ 381,792	\$ -	\$ -
	Stairs / Exiting / Vertical Transportation	6%	%	6,560	394	\$ 185	\$ 72,816	\$ -	\$ -
	Electrical Mechanical Rooms	8%	%	6,560	525	\$ 185	\$ 97,088	\$ -	\$ -
	Casino Support BOH Subtotal				11,532		\$ 4,643,696		\$ 13,575
2	HOTEL				2,448,054		\$ 487,690,392.70		\$ 70,599,015
	Hotel								
	Hotel Public Areas								

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Valet Waiting Area	35	seats	30	1,050	\$ 200	\$ 210,000	\$ 2	\$ 2,100
	Vestibule Entrance	23	ea.	50	1,150	\$ 450	\$ 517,500	\$ 25	\$ 28,750
	Bell Desk	1	ea.	64	64	\$ 330	\$ 21,120	\$ 5	\$ 320
	Concierge	2	ea.	100	200	\$ 390	\$ 78,000	\$ 5	\$ 1,000
	Front Desk	23	station	60	1,380	\$ 390	\$ 538,200	\$ 10	\$ 13,800
	Lobby	23	station	350	8,050	\$ 390	\$ 3,139,500	\$ 40	\$ 322,000
	VIP Check-in / Lounge	23	station	45	1,035	\$ 390	\$ 403,650	\$ 45	\$ 46,575
	Restrooms	1	set	900	900	\$ 420	\$ 378,000	\$ 5	\$ 4,500
	Telephones (enclosed 7x7)	5	ea.	49	245	\$ 390	\$ 95,550	\$ 45	\$ 11,025
	Safety Deposit (10x20)	1	ea.	200	200	\$ 275	\$ 55,000	\$ 5	\$ 1,000
	Guest Elevators / Shafts (10X10)	22	ea.	100	2,200	\$ 125	\$ 275,000	\$ -	\$ -
	Guest Elevator Lobby (38x10)	3	ea.	380	1,140	\$ 400	\$ 456,000	\$ 45	\$ 51,300
	Circulation	15%	%	17,614	2,642	\$ 390	\$ 1,030,419.00	\$ 45	\$ 118,895
	Stairs/Exiting	5%	%	17,614	881	\$ 185	\$ 162,929.50	\$ -	\$ -
	Electrical Mechanical Rooms	5%	%	17,614	881	\$ 185	\$ 162,929.50	\$ -	\$ -
	Public Area Subtotal				22,018		\$ 7,523,798		\$ 601,265
	Hotel Guest Room								
	Rooms	55	Floors						
	Typical Rooms	2,500	ea.	510	1,275,000	\$ 150,000	\$ 375,000,000	\$ 14,000	\$ 35,000,000
	Suite 1	175	ea.	1,020	178,500	\$ 250,000	\$ 43,750,000	\$ 35,000	\$ 6,125,000
	Suite 2	50	ea.	1,530	76,500	\$ 450,000	\$ 22,500,000	\$ 49,000	\$ 2,450,000
	Suite 3	32	ea.	1,530	48,960	\$ 500,000	\$ 16,000,000	\$ 84,000	\$ 2,688,000
	Suite 4	25	ea.	2,040	51,000	\$ 500,000	\$ 12,500,000	\$ 84,000	\$ 2,100,000
	Suite 5	15	ea.	2,040	30,600	\$ 500,000	\$ 7,500,000	\$ 84,000	\$ 1,260,000
	Suite 6	3	ea.	3,060	9,180	\$ 750,000	\$ 2,250,000	\$ 210,000	\$ 630,000
	Guest Room Corridors	3,306	mods.	50	165,300	w/above	w/above	\$ 45	\$ 7,438,500
	Guest Elevator Vestibule	22	elev./floor	225	272,250	w/above	w/above	\$ 45	\$ 12,251,250
	Guest Elevators Shafts	22	elev./floor	110	133,100	w/above	w/above	\$ -	\$ -
	Vending (1 per floor)	55	ea.	50	2,750	w/above	w/above	\$ 20	\$ 55,000
	Hotel Guest Room - Subtotal				2,243,140		\$ 479,500,000		\$ 69,997,750
	Hotel Guest Room - BOH								
	Service Elevator Vestibules	12	elevators	66	43,560	w/above	w/above	\$ -	\$ -
	Service Elevators Shafts	12	elevators	144	95,040	w/above	w/above	\$ -	\$ -
	Egress Stairs	55	mods.	300	16,500	w/above	w/above	\$ -	\$ -
	Facilities Storage Closet	55	ea.	100	5,500	w/above	w/above	\$ -	\$ -
	Maids/Storage	55	ea.	200	11,000	w/above	w/above	\$ -	\$ -
	Kitchen Equip./Dishwasher/Sinks	0	ea.	0	0	\$ 275	\$ -	\$ -	\$ -
	Kitchen Equipment	0	ea.	0	0	\$ 275	\$ -	\$ -	\$ -
	BOH restrooms on every 3 floors	7	ea.	150	1,050	\$ 325	\$ 341,250	\$ -	\$ -
	Elevator OVERRUNS	1	ea.	3,212	3,212	w/above	w/above	\$ -	\$ -
	Mech/Shafts/Voids	3%	%	175,862	5,276	w/above	w/above	\$ -	\$ -
	Transfer Floor	0%	%	175,862	0	\$ 100	\$ -	\$ -	\$ -
	Elec/Mech. Rooms	1%	%	175,862	1,759	\$ 185	\$ 325,344.70	\$ -	\$ -
	Hotel Guest Room BOH Subtotal				182,896		\$ 666,594.70		\$ -
3	RESTAURANTS & BARS				228,278		\$ 87,643,754.56		\$ 12,873,217
	RESTAURANTS								
	24 Hour Dining								
	Customer Queuing	20	guests	9	180	\$ 500	\$ 90,000	\$ 120	\$ 21,600
	Host Stand	1	ea.	100	100	\$ 500	\$ 50,000	\$ 120	\$ 12,000
	Seating	400	seats	28	11,200	\$ 500	\$ 5,600,000	\$ 120	\$ 1,344,000
	Bar Lounge seating	0	seats	28	0	\$ 500	\$ -	\$ 120	\$ -
	Seats at bar	0	seats	25	0	\$ 500	\$ -	\$ 120	\$ -
	Feature	1	ea.	100	100	\$ 660	\$ 66,000	\$ 120	\$ 12,000
	Restrooms	0	pr.	700	0	\$ 480	\$ -	\$ 5	\$ -
	Kitchen	30%	%	11,300	3,390	\$ 300	\$ 1,017,000	\$ -	\$ -
	Kitchen Equipment	1	ea.	3,390	3,390	\$ 264	\$ 894,960	\$ -	\$ -
	Bar Equipment	0	ea.	0	0	\$ 185	\$ -	\$ -	\$ -
	24 Hour Dining Subtotal				14,970		\$ 7,717,960		\$ 1,389,600
	Room Service	2,800	rooms	0.5	1,400	\$ 275	\$ 385,000	\$ -	\$ -

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Kitchen Equipment	1	ea.	1,400	0	\$ 200	\$ 280,000	\$ -	\$ -
	Room Service Subtotal				1,400		\$ 665,000		\$ -
	Buffet								
	Customer Queuing	520	seats	1.5	780	\$ 400	\$ 312,000	\$ 125	\$ 97,500
	Host Stand	1	ea.	150	150	\$ 400	\$ 60,000	\$ 125	\$ 18,750
	Seating	520	seats	25	13,000	\$ 400	\$ 5,200,000	\$ 125	\$ 1,625,000
	Serving Stations	6	ea.	425	2,550	\$ 400	\$ 1,020,000	\$ 125	\$ 318,750
	Kitchen Equipment	1	ea.	2,550		\$ 275	\$ 701,250	\$ -	\$ -
	Customer Queuing/Dish-Up	6	ea.	175	1,050	\$ 400	\$ 420,000	\$ -	\$ -
	Kitchen	30%	%	17,530	5,259	\$ 300	\$ 1,577,700	\$ -	\$ -
	Kitchen Equipment	1	ea.	5,259		\$ 304	\$ 1,598,736.00	\$ -	\$ -
	Buffet Subtotal				22,789		\$ 10,889,686.00		\$ 2,060,000
	Quick Serve								
	Customer Queuing at Cashier	148	ea.	1.0	148	\$ 450	\$ 66,600	\$ 120	\$ 17,760
	Cashier (Outside of Venue)	2	ea.	35	70	\$ 450	\$ 31,500	\$ 120	\$ 8,400
	Number of Venues	4	ea.	400	1,600	\$ 450	\$ 720,000	\$ 10	\$ 16,000
	Kitchen Equipment	1	ea.	1,600		\$ 300	\$ 480,000	\$ -	\$ -
	Customer Queuing at Venue	4	ea.	200	800	\$ 450	\$ 360,000	\$ 120	\$ 96,000
	Common Seating	148	ea.	26	3,848	\$ 450	\$ 1,731,600	\$ 120	\$ 461,760
	BOH Kitchen Support	4	ea.	125	500	\$ 350	\$ 175,000	\$ -	\$ -
	Kitchen Equipment	1	ea.	500		\$ 300	\$ 150,000	\$ -	\$ -
	Quick Serve Sub-Total				6,966		\$ 3,714,700		\$ 599,920
	Specialty Dining								
	Number of Dining Venues	4							
	Feature	4	ea.	100	400	\$ 400	\$ 160,000	\$ 150	\$ 60,000
	Host Stand	4	ea.	120	480	\$ 400	\$ 192,000	\$ 150	\$ 72,000
	Lounge Seating	160	ea.	34	5,440	\$ 400	\$ 2,176,000	\$ 150	\$ 816,000
	Bar Seating	40	ea.	20	800	\$ 400	\$ 320,000	\$ 150	\$ 120,000
	Bar Equipment	1	ea.	800	0	\$ 288	\$ 230,400	\$ -	\$ -
	Dining Seating	600	seats	32	19,200	\$ 400	\$ 7,680,000	\$ 150	\$ 2,880,000
	Kitchen	30%	%	26,320	7,896	\$ 300	\$ 2,368,800	\$ -	\$ -
	Kitchen Equipment	1	ea.	7,896	0	\$ 275	\$ 2,171,400	\$ -	\$ -
	Restrooms	800	seats	6.5	5,200	\$ 375	\$ 1,950,000	\$ 5	\$ 26,000
	Private Office							\$ -	\$ -
	Manager Specialty Dining	4	ea.	120	480	\$ 250	\$ 120,000	\$ 25	\$ 12,000
	Specialty Dining Subtotal				39,896		\$ 17,368,600		\$ 3,986,000
	Gourmet Dining								
	Number of Dining Venues	3							
	Feature	3	ea.	100	300	\$ 400	\$ 120,000	\$ 150	\$ 45,000
	Host Stand	3	ea.	120	360	\$ 400	\$ 144,000	\$ 150	\$ 54,000
	Lounge Seating	90	ea.	34	3,060	\$ 400	\$ 1,224,000	\$ 150	\$ 459,000
	Bar Seating	45	ea.	20	900	\$ 400	\$ 360,000	\$ 150	\$ 135,000
	Bar Equipment	1	ea.	900	0	\$ 288	\$ 259,200	\$ -	\$ -
	Dining Seating	495	seats	32	15,840	\$ 400	\$ 6,336,000	\$ 150	\$ 2,376,000
	Kitchen	30%	%	20,460	6,138	\$ 300	\$ 1,841,400	\$ -	\$ -
	Kitchen Equipment	1	ea.	6,138	0	\$ 275	\$ 1,687,950	\$ -	\$ -
	Restrooms	630	seats	6.5	4,095	\$ 375	\$ 1,535,625	\$ 5	\$ 20,475
	Private Office							\$ -	\$ -
	Manager Specialty Dining	3	ea.	120	360	\$ 250	\$ 90,000	\$ 20	\$ 7,200
	Gourmet Dining Subtotal				31,053		\$ 13,598,175		\$ 3,096,675
	Starbucks Coffee								
	Number of Dining Venues	2							
	Customer Queuing / Self - Serve Area	2	ea.	520	519	\$ 350	\$ 181,496	\$ 40	\$ 20,742
	Soft Seating	14	ea.	35	492	\$ 350	\$ 172,200	\$ 40	\$ 19,680
	Table Seating	36	ea.	20	718	\$ 350	\$ 251,300	\$ 40	\$ 28,720
	Backbar	2	ea.	363	726	\$ 350	\$ 254,100	\$ -	\$ -
	Bar Equipment	1	ea.	726	0	\$ 200	\$ 145,200	\$ -	\$ -
	Workroom	2	ea.	272	544	\$ 300	\$ 163,200	\$ -	\$ -
	Workroom Equipment	1	ea.	544	0	\$ 200	\$ 108,800	\$ -	\$ -
	Starbucks Coffee Subtotal				2,999		1,276,296		69,142
	Pool Grill								

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Number of Dining Venues	1							
	Feature	1	ea.	100	100	\$ 400	\$ 40,000	\$ 85	\$ 8,500
	Host Stand	1	ea.	120	120	\$ 400	\$ 48,000	\$ 85	\$ 10,200
	Lounge Seating	8	ea.	34	272	\$ 400	\$ 108,800	\$ 85	\$ 23,120
	Bar Seating	15	ea.	20	300	\$ 400	\$ 120,000	\$ 85	\$ 25,500
	Bar Equipment	1	ea.	300	0	\$ 288	\$ 86,400	\$ -	\$ -
	Dining Seating	85	seats	32	2,720	\$ 400	\$ 1,088,000	\$ 85	\$ 231,200
	Kitchen	30%	%	3,512	1,054	\$ 300	\$ 316,080	\$ -	\$ -
	Kitchen Equipment	1	ea.	1,054	0	\$ 275	\$ 289,740	\$ -	\$ -
	Restrooms	108	seats	6.5	702	\$ 375	\$ 263,250	\$ 5	\$ 3,510
	Private Office							\$ -	\$ -
	Manager Specialty Dining	1	ea.	120	120	\$ 250	\$ 30,000	\$ 20	\$ 2,400
	Pool Grill Subtotal				5,388		\$ 2,390,270		\$ 304,430
BARS									
Casino Bars									
	Number of Bar Venues	3							
	Feature	3	ea.	100	300	\$ 400	\$ 120,000	\$ 75	\$ 22,500
	Lounge Seating	225	ea.	20	4,500	\$ 400	\$ 1,800,000	\$ 75	\$ 337,500
	Bar Seating	75	ea.	20	1,500	\$ 400	\$ 600,000	\$ 75	\$ 112,500
	Bar Equipment		ea.	1,500		\$ 288	\$ 432,000	\$ -	\$ -
	Dance Floor	30	dancers	4.5	135	\$ 400	\$ 54,000	\$ 25	\$ 3,375
	Performer Area	1	ea.	100	100	\$ 400	\$ 40,000	\$ 25	\$ 2,500
	Kitchen	10%	%	6,300	630	\$ 300	\$ 189,000	\$ -	\$ -
	Kitchen Equipment	1	ea.	630		\$ 275	\$ 173,250	\$ -	\$ -
	Restrooms	300	seats	6.5	1,950	\$ 375	\$ 731,250	\$ 5	\$ 9,750
	Private Office							\$ -	\$ -
	Manager Bar	3	ea.	120	360	\$ 250	\$ 90,000	\$ 20	\$ 7,200
	Casino Bars Subtotal				9,475		\$ 4,229,500		\$ 495,325
Casino Service Bars									
	Service Bar	10	EA	950	9,500	\$ 300	\$ 2,850,000	\$ -	\$ -
	Bar Equipment	1	EA	9,500		\$ 200	\$ 1,900,000	\$ -	\$ -
	Service Bars Subtotal				9,500		\$ 4,750,000		\$ -
Nightclub									
Entrance									
	Club Queuing	475	guests	4	1,900	\$ 325	\$ 617,500	\$ 45	\$ 85,500
	Admission Counter	5	stations	60	300	\$ 350	\$ 105,000	\$ 45	\$ 13,500
	Admission Office	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Coat Check	475	guests	1	238	\$ 250	\$ 59,375	\$ 5	\$ 1,188
Club Public Area									
	Table Seated Guests	200	seats	15	3,000	\$ 250	\$ 750,000	\$ 60	\$ 180,000
	Circulating Guests	250	guests	9	2,250	\$ 250	\$ 562,500	\$ 60	\$ 135,000
	VIP Guests	25	seats	30	750	\$ 325	\$ 243,750	\$ 100	\$ 75,000
	VIP Restroom	1	pr.	150	150	\$ 400	\$ 60,000	\$ 5	\$ 750
	Dance Floor	158	dancers	4.5	713	\$ 300	\$ 213,750	\$ 25	\$ 17,813
	Dancer Platform	2	ea.	100	200	\$ 300	\$ 60,000	\$ 25	\$ 5,000
	Stage / DJ	1	ea.	200	200	\$ 300	\$ 60,000	\$ 25	\$ 5,000
	Restrooms	1	pr.	1,140	1,140	\$ 400	\$ 456,000	\$ 5	\$ 5,700
	Feature Bar	4	stations	275	1,100	\$ 250	\$ 275,000	\$ 45	\$ 49,500
	Bar Equipment	1	ea.	1,100	0	\$ 210	\$ 231,000	\$ -	\$ -
	Ice Room	1	ea.	100	100	\$ 210	\$ 21,000	\$ -	\$ -
	Bar Equipment	1	ea.	100	0	\$ 210	\$ 21,000	\$ -	\$ -
	Side Bars	5	stations	85	425	\$ 250	\$ 106,250	\$ 45	\$ 19,125
	Bar Equipment	1	ea.	425	0	\$ 210	\$ 89,250	\$ -	\$ -
	VIP Bar	1	station	80	80	\$ 250	\$ 20,000	\$ 45	\$ 3,600
	Bar Equipment	1	ea.	80	0	\$ 210	\$ 16,800	\$ -	\$ -
Club BOH Area									
	Washware	1	ea.	175	175	\$ 300	\$ 52,500	\$ -	\$ -
	Beverage Storage	1	ea.	250	250	\$ 250	\$ 62,500	\$ -	\$ -
	Beverage Cooler	1	ea.	100	100	\$ 275	\$ 27,500	\$ -	\$ -
	Bar Equipment	1	ea.	100	0	\$ 210	\$ 21,000	\$ -	\$ -
	Kitchen	0	ea.	800	0	\$ 300	\$ -	\$ -	\$ -
	Kitchen Equipment	0	ea.	0	0	\$ 250	\$ -	\$ -	\$ -
	Bar Equipment	0	ea.	0	0	\$ 210	\$ -	\$ -	\$ -

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Dressing Room	2	ea.	150	300	\$ 225	\$ 67,500	\$ 10	\$ 3,000
	Admin. Office							\$	-
	Nightclub Manager	1	ea.	150	150	\$ 300	\$ 45,000	\$ 25	\$ 3,750
	Nightclub Assistant Manager	1	ea.	100	100	\$ 300	\$ 30,000	\$ 25	\$ 2,500
	Copy / Fax	1	ea.	70	70	\$ 300	\$ 21,000	\$ 25	\$ 1,750
	Storage	1	ea.	250	250	\$ 300	\$ 75,000	\$ 10	\$ 2,500
	AV Room	1	ea.	200	200	\$ 300	\$ 60,000	\$ -	\$ -
	Employee Restroom	1	ea.	400	400	\$ 300	\$ 120,000	\$ -	\$ -
	Janitor Closet	1	ea.	90	90	\$ 300	\$ 27,000	\$ -	\$ -
	Circulation	15%	ea.	14,720	2,208	\$ 350	\$ 772,800	\$ -	\$ -
	Nightclub Subtotal				16,928	\$	\$ 5,379,225	\$	\$ 611,975
	Lobby Bar								
	Number of Bar Venues	1							
	Feature	1	ea.	100	100	\$ 400	\$ 40,000	\$ 100	\$ 10,000
	Lounge Seating	20	ea.	20	400	\$ 400	\$ 160,000	\$ 100	\$ 40,000
	Bar Seating	100	ea.	20	2,000	\$ 400	\$ 800,000	\$ 100	\$ 200,000
	Bar Equipment	1	ea.	2,000		\$ 288	\$ 576,000	\$ -	\$ -
	Dance Floor	12	dancers	4.5	54	\$ 400	\$ 21,600	\$ 25	\$ 1,350
	Performer Area	1	ea.	100	100	\$ 400	\$ 40,000	\$ 25	\$ 2,500
	Kitchen	10%	%	2,500	250	\$ 300	\$ 75,000	\$ -	\$ -
	Kitchen Equipment	1	ea.	250		\$ 275	\$ 68,750	\$ -	\$ -
	Restrooms	120	seats	6.5	780	\$ 375	\$ 292,500	\$ 5	\$ 3,900
	Private Office							\$	-
	Manager Bar	1	ea.	120	120	\$ 250	\$ 30,000	\$ 20	\$ 2,400
	Lobby Bar Subtotal				3,804	\$	\$ 2,103,850	\$	\$ 260,150
	Pool Bar								
	DJ Booth	0	ea.	75	0	\$ 300	\$ -	\$ -	\$ -
	Dance Platforms	0	ea.	13	0	\$ 200	\$ -	\$ -	\$ -
	Bar	23	seats	24	552	\$ 400	\$ 220,800	\$ 100	\$ 55,200
	Bar Equipment	1	ea.	552		\$ 240	\$ 132,480	\$ -	\$ -
	Lounge Area	45	seats	25	1,125	\$ 240	\$ 270,000	\$ 100	\$ 112,500
	Cooler	1	ea.	300	300	\$ 300	\$ 90,000	\$ -	\$ -
	Bar Equipment	1	ea.	300		\$ 240	\$ 72,000	\$ -	\$ -
	Restroom - Staff Unisex at Bar	1	pr.	620	620	\$ 375	\$ 232,500	\$ -	\$ -
	Janitor Closet	1	ea.	50	50	\$ 200	\$ 10,000	\$ -	\$ -
	Restroom	1	pr.	620	620	\$ 375	\$ 232,500	\$ 5	\$ 3,100
	Service Station - Lounge Area	1	ea.	200	200	\$ 375	\$ 75,000	\$ -	\$ -
	Bar Equipment	1	ea.	200		\$ 240	\$ 48,000	\$ -	\$ -
	Pool Bar Subtotal				3,467	\$	\$ 1,383,280	\$	\$ 170,800
	Restaurant & Bar Circulation								
	Restaurant & Bar Subtotals				153,772	\$	\$ 68,846,772.00	\$	\$ 12,244,262
	Circulation	5%	%	153,772	7,689	\$ 350	\$ 2,691,002.30	\$ -	\$ -
	Stairs/Exiting	2%	%	153,772	3,075	\$ 240	\$ 738,103.49	\$ -	\$ -
	Mechanical	2%	%	153,772	3,075	\$ 185	\$ 568,954.77	\$ -	\$ -
	Total Restaurant & Bar				167,611	\$	\$ 72,844,832.56	\$	\$ 12,244,262
	Leased Food Outlets								
	Leasable Area	1	ea.	37,600	37,600	\$ 175	\$ 6,580,000	\$ -	\$ -
	BOH Common Area	6%	%	37,600	2,256	\$ 175	\$ 394,800	\$ -	\$ -
	Circulation / Public Area	20%	%	37,600	7,520	\$ 300	\$ 2,256,000	\$ -	\$ -
	Stairs/Exiting	2%	%	47,376	948	\$ 175	\$ 165,816	\$ -	\$ -
	Mechanical	2%	%	47,376	948	\$ 175	\$ 165,816	\$ -	\$ -
	Total Leased Food Outlets Subtotal				49,271	\$	\$ 9,562,432	\$	\$ -
4	ENTERTAINMENT				86,450	\$	\$ 43,980,000	\$	\$ 1,589,000
	Main Theatre								
	Reception								
	Ticket Office	1	ea.	750	750	\$ 480	\$ 360,000	\$ 20	\$ 15,000
	Coat Check	1	ea.	500	500	\$ 480	\$ 240,000	\$ 10	\$ 5,000
	Queuing and Lobby	2500	seats	4	10,000	\$ 480	\$ 4,800,000	\$ 45	\$ 450,000
	Lobby Restrooms	2500	seats	1	2,500	\$ 450	\$ 1,125,000	\$ 5	\$ 12,500
	Lobby Bar							\$	-

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Lobby Bar	1	ea.	600	600	\$ 500	\$ 300,000	\$ 30	\$ 18,000
	Bar Equipment	1	ea.	600	0	\$ 240	\$ 144,000	\$ -	\$ -
	House								
	House Seating Area	2500	seats	10	25,000	\$ 750	\$ 18,750,000	\$ 40	\$ 1,000,000
	House Projection / Sound Booth	1	ea.	2000	2,000	\$ 350	\$ 700,000	\$ -	\$ -
	House Service Bars	2	ea.	200	400	\$ 350	\$ 140,000	\$ -	\$ -
	Bar Equipment	1	ea.	400	0	\$ 240	\$ 96,000	\$ -	\$ -
	House Side Spaces - Unassigned	2500	seats	4	10,000	\$ 400	\$ 4,000,000	\$ -	\$ -
	Stage								
	Orchestra Pit	2500	seats	1	2,500	\$ 750	\$ 1,875,000	\$ -	\$ -
	Stage	2500	seats	4	10,000	\$ 400	\$ 4,000,000	\$ -	\$ -
	Backstage / Support	2500	seats	2	5,000	\$ 300	\$ 1,500,000	\$ -	\$ -
	Stage Support								
	Dressing / Shower / Restrooms	45.0%	%	15,000	6,750	\$ 350	\$ 2,362,500	\$ 2	\$ 13,500
	Rehearsal	15.0%	%	15,000	2,250	\$ 350	\$ 787,500	\$ 20	\$ 45,000
	Main Lift Area	20.0%	%	15,000	3,000	\$ 350	\$ 1,050,000	\$ -	\$ -
	Costume and Seamstress	8.0%	%	15,000	1,200	\$ 350	\$ 420,000	\$ 25	\$ 30,000
	Circulation / MEP Rooms	12.0%	%	15,000	1,800	\$ 350	\$ 630,000	\$ -	\$ -
	Vertical Transportation	1	ea.	\$ 200	\$ 200	500	100,000	0	0
	Show Receiving / Loading	1	ea.	\$ 2,000	\$ 2,000	300	600,000	0	0
	Main Theater Show Subtotal				86,450		\$ 43,980,000		\$ 1,589,000

5 MEETING & CONVENTION SERVICES 221,413 \$ 75,579,145.75 \$ 10,402,799

BALLROOM / MEETING / BOARDROOM (BM&B)

Ballroom / Breakout

Main Ballroom

Seating Capacity - Round 10	3000	people	20	60,000	\$ 350	\$ 21,000,000	\$ 50	\$ 3,000,000
Area Per Dancer (SF)	600	people	4.5	2,700	\$ 350	\$ 945,000	\$ 50	\$ 135,000
Stage / Side Stage	1	ea.	6,000	6,000	\$ 350	\$ 2,100,000	\$ 15	\$ 90,000
Main Ballroom Prefunction	15.0%	%	68,700	10,305	\$ 350	\$ 3,606,750	\$ 45	\$ 463,725
Breakout - Main Ballroom	32.0%	%	68,700	21,984	\$ 350	\$ 7,694,400	\$ 45	\$ 989,280
Breakout Prefunction - Main Ballroom	25.0%	%	21,984	5,496	\$ 350	\$ 1,923,600	\$ 45	\$ 247,320

Junior Ballroom

Seating Capacity - Round 10	1000	people	20	20,000	\$ 350	\$ 7,000,000	\$ 50	\$ 1,000,000
Dance Capacity	200	people	4.5	900	\$ 350	\$ 315,000	\$ 50	\$ 45,000
Total Stage/Side Stage Area (% Total R	1	ea.	2,000	2,000	\$ 350	\$ 700,000	\$ 50	\$ 100,000
Junior Ballroom Prefunction	16.0%	%	22,900	3,664	\$ 350	\$ 1,282,400	\$ 45	\$ 164,880
Breakout - Junior Ballroom	33.0%	%	22,900	7,557	\$ 350	\$ 2,644,950	\$ 45	\$ 340,065
Breakout Prefunction - Junior Ballroom	36.0%	%	7,557	2,721	\$ 350	\$ 952,182	\$ 45	\$ 122,423

Ballroom/Breakout Subtotal

143,327 \$ 50,164,282 \$ 6,697,693

Meeting Rooms

Seating Capacity- Classroom Layout	500	people	16.5	8,250	\$ 350	\$ 2,887,500	\$ 30	\$ 247,500
Dance Capacity	50	people	4.5	225	\$ 350	\$ 78,750	\$ 30	\$ 6,750
Stage / Side Stage	1	ea.	825	825	\$ 350	\$ 288,750	\$ 30	\$ 24,750
Meeting Room Prefunction	16.0%	%	9,300	1,488	\$ 350	\$ 520,800	\$ 45	\$ 66,960
Breakout Area	33.00%	%	9,300	3,069	\$ 350	\$ 1,074,150	\$ 45	\$ 138,105
Breakout Prefunction	36.00%	%	3,348	1,205	\$ 350	\$ 421,848	\$ 45	\$ 54,238

Meeting Rooms Subtotal

15,062 \$ 5,271,798 \$ 538,303

Boardroom

Boardrooms	5	ea.	921	4,605	\$ 350	\$ 1,611,750	\$ 65	\$ 299,325
Total Conference Table Seats	16	seats	720	w/above	w/above	w/above	w/above	w/above
A / V Cabinets	1	ea.	41	w/above	w/above	w/above	w/above	w/above
Foyer	1	ea.	50	w/above	w/above	w/above	w/above	w/above
Private Office	1	ea.	58	w/above	w/above	w/above	w/above	w/above
Storage	1	ea.	52	w/above	w/above	w/above	w/above	w/above

Boardroom Subtotal

4,605 \$ 1,611,750 \$ 299,325

Restrooms - BM&B Subtotal

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Restrooms	5.0%	%	162,994	8,150	\$ 375	\$ 3,056,134	\$ 5	\$ 40,748
	Main Ballroom	1	lot	106,485	w/above	w/above	w/above	w/above	w/above
	Junior Ballroom	1	ea.	36,842	w/above	w/above	w/above	w/above	w/above
	Meeting Rooms	1	ea.	15,062	w/above	w/above	w/above	w/above	w/above
	Boardrooms	1	ea.	4,605	w/above	w/above	w/above	w/above	w/above
	Restrooms - BM&B Subtotal				8,150		\$ 3,056,134		\$ 40,748
	Back Of House (BOH) - BM&B								
	Circulation	25.0%	%	56,509	14,127	\$ 200	\$ 2,825,440	\$ 200	\$ 2,825,440
	Ballroom / Breakout	1	ea.	36,842	w/above	w/above	w/above	w/above	w/above
	Meeting Rooms	1	ea.	15,062	w/above	w/above	w/above	w/above	w/above
	Boardrooms	1	ea.	4,605	w/above	w/above	w/above	w/above	w/above
	Restrooms - BM&B Subtotal				14,127		\$ 2,825,440		\$ 2,825,440
	F&B Facilities - Dedicated Banquet Kitchen								
	Cook Areas								
	Baking	1	ea.	704	704	\$ 350	\$ 246,400	\$ -	\$ -
	Kettles	1	ea.	340	340	\$ 350	\$ 119,168	\$ -	\$ -
	Mixing	1	ea.	72	72	\$ 350	\$ 25,088	\$ -	\$ -
	Braising Pans	1	ea.	246	246	\$ 350	\$ 86,016	\$ -	\$ -
	Fryers	1	ea.	220	220	\$ 350	\$ 77,056	\$ -	\$ -
	Wok	1	ea.	148	148	\$ 350	\$ 51,968	\$ -	\$ -
	Cooking	1	ea.	166	166	\$ 350	\$ 58,240	\$ -	\$ -
	Combi Ovens	1	ea.	284	284	\$ 350	\$ 99,456	\$ -	\$ -
	Hot Food Cart Staging - Portable	32	ea.	17	541	\$ 350	\$ 189,336	\$ -	\$ -
	Finishing Tables	6	ea.	163	980	\$ 350	\$ 343,000	\$ -	\$ -
	Wash Areas								
	Dishwashing	1	ea.	1,809	1,809	\$ 350	\$ 633,080	\$ -	\$ -
	Pot Washing	1	ea.	270	270	\$ 350	\$ 94,472	\$ -	\$ -
	Glass & Silver Washing	1	ea.	1,511	1,511	\$ 350	\$ 528,808	\$ -	\$ -
	Cart Wash Area	1	ea.	222	222	\$ 350	\$ 77,672	\$ -	\$ -
	Boxes								
	Cooler	1	ea.	4,358	4,358	\$ 350	\$ 1,525,300	\$ -	\$ -
	Freezer	1	ea.	1,000	1,000	\$ 350	\$ 350,000	\$ -	\$ -
	Storage - Catering / Banquet								
	Catering Equipment Storage	1	ea.	1,451	1,451	\$ 350	\$ 507,864	\$ -	\$ -
	Banquet Storage	1	ea.	1,672	1,672	\$ 350	\$ 585,088	\$ -	\$ -
	Beverage Bar Storage	1	ea.	3,232	3,232	\$ 350	\$ 1,131,200	\$ -	\$ -
	A/V Staging	1	ea.	146	146	\$ 350	\$ 51,072	\$ -	\$ -
	Storage - Kitchen								
	Utensil Storage	1	ea.	1,064	1,064	\$ 350	\$ 372,232	\$ -	\$ -
	China & Glass Storage	1	ea.	1,064	1,064	\$ 350	\$ 372,232	\$ -	\$ -
	Hot Cart & Rack Storage	1	ea.	604	604	\$ 350	\$ 211,400	\$ -	\$ -
	Storage - Hot Cart, China, Glass, Sil	1	ea.	2,298	2,298	\$ 350	\$ 804,384	\$ -	\$ -
	Banquet Set-Up Storage	1	ea.	1,600	1,600	\$ 350	\$ 560,000	\$ -	\$ -
	Storage - Liquor	1	ea.	2,336	2,336	\$ 350	\$ 817,600	\$ -	\$ -
	Storage - Stewarding							\$ -	\$ -
	Chemicals	1	ea.	172	172	\$ 350	\$ 60,088	\$ -	\$ -
	Silver Maintenance	1	ea.	544	544	\$ 350	\$ 190,400	\$ -	\$ -
	Silver Storage	1	ea.	609	609	\$ 350	\$ 213,136	\$ -	\$ -
	Set-Up Areas								
	Coffee Break Set-Up	1	ea.	2,985	2,985	\$ 350	\$ 1,044,750	\$ -	\$ -
	Banquet Set-Up	1	ea.	2,490	2,490	\$ 350	\$ 871,500	\$ -	\$ -
	Ice Room	1	ea.	620	620	\$ 350	\$ 217,000	\$ -	\$ -
	Office	1	ea.	129	129	\$ 350	\$ 45,136	\$ 10	\$ 1,290
	Restrooms	2	pr.	128	256	\$ 350	\$ 89,600	\$ -	\$ -
	F&B Facilities - Dedicated Banq.Kitchen Subtotal				36,142		\$ 12,649,742		\$ 1,290
	F&B Facilities - Remote Banquet Pantry								
	Pantry								
	Cooking	1		688	688	\$ 350	\$ 240,800	\$ -	\$ -

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CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Hot Cart Staging	13		80	1,040	\$ 350	\$ 364,000	\$ -	\$ -
	Ice Makers	4		65	260	\$ 350	\$ 91,000	\$ -	\$ -
	Glass Fill Tables	3		127	382	\$ 350	\$ 133,784	\$ -	\$ -
	Coffee Break Set-Up	1		377	955	\$ 350	\$ 334,250	\$ -	\$ -
	Pot Washing	1		576	576	\$ 350	\$ 201,600	\$ -	\$ -
	Dish Washing	1		579	579	\$ 350	\$ 202,720	\$ -	\$ -
	Dry Storage	1		154	154	\$ 350	\$ 53,816	\$ -	\$ -
	Locking Storage	1		250	250	\$ 350	\$ 87,640	\$ -	\$ -
	Freezer	1		160	160	\$ 350	\$ 56,000	\$ -	\$ -
	Bar Equipment	1	ea.	160	160	\$ 240	\$ 38,400	\$ -	\$ -
	Cooler	1		160	518	\$ 350	\$ 181,300	\$ -	\$ -
	Kitchen Equipment	1	ea.	518		\$ 350	\$ 181,300	\$ -	\$ -
	Pantry Circulation	14.0%	%	5,723	801	\$ 200	\$ 160,232.80	\$ -	\$ -
	Banquet Storage Dish	1		1,300	1,300	\$ 200	\$ 260,000	\$ -	\$ -
	Banquet Storage & Support	1		2,000	2,000	\$ 200	\$ 400,000	\$ -	\$ -
	Bar Eqpt / Store & Prop Room	1		1,336	1,336	\$ 200	\$ 267,200	\$ -	\$ -
	Banquet Beverage Storage						\$ -	\$ -	\$ -
	Cooler	1		310		\$ 200	\$ 61,984	\$ -	\$ -
	Kitchen Equipment	1	ea.	0		\$ 350	\$ -	\$ -	\$ -
	Liquor Storage - Locked	1		206	206	\$ 200	\$ 41,280	\$ -	\$ -
	Check Desk	1		134	134	\$ 200	\$ 26,816	\$ -	\$ -
	Portable Bar Storage	12		20	240	\$ 200	\$ 48,000	\$ -	\$ -
	Ice Machines	2		60	120	\$ 200	\$ 24,000	\$ -	\$ -
	Storage / Circulation	1		700	700	\$ 200	\$ 140,000	\$ -	\$ -
	Liquor Storage	1		500	500	\$ 200	\$ 100,000	\$ -	\$ -
	Linen Storage	1		300	300	\$ 200	\$ 60,000	\$ -	\$ -
	F&B Facilities - Remote Banq.Kitchen Subtotal				13,360		\$ 3,756,122.80		\$ -

6	AMUSEMENT & ATTRACTIONS			58,374		\$ 20,016,920		\$ 2,189,178
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Animal Attraction									
Ticketing									
	Guest Queuing	1		1,000	1,000	\$ 350	\$ 111,104	\$ 5	\$ 5,000
	Ticket Booth	1		317	317	\$ 350	\$ 111,104	\$ 10	\$ 3,174
	Office	1		136	136	\$ 350	\$ 47,712	\$ 10	\$ 1,363
	Storage	1		103	103	\$ 350	\$ 36,064	\$ -	\$ -
	Reception	1		121	121	\$ 350	\$ 42,224	\$ 5	\$ 603
	Reception	1		3,328	3,328	\$ 350	\$ 1,164,800	\$ 5	\$ 16,640
	Snack Bar	1		157	157	\$ 350	\$ 55,104	\$ -	\$ -
	Equipment			157		\$ 200	\$ 31,488		
	Snack Bar Service	1		139	139	\$ 350	\$ 48,608	\$ -	\$ -
	Equipment			139		\$ 200	\$ 27,776	\$ -	\$ -
	Ticket Taking	1		370	370	\$ 350	\$ 129,472	\$ -	\$ -
	Retail	1		1,320	1,320	\$ 350	\$ 461,888	\$ 25	\$ 32,992
	Storage	1		192	192	\$ 350	\$ 67,200	\$ -	\$ -
	Exhibit 1	1		250	250	\$ 350	\$ 87,584	\$ -	\$ -
	Exhibit 2	1		262	262	\$ 350	\$ 91,616	\$ -	\$ -
	Exhibit 3	1		122	122	\$ 350	\$ 42,560	\$ -	\$ -
	Exhibit 4	1		2,248	2,248	\$ 350	\$ 786,912	\$ -	\$ -
	Exhibit 5	1		480	480	\$ 350	\$ 168,000	\$ -	\$ -
	Viewing Area 1/2/3/4/5/14	1		2,248	2,248	\$ 350	\$ 786,912	\$ -	\$ -
	Service Area	1		687	687	\$ 350	\$ 240,576	\$ -	\$ -
	Service Area	1		81	81	\$ 350	\$ 28,224	\$ -	\$ -
	Exhibit 6	1		468	468	\$ 350	\$ 163,744	\$ -	\$ -
	Exhibit 7	1		1,384	1,384	\$ 350	\$ 484,288	\$ -	\$ -
	Viewing Area 6/7	1		1,362	1,362	\$ 350	\$ 476,672	\$ -	\$ -
	Exhibit 8	1		221	221	\$ 350	\$ 77,504	\$ -	\$ -
	Exhibit 9	1		51	51	\$ 350	\$ 17,920	\$ -	\$ -
	Workroom	1		175	175	\$ 350	\$ 61,376	\$ 5	\$ 877
	Exhibit 10	1		79	79	\$ 350	\$ 27,552	\$ -	\$ -
	Exhibit 11	1		359	359	\$ 350	\$ 125,664	\$ -	\$ -
	Equipment Area	1		4,881	4,881	\$ 350	\$ 1,708,224	\$ -	\$ -

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Exhibit 12	1		65	65	\$ 350	\$ 22,848	\$ -	\$ -
	Workroom	1		423	423	\$ 350	\$ 148,064	\$ 5	\$ 2,115
	Exhibit 13	1		5,990	5,990	\$ 350	\$ 2,096,640	\$ -	\$ -
	View Area 8/9/10/11/12/13	1		3,700	3,700	\$ 350	\$ 1,295,000	\$ -	\$ -
	Exhibit	1		194	194	\$ 350	\$ 67,872	\$ -	\$ -
	Classroom	56	seats	16	915	\$ 350	\$ 320,096	\$ 50	\$ 45,728
	Storage	1		37	37	\$ 350	\$ 13,104	\$ -	\$ -
	Restroom - Unisex	1		80	80	\$ 350	\$ 28,000	\$ -	\$ -
	Vertical Transportation	1		1,928	1,928	\$ 350	\$ 674,688	\$ -	\$ -
	Vertical Transportation	1		492	492	\$ 350	\$ 172,256	\$ -	\$ -
	Vertical Transportation	1		492	472	\$ 350	\$ 165,312	\$ -	\$ -
	Public Restroom	1		839	839	\$ 350	\$ 293,664	\$ 5	\$ 4,195
	Circulation	1		316	316	\$ 350	\$ 110,432	\$ 20	\$ 6,310
	Circulation	1		474	474	\$ 350	\$ 165,984	\$ 20	\$ 9,485
	Equipment Room	1		216	216	\$ 350	\$ 75,712	\$ -	\$ -
	Equipment Room	1		80	80	\$ 350	\$ 28,000	\$ -	\$ -
	Storage	1		38	38	\$ 350	\$ 13,440	\$ -	\$ -
	Open Office	7	seats	131	916	\$ 350	\$ 320,768	\$ 25	\$ 22,912
	AV Room	1		54	54	\$ 350	\$ 18,816	\$ 20	\$ 1,075
	Storage	1		1,005	1,005	\$ 350	\$ 351,680	\$ -	\$ -
	Life Support Systems				0	\$ 350	\$ -	\$ -	\$ -
	Mechanical	1		4,480	4,480	\$ 350	\$ 1,568,000	\$ -	\$ -
	Electrical	1		444	444	\$ 350	\$ 155,232	\$ -	\$ -
	Food Prep	1		225	225	\$ 350	\$ 78,624	\$ -	\$ -
	Cooler	1		77	77	\$ 350	\$ 26,880	\$ -	\$ -
	Freezer	1		205	205	\$ 350	\$ 71,904	\$ -	\$ -
	Salt Storage	1		399	399	\$ 350	\$ 139,552	\$ -	\$ -
	Future Suites	1		1,563	1,563	\$ 200	\$ 312,576	\$ -	\$ -
	Receiving /Store	1		2,560	2,560	\$ 350	\$ 896,000	\$ -	\$ -
	Life Support Systems				0	\$ 350	\$ -	\$ -	\$ -
	Ozone Generator	1		428	428	\$ 350	\$ 149,856	\$ -	\$ -
	Equipment Room	1		2,078	2,078	\$ 350	\$ 727,328	\$ -	\$ -
	Private Office				0	\$ 350	\$ -	\$ -	\$ -
	Engineer	1		179	179	\$ 350	\$ 62,720	\$ 25	\$ 4,480
	Break / Conf. Room	1		228	228	\$ 350	\$ 79,744	\$ 40	\$ 9,114
	Mechanical / Electrical	1		1,344	1,344	\$ 350	\$ 470,400	\$ -	\$ -
	Elevator	1		110	110	\$ 350	\$ 38,528	\$ -	\$ -
	Dive Locker Room	1	pr.	619	619	\$ 350	\$ 216,608	\$ -	\$ -
	Work Area	1		2,096	2,096	\$ 350	\$ 733,600	\$ 5	\$ 10,480
	Main Office								
	Reception	1		274	274	\$ 350	\$ 95,872	\$ 25	\$ 6,848
	Private Office	2		145	289	\$ 350	\$ 101,248	\$ 20	\$ 5,786
	Animals							\$	\$ 2,000,000
	Total Exhibition Subtotal				58,374		\$ 20,016,920		\$ 2,189,178

7	RETAIL				25,900		\$ 7,269,800		\$ 140,000
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Owned Retail

Hotel Gift and Sundry

Gift Shop / Logo Wear	2,800	RMS	2.0	5,600	\$ 600	\$ 3,360,000	\$ 20	\$ 112,000
Sundries	2,800	RMS	0.5	1,400	\$ 382	\$ 534,800	\$ 20	\$ 28,000
Total Owned Retail Subtotal				7,000		\$ 3,894,800		\$ 140,000

Leased Retail

Leasable Area	1	ea.	15,000	15,000	\$ 225	\$ 3,375,000	\$ -	\$ -
BOH Common Area	6%	%	15,000	900	\$ 225	\$ 202,500	\$ -	\$ -
Circulation / Public Area	20%	%	15,000	3,000	\$ 400	\$ 1,200,000	\$ -	\$ -
Stairs/Exiting	2%	%	18,900	378	\$ 225	\$ 85,050	\$ -	\$ -
Mechanical	2%	%	18,900	378	\$ 225	\$ 85,050	\$ -	\$ -
Total Leased Retail Subtotal				18,900		\$ 3,375,000		\$ -

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
8	OTHER RESORT AMENITIES				154,248		\$ 39,392,597.66		\$ 1,045,393
	Business Center								
	Customer Area								
	Customer Queuing / Lounge Area	1	ea.	896	896	\$ 350	\$ 313,600	\$ 35	\$ 31,360
	Copy Center	1	ea.	190	190	\$ 350	\$ 66,500	\$ 35	\$ 6,650
	Desk	1	ea.	275	275	\$ 350	\$ 96,250	\$ 20	\$ 5,500
	Internet Center	6	desks	42	252	\$ 350	\$ 88,200	\$ 25	\$ 6,300
	Counter	1	ea.	200	200	\$ 350	\$ 70,000	\$ 20	\$ 4,000
	Conference Room	1	ea.	100	100	\$ 350	\$ 35,000	\$ 30	\$ 3,000
	Water / Coffee Counter	1		20	20	\$ 350	\$ 7,000	\$ 20	\$ 400
	BOH								
	UPS Stations	3	ea.	20	60	\$ 275	\$ 16,500	\$ -	\$ -
	Office - Private	1	ea.	120	120	\$ 275	\$ 33,000	\$ 20	\$ 2,400
	Work Area - Open	1	ea.	300	300	\$ 275	\$ 82,500	\$ -	\$ -
	Locked Storage	1	ea.	300	300	\$ 275	\$ 82,500	\$ -	\$ -
	General Storage	1	ea.	2,000	2,000	\$ 275	\$ 550,000	\$ -	\$ -
	Stairs / Exiting / Vertical Transportation	6.0%	%	4,713	283	\$ 200	\$ 56,556	\$ -	\$ -
	Electrical Mechanical Rooms	8.0%	%	4,713	377	\$ 200	\$ 75,408	\$ -	\$ -
	Business Center Subtotal				5,373	\$	\$ 1,573,014	\$	\$ 59,610
	Wedding Chapel								
	Public Area								
	Prefunction	3	chapels	475	1,425	\$ 450	\$ 641,250	\$ 50	\$ 71,250
	Prefunction Restrooms	1	pr.	450	450	\$ 425	\$ 191,250	\$ 5	\$ 2,250
	Chapel Seating - Total	192	ea.	15	2,880	\$ 400	\$ 1,152,000	\$ 50	\$ 144,000
	Groom's Room	3	ea.	140	420	\$ 400	\$ 168,000	\$ 50	\$ 21,000
	Groom's Restroom	3	ea.	75	225	\$ 425	\$ 95,625	\$ 5	\$ 1,125
	Bride's Room	3	ea.	140	420	\$ 400	\$ 168,000	\$ 50	\$ 21,000
	Bride's Restroom	3	ea.	75	225	\$ 425	\$ 95,625	\$ 5	\$ 1,125
	Conference Room	1	ea.	170	170	\$ 400	\$ 68,000	\$ 50	\$ 8,500
	BOH Areas								
	Video Room	1	ea.	160	160	\$ 325	\$ 52,000	\$ 10	\$ 1,600
	Private Office	2	ea.	128	256	\$ 325	\$ 83,200	\$ 20	\$ 5,120
	Open Office	4	ea.	90	360	\$ 325	\$ 117,000	\$ 20	\$ 7,200
	Floral Storage	1	ea.	70	70	\$ 300	\$ 21,000	\$ -	\$ -
	Cooler Equipment	1	EA	70	70	\$ 240	\$ 16,800	\$ -	\$ -
	Janitor Closet	1	ea.	35	35	\$ 300	\$ 10,500	\$ -	\$ -
	Corridors	15.0%	%	7,096	1,064	\$ 325	\$ 345,930	\$ 50	\$ 53,220
	Wedding Chapel Subtotal				8,160	\$	\$ 3,226,180	\$	\$ 337,390
	Exercise / Salon / Spa								
	Exercise								
	Exercise Reception Area	1	ea.	100	100	\$ 438	\$ 43,800	\$ 20	\$ 2,000
	Exercise Area - Men & Women								
	Treadmill	6	ea.	64	384	\$ 400	\$ 153,600	\$ 30	\$ 11,520
	Elliptical Cross Trainer	3	ea.	64	192	\$ 400	\$ 76,800	\$ 30	\$ 5,760
	Stepmill	2	ea.	48	96	\$ 400	\$ 38,400	\$ 30	\$ 2,880
	Stepper	2	ea.	48	96	\$ 400	\$ 38,400	\$ 30	\$ 2,880
	Bike - Upright	1	ea.	39	39	\$ 400	\$ 15,600	\$ 30	\$ 1,170
	Bike - Recumbent	1	ea.	43	43	\$ 400	\$ 17,200	\$ 30	\$ 1,290
	Lat Pull	2	ea.	72	144	\$ 400	\$ 57,600	\$ 30	\$ 4,320
	Hip Abductor	2	ea.	48	96	\$ 400	\$ 38,400	\$ 30	\$ 2,880
	Seated Chest Press	1	ea.	56	56	\$ 400	\$ 22,400	\$ 30	\$ 1,680
	Shoulder Press	1	ea.	67	67	\$ 400	\$ 26,800	\$ 30	\$ 2,010
	Seated Row	1	ea.	66	66	\$ 400	\$ 26,400	\$ 30	\$ 1,980
	Dip Assist	1	ea.	56	56	\$ 400	\$ 22,400	\$ 30	\$ 1,680
	Seated Leg Press	1	ea.	51	51	\$ 400	\$ 20,400	\$ 30	\$ 1,530
	Leg Extension	1	ea.	63	63	\$ 400	\$ 25,200	\$ 30	\$ 1,890
	Seated Leg Curl	1	ea.	52	52	\$ 400	\$ 20,800	\$ 30	\$ 1,560
	Free Weight Area	1	ea.	350	350	\$ 400	\$ 140,000	\$ 30	\$ 10,500
	Stretch & Aerobic Area	1	ea.	240	240	\$ 400	\$ 96,000	\$ 30	\$ 7,200
	Exercise Men's Area								
	Lockers	12	ea.	6	72	\$ 400	\$ 28,800	\$ 10	\$ 720
	Private Shower	2	ea.	35	70	\$ 500	\$ 35,000	\$ -	\$ -

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Bathroom -2 W/C & Lav	1	ea.	200	200	\$ 500	\$ 100,000	\$ -	\$ -
	Exercise Women's Area								
	Lockers	12	ea.	6	72	\$ 400	\$ 28,800	\$ 10	\$ 720
	Private Shower	2	ea.	35	70	\$ 500	\$ 35,000	\$ -	\$ -
	Bathroom -2 W/C & Lav	1	ea.	200	200	\$ 500	\$ 100,000	\$ -	\$ -
	Exercise Storage Room	1	ea.	50	50	\$ 350	\$ 17,500	\$ -	\$ -
	Salon				0				
	Manicure	3	stations	90	270	\$ 400	\$ 108,000	\$ 15	\$ 4,050
	Pedicure	4	stations	55	220	\$ 400	\$ 88,000	\$ 20	\$ 4,400
	Hair Style	3	stations	90	270	\$ 400	\$ 108,000	\$ 20	\$ 5,400
	Facial	1	stations	90	90	\$ 400	\$ 36,000	\$ 20	\$ 1,800
	Makeup	2	stations	90	180	\$ 400	\$ 72,000	\$ 20	\$ 3,600
	Waxing	1	ea.	175	175	\$ 400	\$ 70,000	\$ 20	\$ 3,500
	Tan Room	1	ea.	100	100	\$ 400	\$ 40,000	\$ 5	\$ 500
	Restrooms	1	pr.	150	150	\$ 400	\$ 60,000	\$ 5	\$ 750
	Storage	1	ea.	75	75	\$ 400	\$ 30,000	\$ -	\$ -
	Spa								
	Reception / Check-In	1	ea.	250	250	\$ 400	\$ 100,000	\$ 100	\$ 25,000
	Retail	1	ea.	500	500	\$ 480	\$ 240,000	\$ 100	\$ 50,000
	Spa - Men's								
	Lounge	1	ea.	225	225	\$ 400	\$ 90,000	\$ 20	\$ 4,500
	Juice Bar	1	ea.	140	140	\$ 400	\$ 56,000	\$ 20	\$ 2,800
	Lockers (Full length)	40	ea.	6	240	\$ 450	\$ 108,000	\$ 10	\$ 2,400
	Restroom	1	ea.	350	350	\$ 450	\$ 157,500	\$ 5	\$ 1,750
	Showers - Private	3	ea.	20	60	\$ 450	\$ 27,000	\$ -	\$ -
	Sauna	1	ea.	50	50	\$ 450	\$ 22,500	\$ -	\$ -
	Steam Room	2	ea.	125	250	\$ 450	\$ 112,500	\$ -	\$ -
	Wet Treatment	1	ea.	150	150	\$ 450	\$ 67,500	\$ -	\$ -
	Hydrotherapy Tubs	4	ea.	50	200	\$ 450	\$ 90,000	\$ -	\$ -
	Hot Tub	1	ea.	125	125	\$ 450	\$ 56,250	\$ -	\$ -
	Cold Plunge	1	ea.	175	175	\$ 450	\$ 78,750	\$ -	\$ -
	Rain Showers	5	ea.	20	100	\$ 450	\$ 45,000	\$ -	\$ -
	Lounge Chairs - Thermal	5	ea.	20	100	\$ 450	\$ 45,000	\$ -	\$ -
	Lounge Chairs - Wet Area	4	ea.	50	200	\$ 450	\$ 90,000	\$ -	\$ -
	Spa - Women's								
	Lounge	1	ea.	225	225	\$ 400	\$ 90,000	\$ 20	\$ 4,500
	Juice Bar	1	ea.	140	140	\$ 400	\$ 56,000	\$ 20	\$ 2,800
	Lockers (Full length)	40	ea.	6	240	\$ 450	\$ 108,000	\$ 10	\$ 2,400
	Restroom	1	ea.	350	350	\$ 450	\$ 157,500	\$ 5	\$ 1,750
	Showers - Private	3	ea.	20	60	\$ 450	\$ 27,000	\$ -	\$ -
	Sauna	1	ea.	50	50	\$ 450	\$ 22,500	\$ -	\$ -
	Steam Room	2	ea.	125	250	\$ 450	\$ 112,500	\$ -	\$ -
	Wet Treatment	1	ea.	150	150	\$ 450	\$ 67,500	\$ -	\$ -
	Hydrotherapy Tubs	4	ea.	50	200	\$ 450	\$ 90,000	\$ -	\$ -
	Hot Tub	1	ea.	125	125	\$ 450	\$ 56,250	\$ -	\$ -
	Cold Plunge	1	ea.	175	175	\$ 450	\$ 78,750	\$ -	\$ -
	Rain Showers	5	ea.	20	100	\$ 450	\$ 45,000	\$ -	\$ -
	Lounge Chairs - Thermal	5	ea.	20	100	\$ 450	\$ 45,000	\$ -	\$ -
	Lounge Chairs - Wet Area	4	ea.	50	200	\$ 450	\$ 90,000	\$ -	\$ -
	Spa - Men & Women Common Area								
	Pool - Warm Mineral-Enriched	0	ea.	20	0	\$ 500	\$ -	\$ -	\$ -
	Pool - Cold Plunge	0	ea.	20	0	\$ 500	\$ -	\$ -	\$ -
	Pool - Hot	0	ea.	20	0	\$ 500	\$ -	\$ -	\$ -
	Couples Treatment Rooms	2	ea.	200	400	\$ 400	\$ 160,000	\$ 10	\$ 4,000
	Indoor Pool	1	ea.	2,200	2,200	\$ 450	\$ 990,000	\$ -	\$ -
	Indoor Pool Spa Tub	1	ea.	150	150	\$ 500	\$ 75,000	\$ -	\$ -
	Indoor Pool Deck	1	ea.	6,662	6,662	\$ 350	\$ 2,331,700	\$ -	\$ -
	Indoor Pool Equipment Room	1	ea.	500	500	\$ 300	\$ 150,000	\$ -	\$ -
	Yoga	0	ea.	500	0	\$ 400	\$ -	\$ 15	\$ -
	Storage	1	ea.	150	150	\$ 300	\$ 45,000	\$ -	\$ -
	Janitor Closet	1	ea.	80	80	\$ 300	\$ 24,000	\$ -	\$ -
	Spa Back Of House								
	Manager's Office	1	ea.	120	120	\$ 350	\$ 42,000	\$ 15	\$ 1,800
	Operations Office	1	ea.	125	125	\$ 350	\$ 43,750	\$ 15	\$ 1,875
	Massage - Men's								
	Lounge	1	ea.	150	150	\$ 400	\$ 60,000	\$ 15	\$ 2,250
	Treatment Room	3	ea.	125	375	\$ 450	\$ 168,750	\$ 15	\$ 5,625

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Treatment Room w / Shower	1	ea.	170	170	\$ 500	\$ 85,000	\$ 15	\$ 2,550
	Massage - Women's								
	Lounge	1	ea.	150	150	\$ 400	\$ 60,000	\$ 15	\$ 2,250
	Treatment Room	3	ea.	125	375	\$ 450	\$ 168,750	\$ 15	\$ 5,625
	Treatment Room w / Shower	1	ea.	170	170	\$ 500	\$ 85,000	\$ 15	\$ 2,550
	Massage Back Of House						\$ -		
	Massage Storage	2	ea.	100	200	\$ 350	\$ 70,000	\$ -	\$ -
	Massage Janitorial	2	ea.	45	90	\$ 350	\$ 31,500	\$ -	\$ -
	Circulation - FOH & BOH	15.0%	%	22,002	3,300	\$ 400	\$ 1,320,120	\$ -	\$ -
	Mechanical	5.0%	%	25,302	1,265	\$ 240	\$ 303,627.60	\$ -	\$ -
	Stairs/Exiting	3.0%	%	25,302	759	\$ 240	\$ 182,176.56	\$ -	\$ -
	Exercise / Salon / Spa Subtotal				27,326		\$ 10,665,674.16		\$ 216,595
	Guest Pool								
	Water Areas								
	Swimming Pool (total area)	1	ea.	10,800	10,800	\$ 156	\$ 1,684,800	\$ -	\$ -
	Wet Deck	1	lot	0	0	\$ 156	\$ -	\$ -	\$ -
	Spas	1	lot	3,510	3,510	\$ 156	\$ 547,560	\$ -	\$ -
	Water Features	1	lot	300	300	\$ 156	\$ 46,800	\$ -	\$ -
	Dry Deck								
	Chaise Lounge Chairs	810	lounges	27	21,870	\$ 156	\$ 3,411,720	\$ 12	\$ 262,440
	Day Beds	10	beds	144	1,440	\$ 156	\$ 224,640	\$ 12	\$ 17,280
	Deck Circulation	25.0%	%	23,310	5,828	\$ 156	\$ 909,090.00	\$ -	\$ -
	Cabanas								
	Standard Cabanas								0
	Cabana	10	ea.	192	1,920	\$ 200	\$ 384,000	\$ 25	\$ 48,000
	Cabana Lounge Outside Area	10	ea.	144	1,440	\$ 200	\$ 288,000	\$ 15	\$ 21,600
	Cabana Circulation	30.0%	%	3,360	1,008	\$ 100	\$ 100,800	\$ -	\$ -
	Private Cabanas								
	Cabana	6	ea.	225	1,350	\$ 300	\$ 405,000	\$ 30	\$ 40,500
	Cabana Lounge Outside Area	6	ea.	200	1,200	\$ 300	\$ 360,000	\$ 15	\$ 18,000
	Cabana Circulation	30.0%	%	2,550	765	\$ 150	\$ 114,750	\$ -	\$ -
	Pool Structures								
	Entrance Feature / Check-In Control	1	ea.	200	200	\$ 200	\$ 40,000	\$ -	\$ -
	Towel Structure	1	ea.	200	200	\$ 200	\$ 40,000	\$ -	\$ -
	Beverage Service Station	1	ea.	500	500	\$ 300	\$ 150,000	\$ -	\$ -
	Bar Equipment	1	ea.	500		\$ 240	\$ 120,000	\$ -	\$ -
	Restrooms	4	ea.	650	2,600	\$ 505	\$ 1,313,000	\$ -	\$ -
	Storage - Pool Furniture	810	lounges	2	1,215	\$ 200	\$ 243,000	\$ -	\$ -
	Changing/Locker	1	pr.	200	200	\$ 250	\$ 50,000	\$ -	\$ -
	Lighting / Special Effects / Sound	1	LS	0	0	\$ 300,000	\$ 300,000	\$ -	\$ -
	Stage Area	1	LS	100	100	\$ 150	\$ 15,000	\$ -	\$ -
	Pump Room	1	ea.	2,400	2,400	\$ 275	\$ 660,000	\$ -	\$ -
	Mechanical Rooms	1	ea.	750	750	\$ 275	\$ 206,250	\$ -	\$ -
	Communication / Telephone Room	1	ea.	350	350	\$ 275	\$ 96,250	\$ -	\$ -
	Circulation	20.0%	ea.	59,946	11,989	\$ 50	\$ 599,455.00	\$ 2	\$ 23,978
	Privacy Walls	1	ea.	59,946	0	\$ 5	\$ 299,727.50	\$ -	\$ -
	Landscape / Irrigation / Lighting	1	ea.	59,946	0	\$ 10	\$ 599,455.00	\$ -	\$ -
	Site Utilities	1	ea.	59,946	0	\$ 4	\$ 239,782.00	\$ -	\$ -
	Guest Pool Subtotal				71,935		\$ 13,449,079.50		\$ 431,798
	Leased Other Outlets								
	Leasable Area	1	ea.	32,900	32,900	\$ 225	\$ 7,402,500	\$ -	\$ -
	BOH Common Area	6%	%	32,900	1,974	\$ 225	\$ 444,150	\$ -	\$ -
	Circulation / Public Area	20%	%	32,900	6,580	\$ 400	\$ 2,632,000	\$ -	\$ -
	Stairs/Exiting	2%	%	41,454	829	\$ 225	\$ 186,543	\$ -	\$ -
	Mechanical	2%	%	41,454	829	\$ 225	\$ 186,543	\$ -	\$ -
	Total Leased Other Subtotal				41,454		10,478,650		0
9	BACK OF HOUSE				236,617		\$ 68,331,106.55		\$ 1,411,348
	BOH Common Areas								
	Changing Rooms / Restrooms								
	Men	1	ea.	1700	1,700	\$ 375	\$ 637,500	\$ 5	\$ 8,500
	Women	1	ea.	1800	1,800	\$ 375	\$ 675,000	\$ 5	\$ 9,000

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
Changing Room / Restroom Subtotal					3,500		\$ 1,312,500		\$ 17,500
Employee Dining									
	Entrance / Queuing	1	ea.	300	300	\$ 375	\$ 112,500	\$ 40	\$ 12,000
	Dining Area	382	seats	17	6,494	\$ 375	\$ 2,435,250	\$ 40	\$ 259,760
	Beverage Self - Service	1	ea.	850	850	\$ 375	\$ 318,750	\$ 40	\$ 34,000
	Kitchen Equipment	1	ea.	850		\$ 210	\$ 178,500	\$ -	\$ -
	Staff Serving Line	1	ea.	1344	1,344	\$ 375	\$ 504,000	\$ 40	\$ 53,760
	Kitchen Equipment	1	ea.	1344		\$ 240	\$ 322,560	\$ -	\$ -
	Food Service Area	1	ea.	2550	2,550	\$ 375	\$ 956,250	\$ -	\$ -
	Kitchen Equipment	1	ea.	2550		\$ 240	\$ 612,000	\$ -	\$ -
	Food Storage	1	ea.	150	150	\$ 375	\$ 56,250	\$ -	\$ -
	Cooler	1	ea.	150	150	\$ 375	\$ 56,250	\$ -	\$ -
	Kitchen Equipment	1	ea.	150		\$ 240	\$ 36,000	\$ -	\$ -
	Freezer	1	ea.	150	150	\$ 375	\$ 56,250	\$ -	\$ -
	Kitchen Equipment	1	ea.	150		\$ 240	\$ 36,000	\$ -	\$ -
	Private Offices - EDR Manager	1	ea.	90	90	\$ 375	\$ 33,750	\$ 25	\$ 2,250
	Private Offices - EDR Sous Chef	1	ea.	90	90	\$ 375	\$ 33,750	\$ 25	\$ 2,250
	Open Office - EDR Supervisor	1	ea.	90	90	\$ 375	\$ 33,750	\$ 15	\$ 1,350
Employee Dining Subtotal					12,258		\$ 5,781,810		\$ -
Employee Lounge									
	Main Lounge	1	ea.	1000	1,000	\$ 325	\$ 325,000	\$ 25	\$ 25,000
	Computer Terminals	10	ea.	30	300	\$ 325	\$ 97,500	\$ 25	\$ 7,500
	Quiet Lounge	1	ea.	350	350	\$ 325	\$ 113,750	\$ 25	\$ 8,750
	Smoking Room	1	ea.	600	600	\$ 325	\$ 195,000	\$ 25	\$ 15,000
Employee Lounge Subtotal					2,250		\$ 731,250		\$ 56,250
	Circulation	15.0%	%	18,008	2,701	\$ 220	\$ 594,264	\$ 25	\$ 67,530
	Mechanical	4.0%	%	18,008	720	\$ 200	\$ 144,064	\$ -	\$ -
	Stairs/Exiting	3.0%	%	18,008	540	\$ 200	\$ 108,048	\$ -	\$ -
BOH Common Area Subtotal					21,970		\$ 8,671,936		\$ 141,280
BOH Departmental Areas									
Casino - Operations									
Common Support Space									
	Reception	1	ea.	175	175	\$ 200	\$ 35,000	\$ 45	\$ 7,875
	Receptionist	1	ea.	140	140	\$ 200	\$ 28,000	\$ 45	\$ 6,300
	Conference Room	1	ea.	200	200	\$ 200	\$ 40,000	\$ 25	\$ 5,000
	Storage Supply Room	1	ea.	200	200	\$ 200	\$ 40,000	\$ 25	\$ 5,000
	File Storage	1	ea.	250	250	\$ 200	\$ 50,000	\$ 5	\$ 1,250
	Copy / Fax	1	ea.	70	70	\$ 200	\$ 14,000	\$ 25	\$ 1,750
	Storage	1	ea.	80	80	\$ 200	\$ 16,000	\$ -	\$ -
Private Offices									
	VP Table Games	1	ea.	180	180	\$ 200	\$ 36,000	\$ 25	\$ 4,500
	VP Slot Operations	1	ea.	180	180	\$ 200	\$ 36,000	\$ 25	\$ 4,500
	Director of Casino Administration	1	ea.	125	125	\$ 200	\$ 25,000	\$ 25	\$ 3,125
	Senior Manager Casino Shift	1	ea.	100	100	\$ 200	\$ 20,000	\$ 25	\$ 2,500
	Manager Casino Shift	1	ea.	100	100	\$ 200	\$ 20,000	\$ 25	\$ 2,500
	Manager Slot Technicians	1	ea.	100	100	\$ 200	\$ 20,000	\$ 25	\$ 2,500
	Open Office	2	ea.	100	200	\$ 200	\$ 40,000	\$ 25	\$ 5,000
Open Workstations									
	Exec. Secretary Tables & Slots	1	ea.	100	100	\$ 200	\$ 20,000	\$ 20	\$ 2,000
	Casino Administration	5	ea.	70	350	\$ 200	\$ 70,000	\$ 20	\$ 7,000
	Table Games Asst. Shift Mgr.	3	ea.	70	210	\$ 200	\$ 42,000	\$ 20	\$ 4,200
	Dual Rate Asst. Shift Mgr.	1	ea.	70	70	\$ 200	\$ 14,000	\$ 20	\$ 1,400
	Slot Shift Mgr.	1	ea.	90	90	\$ 200	\$ 18,000	\$ 20	\$ 1,800
	Assist. Slot Shift Mgr.	2	ea.	70	140	\$ 200	\$ 28,000	\$ 20	\$ 2,800
Casino - Dealer Academy									
Common Support Space									
	Table Games Area	1	ea.	600	600	\$ 200	\$ 120,000	\$ 15	\$ 9,000
	Closet	1	ea.	25	25	\$ 200	\$ 5,000	\$ 10	\$ 250
	Storeroom	1	ea.	25	25	\$ 200	\$ 5,000	\$ 5	\$ 125
Casino - Player Development									
Common Support Space									
	Host Consult Room	1	ea.	90	90	\$ 200	\$ 18,000	\$ 25	\$ 2,250

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Storage / File Room	1	ea.	90	90	\$ 200	\$ 18,000	\$ 5	\$ 450
	Closet	1	ea.	25	25	\$ 200	\$ 5,000	\$ 5	\$ 125
	Copy / Fax	1	ea.	70	70	\$ 200	\$ 14,000	\$ 25	\$ 1,750
	Player Development Seating Area	1	ea.	100	100	\$ 200	\$ 20,000	\$ 25	\$ 2,500
	Private Offices								
	Manager Player Development	1	ea.	100	100	\$ 200	\$ 20,000	\$ 25	\$ 2,500
	Admin. Asst. Marketing Office	1	ea.	100	100	\$ 200	\$ 20,000	\$ 25	\$ 2,500
	Director of Player Development	1	ea.	125	125	\$ 200	\$ 25,000	\$ 25	\$ 3,125
	Director of VIP & Slot Services	1	ea.	125	125	\$ 200	\$ 25,000	\$ 25	\$ 3,125
	Asst. VP Regional Markets	1	ea.	125	125	\$ 200	\$ 25,000	\$ 25	\$ 3,125
	VP of Player Development	1	ea.	180	180	\$ 200	\$ 36,000	\$ 25	\$ 4,500
	Open Workstations								
	Supervisor Host	1	ea.	90	90	\$ 200	\$ 18,000	\$ 25	\$ 2,250
	Casino Host	4	ea.	70	280	\$ 200	\$ 56,000	\$ 25	\$ 7,000
	Exec. Casio Host	2	ea.	90	180	\$ 200	\$ 36,000	\$ 25	\$ 4,500
	Exec. Secretary Player Development	1	ea.	100	100	\$ 200	\$ 20,000	\$ 25	\$ 2,500
	Casino - Slot Support								
	Slot Storage	1	ea.	4000	4,000	\$ 200	\$ 800,000	\$ 2	\$ 8,000
	Storage Tools / Parts	1	ea.	900	900	\$ 200	\$ 180,000	\$ -	\$ -
	Tech Shop						\$ -	\$ -	\$ -
	Work Area	1	ea.	1640	1,640	\$ 200	\$ 328,000	\$ 2	\$ 3,280
	Lockers	1	ea.	70	70	\$ 200	\$ 14,000	\$ 2	\$ 140
	Tool Area	1	ea.	90.35	90	\$ 200	\$ 18,070	\$ 2	\$ 181
	Tech Stations	8	ea.	25	200	\$ 200	\$ 40,000	\$ 2	\$ 400
	Electronics Office / Lab								
	Open Workstations								
	Manager Slot Tech	1	ea.	70	70	\$ 200	\$ 14,000	\$ 20	\$ 1,400
	Assist. Mgr. Slot Tech	1	ea.	70	70	\$ 200	\$ 14,000	\$ 20	\$ 1,400
	Supervisor Slot Tech	2	ea.	50	100	\$ 200	\$ 20,000	\$ 20	\$ 2,000
	Conference Table	1	ea.	125	125	\$ 200	\$ 25,000	\$ 20	\$ 2,500
	Casino - Table Support								
	Storage Suite								
	Entry	1	ea.	150	150	\$ 250	\$ 37,500	\$ -	\$ -
	Layout / Game Storage	1	ea.	670	670	\$ 250	\$ 167,500	\$ -	\$ -
	Card / Dice Reconciliation	1	ea.	160	160	\$ 250	\$ 40,000	\$ -	\$ -
	Mail Room	1	ea.	150	150	\$ 250	\$ 37,500	\$ -	\$ -
	Card / Dice Storage	1	ea.	200	200	\$ 250	\$ 50,000	\$ -	\$ -
	Token Room	1	ea.	150	150	\$ 250	\$ 37,500	\$ 25	\$ 3,750
	Casino - VIP Services								
	Common Support Space								
	Fax / Copy	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Storage	1	ea.	80	80	\$ 325	\$ 26,000	\$ -	\$ -
	Closet	1	ea.	25	25	\$ 325	\$ 8,125	\$ 5	\$ 125
	Private Offices								
	Manager VIP Services	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Supervisor VIP Services	1	ea.	90	90	\$ 325	\$ 29,250	\$ 25	\$ 2,250
	Open Workstations								
	Specialist PBX / VIP	10	ea.	50	500	\$ 325	\$ 162,500	\$ 20	\$ 10,000
	Coordinator VIP Ticket	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Environmental Services (EVS)								
	Schedule	1	ea.	80	80	\$ 325	\$ 26,000	\$ 5	\$ 400
	Open Computer Stations	2	ea.	50	100	\$ 325	\$ 32,500	\$ 20	\$ 2,000
	Common Support Space								
	Consult Room	1	ea.	122	122	\$ 350	\$ 42,700	\$ 20	\$ 2,440
	Copy / Fax	1	ea.	70	70	\$ 350	\$ 24,500	\$ 25	\$ 1,750
	Private Offices								
	Manager EVS	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Locksmith	1	ea.	150	150	\$ 325	\$ 48,750	\$ 25	\$ 3,750
	Director of Guest Services	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Open Workstations								
	Open Computer Stations	2	ea.	50	100	\$ 325	\$ 32,500	\$ 20	\$ 2,000
	Storage - Chemical	1	ea.	350	350	\$ 325	\$ 113,750	\$ -	\$ -
	Storage - Equipment	1	ea.	900	900	\$ 325	\$ 292,500	\$ -	\$ -
	Storage - Forms	1	ea.	300	300	\$ 325	\$ 97,500	\$ -	\$ -
	Trash Room								
	Compactor - Refrigerated	1	ea.	750	750	\$ 325	\$ 243,750	\$ -	\$ -

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Compactor - Dry	2	ea.	750	1,500	\$ 325	\$ 487,500	\$ -	\$ -
	Dock	1	ea.	700	700	\$ 325	\$ 227,500	\$ -	\$ -
	Shredder	1	ea.	700	700	\$ 325	\$ 227,500	\$ -	\$ -
	Executive Offices								
	Common Support Space								
	Executive Reception	1	ea.	500	500	\$ 325	\$ 162,500	\$ 45	\$ 22,500
	Executive Receptionist	1	ea.	90	90	\$ 325	\$ 29,250	\$ 45	\$ 4,050
	Main Conference Room	1	ea.	800	800	\$ 325	\$ 260,000	\$ 45	\$ 36,000
	Break room	1	ea.	225	225	\$ 325	\$ 73,125	\$ 10	\$ 2,250
	Restrooms	1	pr.	512	512	\$ 325	\$ 166,400	\$ 5	\$ 2,560
	Copy / Fax /Storage	1	ea.	135	135	\$ 325	\$ 43,875	\$ 25	\$ 3,375
	Storage	1	ea.	300	300	\$ 325	\$ 97,500	\$ -	\$ -
	Private Offices								
	President	1	ea.	300	300	\$ 325	\$ 97,500	\$ 25	\$ 7,500
	President Restroom	1	ea.	90	90	\$ 325	\$ 29,250	\$ -	\$ -
	President Conference Room	1	ea.	300	300	\$ 325	\$ 97,500	\$ 25	\$ 7,500
	Exec. Secretary to the President	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	EVP Operations	1	ea.	220	220	\$ 325	\$ 71,500	\$ 25	\$ 5,500
	VP Hotel Operations	1	ea.	180	180	\$ 325	\$ 58,500	\$ 25	\$ 4,500
	VP Community Affairs	1	ea.	180	180	\$ 325	\$ 58,500	\$ 25	\$ 4,500
	VP Legal	1	ea.	180	180	\$ 325	\$ 58,500	\$ 25	\$ 4,500
	VP Finance	1	ea.	180	180	\$ 325	\$ 58,500	\$ 25	\$ 4,500
	EVP Marketing/Finance	1	ea.	220	220	\$ 325	\$ 71,500	\$ 25	\$ 5,500
	Open Workstations								
	Executive Secretary	4	ea.	90	360	\$ 325	\$ 117,000	\$ 20	\$ 7,200
	F & B - Administration								
	Common Support Space								
	Reception	1	ea.	130	130	\$ 325	\$ 42,250	\$ 45	\$ 5,850
	Conference Room	1	ea.	200	200	\$ 325	\$ 65,000	\$ 25	\$ 5,000
	Fax / Copier	1	ea.	70	70	\$ 325	\$ 22,750	\$ 25	\$ 1,750
	Storage	1	ea.	100	100	\$ 325	\$ 32,500	\$ -	\$ -
	Closet	1	ea.	25	25	\$ 325	\$ 8,125	\$ 5	\$ 125
	Private Offices								
	VP F&B	1	ea.	180	180	\$ 325	\$ 58,500	\$ 25	\$ 4,500
	Director of F&B	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Asst. Director of F&B	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Beverage Manager	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Open Workstations								
	Admin. Assistant to VP	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Coordinator F&B Admin.	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Secretary	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Assistant Manager Beverage	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Analyst Food Cost	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Shift Supervisor Beverage	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	F & B - Main Kitchen								
	Private Offices								
	Executive Chef	1	ea.	125	125	\$ 325	\$ 40,625	\$ 15	\$ 1,875
	Executive Chef Assistant	1	ea.	100	100	\$ 325	\$ 32,500	\$ 15	\$ 1,500
	Executive Sous Chef	1	ea.	100	100	\$ 325	\$ 32,500	\$ 15	\$ 1,500
	Commissary Chef	1	ea.	100	100	\$ 325	\$ 32,500	\$ 15	\$ 1,500
	Commissary Sous Chef	1	ea.	70	70	\$ 325	\$ 22,750	\$ 15	\$ 1,050
	Cullinary Office Coordinator	1	ea.	70	70	\$ 325	\$ 22,750	\$ 15	\$ 1,050
	Cook Chill	1	ea.	2000	2,000	\$ 325	\$ 650,000	\$ -	\$ -
	Bulk Commissary Storage	1	ea.	880	880	\$ 325	\$ 286,000	\$ -	\$ -
	Food Bank	1	ea.	625	625	\$ 325	\$ 203,125	\$ -	\$ -
	Freezer	1	ea.	300	300	\$ 325	\$ 97,500	\$ -	\$ -
	Banquet Production	1	ea.	3330	3,330	\$ 325	\$ 1,082,250	\$ -	\$ -
	Bakery	1	ea.	1856	1,856	\$ 325	\$ 603,200	\$ -	\$ -
	Pastry Chef	1	ea.	70	70	\$ 325	\$ 22,750	\$ -	\$ -
	Garde Manger & Butcher Shop	1	ea.	4270	4,270	\$ 325	\$ 1,387,750	\$ -	\$ -
	Pot wash	1	ea.	3700	3,700	\$ 325	\$ 1,202,500	\$ -	\$ -
	Restroom	1	ea.	108	108	\$ 325	\$ 35,100	\$ -	\$ -
	Compressor Rack	1	ea.	440	440	\$ 325	\$ 143,000	\$ -	\$ -
	Storage - Commissary Deco. / Props	1	ea.	300	300	\$ 325	\$ 97,500	\$ -	\$ -
	Interior Circulation	12.00%	%	18,144	2,177	\$ 325	\$ 707,616	\$ -	\$ -
	F & B - Room Service								

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Private Offices								
	Manager Room Service	1	ea.	100	100	\$ 325	\$ 32,500	\$ 20	\$ 2,000
	Order Takers	2	ea.	50	100	\$ 325	\$ 32,500	\$ 20	\$ 2,000
	Copy / Fax	1	ea.	270	270	\$ 325	\$ 87,750	\$ 20	\$ 5,400
	F & B - Steward								
	Steward Office Area	1	ea.	190	190	\$ 325	\$ 61,750	\$ 20	\$ 3,800
	Steward Storage	1	ea.	270	270	\$ 325	\$ 87,750	\$ -	\$ -
	Private Offices								
	Chief Steward	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Steward Supervisor	1	ea.	70	70	\$ 325	\$ 22,750	\$ 25	\$ 1,750
	Facilities								
	Central Plant								
	Chiller Room	1	ea.	3000	3,000	\$ 375	\$ 1,125,000	\$ -	\$ -
	Boiler / Pump Room	1	ea.	5000	5,000	\$ 375	\$ 1,875,000	\$ -	\$ -
	Electrical Substation	1	ea.	2500	2,500	\$ 375	\$ 937,500	\$ -	\$ -
	Central Plant Office	1	ea.	100	100	\$ 375	\$ 37,500	\$ -	\$ -
	Central Plant Office Restroom	1	ea.	60	60	\$ 375	\$ 22,500	\$ -	\$ -
	Fire Pump Room	1	ea.	500	500	\$ 375	\$ 187,500	\$ -	\$ -
	Shops & Storage Rooms								
	Grounds	1	ea.	4000	4,000	\$ 325	\$ 1,300,000	\$ -	\$ -
	Shops						\$ -	\$ -	\$ -
	Carpenter Shop	1	ea.	1000	1,000	\$ 325	\$ 325,000	\$ -	\$ -
	Print / Sign Shop	1	ea.	600	600	\$ 325	\$ 195,000	\$ -	\$ -
	Floor / Upholstery Shop	1	ea.	1000	1,000	\$ 325	\$ 325,000	\$ -	\$ -
	Electrical Shop	1	ea.	1000	1,000	\$ 325	\$ 325,000	\$ -	\$ -
	Plumbing / Mechanical Shop	1	ea.	1000	1,000	\$ 325	\$ 325,000	\$ -	\$ -
	Metal Welding Shop	1	ea.	950	950	\$ 325	\$ 308,750	\$ -	\$ -
	Paint Shop (Incl. Booth)	1	ea.	2065	2,065	\$ 325	\$ 671,125	\$ -	\$ -
	Hotel Shop / Parts	1	ea.	750	750	\$ 325	\$ 243,750	\$ -	\$ -
	Common Support Space								
	Facilities Schedule	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Dispatch	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Office Circulation	1	ea.	150	150	\$ 325	\$ 48,750	\$ 20	\$ 3,000
	Fax / Copy	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Closet	1	ea.	25	25	\$ 325	\$ 8,125	\$ 10	\$ 250
	Private Offices								
	Director Facilities	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Director Facilities Conference	1	ea.	220	220	\$ 325	\$ 71,500	\$ 25	\$ 5,500
	Manager Facilities	2	ea.	100	200	\$ 325	\$ 65,000	\$ 25	\$ 5,000
	Open Workstations							\$ -	\$ -
	Secretary	1	ea.	100	100	\$ 325	\$ 32,500	\$ 20	\$ 2,000
	Supervisor Facilities	2	ea.	90	180	\$ 325	\$ 58,500	\$ 20	\$ 3,600
	Finance								
	Common Support Space								
	Conference	1	ea.	200	200	\$ 325	\$ 65,000	\$ 30	\$ 6,000
	Internal Audit Print Area	1	ea.	70	70	\$ 325	\$ 22,750	\$ 30	\$ 2,100
	Closet	2	ea.	65	130	\$ 325	\$ 42,250	\$ 5	\$ 650
	Storage	1	ea.	65	65	\$ 325	\$ 21,125	\$ -	\$ -
	Fax / Copy	2	ea.	70	140	\$ 325	\$ 45,500	\$ 25	\$ 3,500
	Private Offices					\$ 0	\$ -		
	AVP Finance	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Director - Finance / Accounting	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Director - Internal Audit	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Controller - Financial	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Controller - Casino	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Controller - F&B	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Assistant Controller	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager - Casino Accounting	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager - Los Prevention	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager - Financial Analyst	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Staff Planner	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Open Workstations						\$ -		
	Accountant General Ledger	3	ea.	70	210	\$ 325	\$ 68,250	\$ 20	\$ 4,200
	Sr. Internal Auditor	2	ea.	70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Financial Analyst	2	ea.	70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Supervisor - Accounts Payable	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Supervisor - Casino Accounting	2	ea.	90	180	\$ 325	\$ 58,500	\$ 20	\$ 3,600
	Coordinator - Title 31	3	ea.	70	210	\$ 325	\$ 68,250	\$ 20	\$ 4,200
	Coordinator - General Claims	2	ea.	70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Clerk - Accounts Payable	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Clerk - Night Audit	2	ea.	70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Clerk - Casino Accounting	16	ea.	70	1,120	\$ 325	\$ 364,000	\$ 20	\$ 22,400
	Clerk - Loss Prevention	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Circulation and File Storage	40.00%	%	4,390	1,756	\$ 325	\$ 570,700	\$ 20	\$ 35,120
	Finance - Casino Main Cage								
	Employee Bank	2	window	215	430	\$ 350	\$ 150,500	\$ 10	\$ 4,300
	Common Support Space								
	Man Trap	1	ea.	200	200	\$ 350	\$ 70,000	\$ -	\$ -
	Mobile Bank Storage	9	banks	30	270	\$ 350	\$ 94,500	\$ -	\$ -
	Chip Bank	1	ea.	275	275	\$ 350	\$ 96,250	\$ -	\$ -
	Employee Bank Cashier	2	window	125	250	\$ 350	\$ 87,500	\$ -	\$ -
	Break Room	1	ea.	225	225	\$ 350	\$ 78,750	\$ 10	\$ 2,250
	Schedule	1	ea.	100	100	\$ 350	\$ 35,000	\$ 10	\$ 1,000
	Restroom - Unisex	1	ea.	50	50	\$ 350	\$ 17,500	\$ -	\$ -
	Storage Room	1	ea.	100	100	\$ 350	\$ 35,000	\$ -	\$ -
	Fax / Copy Space	1	ea.	70	70	\$ 350	\$ 24,500	\$ 20	\$ 1,400
	Communal Work Area								
	Open Desk	4	ea.	60	240	\$ 350	\$ 84,000	\$ 20	\$ 4,800
	Open Cage Secretary	1	ea.	125	125	\$ 350	\$ 43,750	\$ 20	\$ 2,500
	Private Offices								
	Employee Consultation Office	1	ea.	100	100	\$ 350	\$ 35,000	\$ 25	\$ 2,500
	Director Cage Operations	1	ea.	125	125	\$ 350	\$ 43,750	\$ 25	\$ 3,125
	Supervisor Credit	1	ea.	100	100	\$ 350	\$ 35,000	\$ 25	\$ 2,500
	Open Workstations								
	Open Work Stations	2	ea.	70	140	\$ 350	\$ 49,000	\$ 20	\$ 2,800
	Hi Limit Marker / Return Item /Storage	1	ea.	300	300	\$ 350	\$ 105,000	\$ 20	\$ 6,000
	Finance - Count Room								
	Common Support Space								
	Security Station	1	ea.	100	100	\$ 325	\$ 32,500	\$ 5	\$ 500
	Sally Port	1	ea.	1,000	1,000	\$ 325	\$ 325,000	\$ -	\$ -
	Main Bank	1	ea.	600	600	\$ 325	\$ 195,000	\$ -	\$ -
	Coin Count	1	ea.	1,000	1,000	\$ 325	\$ 325,000	\$ -	\$ -
	Currency Count	1	ea.	1,000	1,000	\$ 325	\$ 325,000	\$ -	\$ -
	Compressor Room	1	ea.	192	192	\$ 325	\$ 62,400	\$ -	\$ -
	Chip Reserve	1	ea.	150	150	\$ 325	\$ 48,750	\$ -	\$ -
	Parts Room	1	ea.	150	150	\$ 325	\$ 48,750	\$ -	\$ -
	Cart Storage	1	ea.	1,000	1,000	\$ 325	\$ 325,000	\$ 5	\$ 5,000
	Restroom - Unisex	1	ea.	65	65	\$ 325	\$ 21,125	\$ -	\$ -
	Copy / Fax	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Private Offices								
	Manager Count Team Impress	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Open Workstations								
	Supervisor Count Team	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Asst. Mgr. Count Team /Impress	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Impress Lead	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Finance - Purchasing								
	Common Support Space								
	Record Storage	1	ea.	125	125	\$ 325	\$ 40,625	\$ -	\$ -
	Conference Room	1	ea.	200	200	\$ 325	\$ 65,000	\$ 25	\$ 5,000
	File Area	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Closet	1	ea.	25	25	\$ 325	\$ 8,125	\$ 5	\$ 125
	Fax/Copier Space	1	ea.	100	100	\$ 325	\$ 32,500	\$ 20	\$ 2,000
	Private Offices								
	Purchasing Director	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Manager Purchasing	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager Compliance	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Open Workstations								
	Buyer	5	ea.	70	350	\$ 325	\$ 113,750	\$ 20	\$ 7,000
	Vendor Compliance Coordinator	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Hotel - Bell Services								
	Bell Storage	1	ea.	1,000	1,000	\$ 325	\$ 325,000	\$ -	\$ -
	Scooter Storage & Charging	10	ea.	35	350	\$ 325	\$ 113,750	\$ -	\$ -
	Common Support Space							\$	\$ -

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Copy / Fax	1	ea.	70	70	\$ 325	\$ 22,750	\$ 5	\$ 350
	Open Workstations								
	Bellman	2	ea.	70	140	\$ 325	\$ 45,500	\$ 15	\$ 2,100
	Hotel - Front Desk								
	Common Support Space								
	Schedule	1	ea.	70	70	\$ 325	\$ 22,750	\$ 10	\$ 700
	Guest Relations Office	1	ea.	130	130	\$ 325	\$ 42,250	\$ 25	\$ 3,250
	Storage / File	1	ea.	125	125	\$ 325	\$ 40,625	\$ -	\$ -
	Copy / Fax	1	ea.	70	70	\$ 325	\$ 22,750	\$ 25	\$ 1,750
	Private Offices								
	Manager Front Desk	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Director Revenue Management	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Director Front Desk Services	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Open Workstations								
	Assistant Manager Front Desk	2	ea.	70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Reservations Representatives	3	ea.	50	150	\$ 325	\$ 48,750	\$ 20	\$ 3,000
	Hotel - Housekeeping								
	Schedule Area	1	ea.	90	90	\$ 325	\$ 29,250	\$ 10	\$ 900
	Glass wash	1	ea.	400	400	\$ 325	\$ 130,000	\$ -	\$ -
	Supply Storage	1	ea.	500	500	\$ 325	\$ 162,500	\$ -	\$ -
	Equipment / Cart Storage	1	ea.	1,400	1,400	\$ 325	\$ 455,000	\$ -	\$ -
	Clean Linen	1	ea.	800	800	\$ 325	\$ 260,000	\$ -	\$ -
	Soiled Linen	1	ea.	1,700	1,700	\$ 325	\$ 552,500	\$ -	\$ -
	Common Support Space								
	Reception Area	1	ea.	130	130	\$ 325	\$ 42,250	\$ 25	\$ 3,250
	Secretary / Receptionist	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Conference Room	1	ea.	200	200	\$ 325	\$ 65,000	\$ 25	\$ 5,000
	Storage / Files / Coat	1	ea.	120	120	\$ 325	\$ 39,000	\$ -	\$ -
	Fax / Copy	1	ea.	70	70	\$ 325	\$ 22,750	\$ 25	\$ 1,750
	Private Offices								
	Executive Housekeeper	1	ea.	110	110	\$ 325	\$ 35,750	\$ 25	\$ 2,750
	Open Workstations								
	Coordinator Scheduling	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Supervisor Housekeeping	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Assistant Manager Housekeeping	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Status Board Operator	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Hotel - PBX								
	Common Support Space								
	Storage / Files / Coat	1	ea.	70	70	\$ 325	\$ 22,750	\$ 5	\$ 350
	Private Offices								
		0	ea.	100	0	\$ 325	\$ -	\$ 25	\$ -
	Open Workstations								
	Supervisor PBX	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Operator PBX	3	ea.	50	150	\$ 325	\$ 48,750	\$ 20	\$ 3,000
	Hotel - Sales / Catering / Convention Services								
	Common Support Space								
	Reception	1	ea.	275	275	\$ 325	\$ 89,375	\$ 45	\$ 12,375
	Receptionist	1	ea.	100	100	\$ 325	\$ 32,500	\$ 45	\$ 4,500
	Conference Room	2	ea.	200	400	\$ 325	\$ 130,000	\$ 25	\$ 10,000
	Coat Room	1	ea.	25	25	\$ 325	\$ 8,125	\$ 5	\$ 125
	Storage / File	1	ea.	125	125	\$ 325	\$ 40,625	\$ -	\$ -
	Copy / Fax	3	ea.	70	210	\$ 325	\$ 68,250	\$ 25	\$ 5,250
	Private Offices								
	Manager Sales	5	ea.	100	500	\$ 325	\$ 162,500	\$ 25	\$ 12,500
	Director Banq. Services	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Director Catering / Con. Services	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Director of Sales	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Manager Banquet	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager Conv. Services	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager Catering / Conv. Serv.	2	ea.	100	200	\$ 325	\$ 65,000	\$ 25	\$ 5,000
	Open Workstations								
	Captains Station	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Secretary Sales/Cat./Conv. Serv.	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Coordinator Scheduling	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Asst. Mgr. Banquet	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Asst. Mgr. Conv. Services	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Coordinator Conv. Services	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Supervisor Convention Services	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Coordinator Conv. Services	2	ea.	70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Hotel - Valet								
	Common Support Space								
	Valet Desk	1	ea.	170	170	\$ 325	\$ 55,250	\$ 5	\$ 850
	Private Offices								
	Manager Valet	1	ea.	100	100	\$ 325	\$ 32,500	\$ 15	\$ 1,500
	Human Resources - Administration Office								
	Common Support Space								
	Kiosks	3		25	75	\$ 325	\$ 24,375	\$ 25	\$ 1,875
	Reception	1		200	200	\$ 325	\$ 65,000	\$ 25	\$ 5,000
	Receptionist	2		35	70	\$ 325	\$ 22,750	\$ 25	\$ 1,750
	Employment Interview Room	2		100	200	\$ 325	\$ 65,000	\$ 25	\$ 5,000
	Benefits Consulting Room	1		100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Training Room	1		800	800	\$ 325	\$ 260,000	\$ 25	\$ 20,000
	Training Room	1		1,000	1,000	\$ 325	\$ 325,000	\$ 25	\$ 25,000
	Conference Room	2		200	400	\$ 325	\$ 130,000	\$ 25	\$ 10,000
	Computer Lab	1		350	350	\$ 325	\$ 113,750	\$ 25	\$ 8,750
	Storage - Documents	1		750	750	\$ 325	\$ 243,750	\$ -	\$ -
	Storage - Supplies	1		80	80	\$ 325	\$ 26,000	\$ -	\$ -
	Coatroom	2		70	140	\$ 325	\$ 45,500	\$ 5	\$ 700
	Fax / Copier	2		70	140	\$ 325	\$ 45,500	\$ 25	\$ 3,500
	Private Offices								
	VP Human Resources	1		180	180	\$ 325	\$ 58,500	\$ 25	\$ 4,500
	Director of Staffing, Comp & HRIS	1		125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Director of HR & Employee Relations	1		125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Director of HR Compliance	1		125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Mgr. HR & Employee Relations	1		100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Worker Comp/Unempl. Rep	1		100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Director of HR & Emp. Services	1		145	145	\$ 325	\$ 47,125	\$ 25	\$ 3,625
	Open Workstations				0	\$ 325	\$ -		
	HR Executive Secretary	1		100	100	\$ 325	\$ 32,500	\$ 20	\$ 2,000
	Recruiter / Casino License Coord.	2		90	180	\$ 325	\$ 58,500	\$ 20	\$ 3,600
	Training Manager	1		90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Training Administrator	1		70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Training Specialist	1		70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Trainer	3		70	210	\$ 325	\$ 68,250	\$ 20	\$ 4,200
	HRIS Specialist	2		70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Org. Capability Specialist	1		70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Employee Services Clerk	1		70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Employment Clerk	1		70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	HR Compliance Clerk	1		70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Benefits Supervisor	1		70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Benefits Representative	3		70	210	\$ 325	\$ 68,250	\$ 20	\$ 4,200
	Employee Relations Representative	2		70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	HRIS Comp. Supervisor	1		70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Employee Event Coordinator	1		70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Compensation Analyst	1		70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	HR File Clerk	2		70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Human Resources - Recruitment								
	Common Support Space								
	Application Terminals	8	ea.	10	80	\$ 325	\$ 26,000	\$ 20	\$ 1,600
	Testing Terminals	4	ea.	10	40	\$ 325	\$ 13,000	\$ 20	\$ 800
	Restroom - Unisex	1	ea.	65	65	\$ 325	\$ 21,125	\$ -	\$ -
	Receptionist	1	ea.	140	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Interview Rooms	2	ea.	90	180	\$ 325	\$ 58,500	\$ 20	\$ 3,600
	Staff Entrance / Storage / File	1	ea.	225	225	\$ 325	\$ 73,125	\$ 20	\$ 4,500
	Fax / Copier	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Private Offices								
	Recruiter	4	ea.	90	360	\$ 325	\$ 117,000	\$ 25	\$ 9,000
	Director Org. Cap & Training	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	Management Information Systems (MIS)								
	Common Support Space								
	Data Center	1	ea.	1,900	1,900	\$ 325	\$ 617,500	\$ 2	\$ 3,800
	Computer Storage / Work Area	1	ea.	600	600	\$ 325	\$ 195,000	\$ -	\$ -
	Coat	1	ea.	25	25	\$ 325	\$ 8,125	\$ 5	\$ 125
	Storage	1	ea.	50	50	\$ 325	\$ 16,250	\$ -	\$ -

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Fax / Copy	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Private Offices					\$ 0	\$ -		
	MIS Director	1	ea.	125	125	\$ 325	\$ 40,625	\$ 25	\$ 3,125
	MIS Manager	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Open Workstations					\$ 0	\$ -		
	Computer Engineer	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Supervisor - Network Operations	2	ea.	70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Open Workstations	5	ea.	70	350	\$ 325	\$ 113,750	\$ 20	\$ 7,000
	Computer Operator	3	ea.	90	270	\$ 325	\$ 87,750	\$ 20	\$ 5,400
	QA/Trainer	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	NEW Workstations	4	ea.	90	360	\$ 325	\$ 117,000	\$ 20	\$ 7,200
	Marketing & Advertising								
	Common Support Space								
	Conference	1	ea.	300	300	\$ 325	\$ 97,500	\$ 25	\$ 7,500
	Graphic Arts Studio Work Area	1	ea.	600	600	\$ 325	\$ 195,000	\$ 20	\$ 12,000
	Fax / Copier	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Storage	2	ea.	30	60	\$ 325	\$ 19,500	\$ -	\$ -
	Private Offices								
	Casino Promo/Spec.Evnts Mgr.	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Database Marketing Mgr.	1	ea.	120	120	\$ 325	\$ 39,000	\$ 25	\$ 3,000
	Advertising Mgr.	1	ea.	120	120	\$ 325	\$ 39,000	\$ 25	\$ 3,000
	Director of Database Mkt.	1	ea.	150	150	\$ 325	\$ 48,750	\$ 25	\$ 3,750
	AVP Marketing	1	ea.	170	170	\$ 325	\$ 55,250	\$ 25	\$ 4,250
	Director of Marketing	1	ea.	150	150	\$ 325	\$ 48,750	\$ 25	\$ 3,750
	Graphic Artist	2	ea.	70	140	\$ 325	\$ 45,500	\$ 25	\$ 3,500
	Jr. Graphic Artist	2	ea.	70	140	\$ 325	\$ 45,500	\$ 25	\$ 3,500
	Open Workstations								
	Group Sales Supervisor	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Database Technical Supervisor	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Database Technical Analyst	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Database Supervisor	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Database Marketing Analyst	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Marketing Admin. Assistant	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Casino Promo/Spa Event Coord.	3	ea.	70	210	\$ 325	\$ 68,250	\$ 20	\$ 4,200
	Web/Kiosk/Animation Designer	2	ea.	70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Retail								
	Private Offices								
	Retail Manager	1	ea.	100	100	\$ 225	\$ 22,500	\$ 25	\$ 2,500
	Open Workstations								
	Retail Supervisor	1	ea.	70	70	\$ 225	\$ 15,750	\$ 25	\$ 1,750
	Security								
	Security Stations - BOH	1	ea.	100	100	\$ 325	\$ 32,500	\$ -	\$ -
	Schedule	1	ea.	75	75	\$ 325	\$ 24,375	\$ 10	\$ 750
	Common Support Space								
	Dispatch	1	ea.	180	180	\$ 325	\$ 58,500	\$ 20	\$ 3,600
	Reception Area	1	ea.	160	160	\$ 325	\$ 52,000	\$ 40	\$ 6,400
	Reception Counter	1	ea.	100	100	\$ 325	\$ 32,500	\$ 40	\$ 4,000
	Exec. Secretary / Reception	1	ea.	100	100	\$ 325	\$ 32,500	\$ 20	\$ 2,000
	Evidence Room	1	ea.	200	200	\$ 325	\$ 65,000	\$ 15	\$ 3,000
	Detainment Area					\$ 0	\$ -		
	Holding Cell	2	ea.	100	200	\$ 325	\$ 65,000	\$ -	\$ -
	Man Trap	1	ea.	50	50	\$ 325	\$ 16,250	\$ -	\$ -
	Secure Interview Area	1	ea.	120	120	\$ 325	\$ 39,000	\$ 5	\$ 600
	Training Room	18	seats	29	522	\$ 325	\$ 169,650	\$ -	\$ -
	Badging Station	1	ea.	50	50	\$ 325	\$ 16,250	\$ 15	\$ 750
	Conference Room	1	ea.	200	200	\$ 325	\$ 65,000	\$ 25	\$ 5,000
	Lost & Found	1	ea.	300	300	\$ 325	\$ 97,500	\$ 15	\$ 4,500
	First Aid	1	ea.	125	125	\$ 325	\$ 40,625	\$ 15	\$ 1,875
	Storage	1	ea.	100	100	\$ 325	\$ 32,500	\$ -	\$ -
	Copy / Fax / Storage	1	ea.	90	90	\$ 325	\$ 29,250	\$ 25	\$ 2,250
	Private Offices								
	VP Security	1	ea.	200	200	\$ 325	\$ 65,000	\$ 25	\$ 5,000
	Manager Training	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager Investigations	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager Safety	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager Security	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager Shift	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Open Workstations								
	Report Writing	5	ea.	50	250	\$ 325	\$ 81,250	\$ 20	\$ 5,000
	Clerk Training	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Investigator	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Supervisor Security	2	ea.	70	140	\$ 325	\$ 45,500	\$ 20	\$ 2,800
	Surveillance								
	Common Support Space								
	Visitor Viewing Room	1	ea.	100	100	\$ 325	\$ 32,500	\$ 15	\$ 1,500
	Break room	1	ea.	130	130	\$ 325	\$ 42,250	\$ 10	\$ 1,300
	Tech. Room & Storage	1	ea.	500	500	\$ 325	\$ 162,500	\$ -	\$ -
	Surveillance Room	8	operator	200	1,600	\$ 350	\$ 560,000	\$ -	\$ -
	Digital Recording Room	1	ea.	800	800	\$ 350	\$ 280,000	\$ -	\$ -
	Storage	1	ea.	80	80	\$ 300	\$ 24,000	\$ -	\$ -
	Fax / Copy	1	ea.	70	70	\$ 300	\$ 21,000	\$ 25	\$ 1,750
	Private Offices								
	Background Investigator	2	ea.	100	200	\$ 325	\$ 65,000	\$ 25	\$ 5,000
	Manager - Surveillance Tech.	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager - Surveillance	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Manager - Surv. QA	1	ea.	100	100	\$ 325	\$ 32,500	\$ 25	\$ 2,500
	Exec. Director Surveillance	1	ea.	180	180	\$ 325	\$ 58,500	\$ 25	\$ 4,500
	Open Workstations				0	\$ -	\$ -		
	Exec. Security	1	ea.	100	100	\$ 325	\$ 32,500	\$ 20	\$ 2,000
	Surveillance AQ Analyst	1	ea.	90	90	\$ 325	\$ 29,250	\$ 20	\$ 1,800
	Admin. Assistant	1	ea.	70	70	\$ 325	\$ 22,750	\$ 20	\$ 1,400
	Uniform Control								
	Common Support Space								
	Locker Room (lockers 4 high)	2700	lockers	1	2,700	\$ 300	\$ 810,000	\$ -	\$ -
	Conveyor / Storage	1	ea.	5,000	5,000	\$ 300	\$ 1,500,000	\$ -	\$ -
	Laundry Collection	4	stations	35	140	\$ 300	\$ 42,000	\$ -	\$ -
	Laundry Pick Up	6	stations	72	432	\$ 300	\$ 129,600	\$ -	\$ -
	Seamstress / Change Room	1	ea.	350	350	\$ 300	\$ 105,000	\$ -	\$ -
	Ironing Stations	2	ea.	44	88	\$ 300	\$ 26,304	\$ -	\$ -
	Sewing Stations	7	ea.	50	350	\$ 300	\$ 105,000	\$ -	\$ -
	Private Offices								
	Manager Uniform	1	ea.	100	100	\$ 300	\$ 30,000	\$ 25	\$ 2,500
	Supervisor Uniform (2)	1	ea.	140	140	\$ 300	\$ 42,000	\$ 25	\$ 3,500
	Warehouse								
	Loading Dock								
	Dock	5	docks	1,750	8,750	\$ 200	\$ 1,750,000	\$ -	\$ -
	Liquor Dispensing Room	1	ea.	1,175	1,175	\$ 200	\$ 235,000	\$ -	\$ -
	Beverage Storage	1	ea.	576	576	\$ 200	\$ 115,200	\$ -	\$ -
	Cooler - Red Wine	1	ea.	400	400	\$ 200	\$ 80,000	\$ -	\$ -
	Cooler - White Wine	1	ea.	400	400	\$ 200	\$ 80,000	\$ -	\$ -
	Cooler - Dairy	1	ea.	950	950	\$ 200	\$ 190,000	\$ -	\$ -
	Cooler - Food	1	ea.	1,725	1,725	\$ 200	\$ 345,000	\$ -	\$ -
	Cooler - Beverage	1	ea.	1,150	1,150	\$ 200	\$ 230,000	\$ -	\$ -
	Freezer	1	ea.	1,250	1,250	\$ 200	\$ 250,000	\$ -	\$ -
	Cooler - Staging	1	ea.	225	225	\$ 200	\$ 45,000	\$ -	\$ -
	Cooler/Freezer Equipment	1	ea.	6,100		\$ 175	\$ 1,067,500	\$ -	\$ -
	Dry Storage	1	ea.	1,800	1,800	\$ 200	\$ 360,000	\$ -	\$ -
	Rack Room	2	ea.	225	450	\$ 200	\$ 90,000	\$ -	\$ -
	Storage								
	Rack Room	1	ea.	225	225	\$ 200	\$ 45,000	\$ -	\$ -
	Soda Pump Room	1	ea.	900	900	\$ 200	\$ 180,000	\$ -	\$ -
	Storage -Bulk CO2	1	ea.	130	130	\$ 200	\$ 26,000	\$ -	\$ -
	Storage - Dry Goods	1	ea.	2,775	2,775	\$ 200	\$ 555,000	\$ -	\$ -
	Storage - Compliance Records	1	ea.	1,200	1,200	\$ 200	\$ 240,000	\$ -	\$ -
	Storage - HR Compliance Records	1	ea.	550	550	\$ 200	\$ 110,000	\$ -	\$ -
	Storage - Player Development	1	ea.	300	300	\$ 200	\$ 60,000	\$ -	\$ -
	Storage - Marketing	1	ea.	800	650	\$ 200	\$ 130,000	\$ -	\$ -
	Storage - Retail	1	ea.	400	400	\$ 200	\$ 80,000	\$ -	\$ -
	Storage - Commissary	1	ea.	400	400	\$ 200	\$ 80,000	\$ -	\$ -
	Storage - Restaurant Cages	1	ea.	2,100	2,100	\$ 200	\$ 420,000	\$ -	\$ -
	Storage Circulation	0.15	%	8,375	1,256	\$ 200	\$ 251,250	\$ -	\$ -
	Private Offices								
	Manager Warehouse	1	ea.	100	100	\$ -	\$ -	\$ 15	\$ 1,500
	Supervisors Warehouse	2	ea.	50	100	\$ -	\$ -	\$ 15	\$ 1,500

CONSTRUCTION AND FF&E COST ANALYSIS
Development Costs

Area	Area Description	Qty.	Unit	Gross SF / Unit	Total SF	Construction Unit Cost \$	Construction Total Cost \$	FF&E Unit Cost \$	FF&E Total Cost \$
	Open Workstations								
	Clerk Inventory Control	2	ea.	60	120	\$ 325	\$ 39,000	\$ 15	1,800
	BOH Departmental Area Subtotal				165,623		\$ 49,854,315		\$ 1,104,446
	BOH Departmental Circulation								
	Circulation	20%	%	165,623	33,125	\$ 200	\$ 6,624,902	\$ 5	165,623
	Mechanical	5%	%	198,747	9,937	\$ 200	\$ 1,987,471	\$ -	-
	Stairs/Exiting	3%	%	198,747	5,962	\$ 200	\$ 1,192,482	\$ -	-
	BOH Departmental Circulation Subtotal				49,024		\$ 9,804,856		\$ 165,623
10	RESORT SPECIFIC REQUIREMENTS						\$ 7,000,000		\$ -
	Foundation Premium	1	ALLOW	0	0	\$ 4,000,000	\$ 4,000,000	\$ -	-
	Bridges	1	ALLOW	0	0	\$ 3,000,000	\$ 3,000,000	\$ -	-
11	THEMING AND EXTERIOR FEATURES						\$ 22,454,640		\$ -
	Features	1	LOT	0	0	\$ 10,000,000	\$ 10,000,000	\$ -	-
	Express Elevators	4	EA	0	0	\$ 1,000,000	\$ 4,000,000	\$ -	-
	Rooftop Elements	1	LOT	0	0	\$ 5,000,000	\$ 5,000,000	\$ -	-
	Exterior Guest Rooms Theming	3,637	MODS	0	0	\$ 400	\$ 1,454,640	\$ -	-
	Exterior Low Rise façade	2,000	LF	70	0	\$ 1,000	\$ 2,000,000	\$ -	-
12	DEMOLITION						\$ 8,356,000		\$ -
	Site Utility Demolition	1	SF	871,200	0	\$ 5	\$ 4,356,000	\$ -	-
	Misc.	1	LOT	0	0	\$ -	\$ 4,000,000	\$ -	-
13	SITE WORK						\$ 17,449,200		\$ -
	Hardscape							\$ -	-
	Porte Cochere/Drop off/Pick up	1	LOT	40,000	0	\$ 50	\$ 2,000,000	\$ -	-
	Landscape/Hardscape/Porte Cochere Structure	1	LOT	50,000	0	\$ 50	\$ 2,500,000	\$ -	-
	Entry Feature	1	ALLOW	0	0	\$ 1,000,000	\$ 1,000,000	\$ -	-
	Asphalt	108,900	SY	108,900	0	\$ 20	\$ 2,178,000	\$ -	-
	Concrete-Service Entrance	43,560	SF	43,560	0	\$ 20	\$ 871,200	\$ -	-
	Walls (includes foundation, plaster & paint)		SF		0	\$ 50	\$ -	\$ -	-
	Landscaping - Low Density		SF		0	\$ 7	\$ -	\$ -	-
	Landscaping - Medium Density		SF		0	\$ 12	\$ -	\$ -	-
	Landscaping - High Density		SF		0	\$ 18	\$ -	\$ -	-
	Hardscape Drives		SF		0	\$ 24	\$ -	\$ -	-
	Misc. Curb & Gutter		LF		0	\$ 20	\$ -	\$ -	-
	Misc. Undefined Hardscape		LS		0	\$ 750,000	\$ -	\$ -	-
	Landscape ALLOWANCE	1	LOT	0	0	\$ -	\$ 5,000,000	\$ -	-
	Rooftop Landscaping ALLOWANCE	1	LOT	0	0	\$ -	\$ 1,000,000	\$ -	-
	Site Lighting								
	Tower Lighting ALLOWANCE	1	LOT	0	0	\$ 1,500,000	\$ 1,500,000	\$ -	-
	Low-rise Lighting ALLOWANCE	1	LOT	0	0	\$ 1,000,000	\$ 1,000,000	\$ -	-
	Landscape Lighting ALLOWANCE	1	LOT	0	0	\$ 400,000	\$ 400,000	\$ -	-
14	OFF SITE IMPROVEMENTS						\$ 6,400,000		\$ -
	Paving and Grading	1	LS	1	0	\$ 250,000	\$ 250,000	\$ -	-
	New Cabling for Power Requirements from substation	1	LS	1	0	\$ 500,000	\$ 500,000	\$ -	-
	Signalization Modifications	1	LS	1	0	\$ 2,000,000	\$ 2,000,000	\$ -	-
	Street Improvements & Modifications	1	LS	1	0	\$ 1,500,000	\$ 1,500,000	\$ -	-
	Off Site Wet Utility Relocations & Improvements	1	EA	1	0	\$ 500,000	\$ 500,000	\$ -	-
	Gas	1	EA	1	1	\$ 250,000	\$ 250,000	\$ -	-
	Water Distribution System	1	EA	1	1	\$ 350,000	\$ 350,000	\$ -	-
	Sanity Sewer	1	EA	1	1	\$ 350,000	\$ 350,000	\$ -	-
	Storm Water Drainage	1	EA	1	1	\$ 350,000	\$ 350,000	\$ -	-
	Electrical/Communications	1	EA	1	1	\$ 350,000	\$ 350,000	\$ -	-
15	SITE UTILITIES						\$ 15,000,000		\$ -
16	PARKING STRUCTURES				2,080,000		\$ 104,000,000		\$ 104,000
	Parking - 15% Below Grade	6,500	EA	320	2,080,000	\$ 16,000	\$ 104,000,000	\$ 0	104,000

A MAJOR DEVELOPMENT PROJECT
ARCHITECT, DESIGNERS & CONSULTANT COST ANALYSIS
Development Costs

	PROFESSIONAL	CONTRACTED BY	AMOUNT
1	Acoustical	6	\$ -
2	ADA	6	\$ -
3	ADA (Owner's check)	Owner Direct	\$ 500,000
4	Alarm Design	6	\$ -
5	Archeologist	Owner Direct	\$ -
6	Architect	Owner Direct	\$ 88,929,479
7	Architect Production	6	\$ -
8	Architect (Theme)	Owner Direct	\$ -
9	Architect - Casino Experience	6	\$ -
10	Art Director - Theme Concept	Owner Direct	\$ 1,000,000
11	Art Consultant	43 - 49	\$ -
12	Audio Visual Consultant	6	\$ -
13	Civil Engineer	6	\$ -
14	Civil Engineer - EIS and EA	Owner Direct	\$ 200,000
15	Civil Engineer - Environmental	Owner Direct	\$ 225,000
16	Civil Engineer - Geotechnical	Owner Direct	\$ 300,000
17	Civil Engineer - Surveying	Owner Direct	\$ 300,000
18	Code Consultant	6	\$ -
19	Curtain Wall / Consultant	6	\$ -
20	Data/MIS Design	6	\$ -
21	Demolition & Implosion Engineer	Contractor Direct	\$ -
22	Dry Utilities Consultant	Owner Direct	\$ 300,000
23	Electrical Engineer - Criteria	6	\$ -
24	Electrical Engineer - Design Build	Contractor Direct	\$ -
24	Entertainment Show Producer	Owner Direct	\$ 4,000,000
25	Entitlement Consultant	6	\$ -
26	Food Service Designer	6	\$ -
27	Graphic Designer - Back of House and Code	6	\$ -
28	Graphic Designer - Casino Wayfinding	Owner Direct	\$ 200,000
29	Graphic Designer - Executive Offices	Owner Direct	\$ 10,000
30	Graphic Designer - Hotel Public Areas	Owner Direct	\$ 100,000
31	Graphic Designer - Hotel Rooms	30	\$ 35,000
32	Graphic Designer - Restaurants	Owner Direct	\$ 400,000
33	Graphic Designer - Retail	32	\$ 60,000
34	Graphic Designer - Slots	Owner Direct	\$ 120,000
35	Graphic Designer - Marquee/Main Signage	Owner Direct	\$ 100,000
36	Graphic Designer - Exterior Wayfinding	Owner Direct	\$ 125,000
37	Graphic Designer - Menus	Owner Direct	\$ 100,000
38	Graphic Designer - Printed Goods/In-room	Owner Direct	\$ 100,000
39	Hardware Consultant	6	\$ -
40	Health Club/Spa Consultant	Owner Direct	\$ 300,000
41	Interior Designer - Back of House	6	\$ -
42	Interior Designer - Casino	Owner Direct	\$ 1,500,000
43	Interior Designer - Executive Offices	Owner Direct	\$ 100,000
44	Interior Designer - Hotel Public Areas	Owner Direct	\$ 1,000,000
45	Interior Designer - Hotel Rooms	Owner Direct	\$ 600,000
46	Interior Designer - Retail	Owner Direct	\$ 400,000
47	Interior Designer Buffet/24hr	Owner Direct	\$ 400,000
48	Interior Designer - Specialty Dining	Owner Direct	\$ 500,000
49	Interior Designer - Gourmet Dining	Owner Direct	\$ 500,000
50	Interior Designer - Pool Nightclub	Owner Direct	\$ 500,000
51	Interior Designer - Lobby Bar	44	\$ -
52	Interior Designer - Casino Bar	42	\$ -
53	Interior Designer - Pool	Owner Direct	\$ 150,000
54	Interior Designer - Conference Center	Owner Direct	\$ 300,000
55	Interior Designer - Thematic	Owner Direct	\$ 150,000
56	Landscaping Architecture - Exterior	6	\$ -
57	Landscaping Architecture - Interior	42 - 49	\$ -
58	Laundry Consultant	Owner Direct	\$ -
59	Life Safety - Criteria	6	\$ -
60	Life Safety - Design Build	Contractor Direct	\$ -

	PROFESSIONAL	CONTRACTED BY	AMOUNT
61	Life Safety (Testing Plan/Sequence)	Owner Direct	\$ 150,000
62	Lighting Design - Back of House	6	\$ -
63	Lighting Design - Casino	42	\$ -
64	Lighting Design - Executive Offices	43	\$ -
65	Lighting Design - Exterior	6	\$ -
66	Lighting Design - Hotel Public Areas	44	\$ -
67	Lighting Design - Hotel Rooms	45	\$ -
68	Lighting Design - Retail	46	\$ -
69	Interior Designer Buffet/24hr	47	\$ -
70	Interior Designer - Specialty Dining	48	\$ -
71	Interior Designer - Gourmet Dining	49	\$ -
72	Interior Designer - Pool Nightclub	50	\$ -
73	Lighting Design - Lobby Bar	51	\$ -
74	Lighting Design - Casino Bar	52	\$ -
75	Lighting Design - Pool	53	\$ -
76	Lighting Design - Conference Center	54	\$ -
77	Mechanical - Criteria	6	\$ -
78	Mechanical - Design Build	Contractor Direct	\$ -
79	Parking Consultant	Owner Direct	\$ 300,000
80	Plumbing - Criteria	6	\$ -
81	Plumbing - Design Build	Contractor Direct	\$ -
82	Point-Of-Sales System Design	6	\$ -
83	Pool/Water/Ice Consultants	6	\$ -
84	Programmer	Owner Direct	\$ 250,000
85	Purchasing Agent - FF&E	Owner Direct	\$ 1,000,000
86	Purchasing Agent - OS&E	Owner Direct	\$ 300,000
87	Purchasing Agent - Gaming Equipment	Owner Direct	\$ 150,000
88	Retail Consultant	Owner Direct	\$ 250,000
89	Security/Surveillance Design	6	\$ -
90	Structural Engineer	6	\$ -
91	Telecommunication Design	Owner Direct	\$ 200,000
92	Theatre Consultant	6	\$ 500,000
93	Traffic Engineer	Owner Direct	\$ 400,000
94	Vertical Transportation Engineer	6	\$ -
95	Wardrobe Equipment Design	Owner Direct	\$ 50,000
96	Waterproofing Consultant	6	\$ -
97	Wind and Snow load Consultant	6	\$ -
98	Wind Tunnel Study	6	\$ -
	Sub Total		\$ 107,054,479
	Reimbursables - Consultants		\$ 8,564,358
	Sub Total After Reimbursables		\$ 115,618,837
	Model of Project	Owner Direct	\$ 300,000
	Renderings	Owner Direct	\$ 300,000
	Photograph	Owner Direct	\$ 300,000
	Model Room	Owner Direct	\$ 1,000,000
	Curtain Wall Mock-up	Owner Direct	\$ 400,000
	TOTAL A & E COSTS		\$ 117,918,837

**A MAJOR DEVELOPMENT PROJECT
PERMITS AND FEES
Development Costs**

PERMIT AND FEES SUMMARY		
A. Building Permits and Plan Check Fees	\$	8,770,670
B. Zoning Plan Check Fees	\$	366,834
C. Testing and Inspection	\$	-
D. M.P.E. Commissioning	\$	150,000
E. Life Safety QAA Testing	\$	300,000
F. Transportation Tax	\$	2,902,024
G. Sewer Connection Fees	\$	8,140,400
H. Water Assessment Fees	\$	3,819,200
I. Public Works Fees	\$	733,304
J. Miscellaneous Fees	\$	500,000
TOTAL - PERMITS & FEES		\$25,682,432

CALCULATIONS OF PERMITS AND FEES				
A. Building Permits and Plan Check Fees		Construction Cost	Unit	Total
Permit Fees	\$	1,111,618,489	\$0.00326	\$ 3,623,876
Plan Check Fees	\$	1,111,618,489	\$0.00261	\$ 2,901,324
Electrical Permit Fees	\$	1,111,618,489	\$0.00059	\$ 655,855
Electrical Plan Check Fees	\$	1,111,618,489	\$0.00015	\$ 166,743
Plumbing Permit Fees	\$	1,111,618,489	\$0.00054	\$ 600,274
Plumbing Plan Check Fees	\$	1,111,618,489	\$0.00013	\$ 144,510
Mechanical Permit Fees	\$	1,111,618,489	\$0.00049	\$ 544,693
Mechanical Plan Check Fees	\$	1,111,618,489	\$0.00012	\$ 133,394
Subtotal - Permit and Plan Check Fees			Carry	\$ 8,770,670
B. Zoning Plan Check Fees		Construction Cost		
Zoning Plan Check	\$	1,111,618,489	\$0.00033	\$ 366,834
			Carry	\$ 366,834
C. Testing and Inspection				
Allowance	Separate Item in Budget Summary		0	\$ -
D. M.P.E. Commissioning				
Allowance				Carry \$ 150,000
E. Life Safety QAA Testing				
Allowance				Carry \$ 300,000
F. Transportation Tax		Building Area		
Transportation Tax		5,804,048	\$0.50	\$ 2,902,024
			Carry	\$ 2,902,024
G. Sewer Connection Fees		Features		
Rooms	2,772	Rooms	\$ 1,200	\$ 3,326,400
Public/Back of House	2,000	Fixtures	\$ 2,400	\$ 4,800,000
Water Features	2,000,000	Gallons	\$0.007	\$ 14,000
Subtotal - Sewer Connection Fees			Carry	\$ 8,140,400
H. Water Assessment Fees		Based on 4 - 12" Meters		
Regional Connection Charges			Allowance	\$ 2,726,400
Facilities Connection Charges			Allowance	\$ 450,000
Application Fees			Allowance	\$ 142,800
Frontage Fees and Tap Fees			Allowance	\$ 300,000
Over sizing Fee			Allowance	\$ 100,000
Inspectors' Fees			Allowance	\$ 100,000
Subtotal - Water Assessment Fees			Carry	\$ 3,819,200
I. Public Works Fees				
Owner's Bond		\$17,449,200	3%	\$ 436,230
Offsite Inspection Fees	1	LS	\$177,742	\$ 177,742
Offsite Plan Check Fees	1	LS	\$119,332	\$ 119,332
Subtotal - Public Works Fees				\$ 733,304
J. Miscellaneous Fees				
Allowance				Carry \$ 500,000

A MAJOR DEVELOPMENT PROJECT
OPERATING SUPPLIES AND EQUIPMENT (OS&E) SUMMARY
 Development Costs

DESCRIPTION	UNIT COST (\$)	TOTAL COST (\$)
1 SYSTEMS		35,676,051
Hotel Systems.	\$ 5,859,150	
Gaming Systems	\$ 4,334,500	
Food and Beverage Systems	\$ 2,214,825	
Finance Systems	\$ 682,500	
Human Resources Systems	\$ 1,337,000	
Marketing Systems	\$ 753,000	
Security and Surveillance Systems	\$ 7,481,500	
Property Administrations Systems	\$ 2,758,900	
MIS Systems	\$ 10,254,676	
2 EQUIPMENT		26,627,090
Sound, Tech & AV Systems	\$ 2,520,000	
Paging System	\$ 700,000	
Baggage Handling System	\$ 2,000,000	
Window Washing Eqpt.	\$ 250,000	
Guestroom Equipment	\$ 11,520,810	
Office Furniture & Equipment	\$ 4,000,000	
Departmental Eqpt.	\$ 5,636,280	
3 EXPENDABLE OPERATING SUPPLIES		8,374,506
Guestroom Expendables	\$ 3,551,912	
China	\$ 1,245,196	
Glassware	\$ 698,020	
Silver/Holloware	\$ 303,360	
Table Linen	\$ 242,670	
Uniforms	\$ 2,333,348	
6% Tax	\$ 855,831	
5% Freight	\$ 713,193	
4% Whse./Install/Delv.	\$ 570,554	
TOTAL OS&E COST		\$ 70,677,647

A MAJOR DEVELOPMENT PROJECT
OPERATING SUPPLIES AND EQUIPMENT (OS&E) ANALYSIS

Development Costs

Description	Qty.	Unit	Monthly Supply	Unit Cost	Total Cost
1 SYSTEMS					
Hotel Systems.					
Application Licensing - (Micros-Fidelio) & Interfaces	1	EA	NA	\$ 140,000	\$ 140,000
Servers	12	EA	NA	\$ 15,000	\$ 180,000
Training, Installation Support, Travel	1	EA	NA	\$ 195,700	\$ 195,700
Interfaces:				\$	-
Timelox	1	EA	NA	\$ 2,000	\$ 2,000
InnCom	0	EA	NA	\$	-
CME	4	EA	NA	\$ 15,000	\$ 60,000
Call Actng System & Interface to Hotel System	1	EA	NA	\$ 2,000	\$ 2,000
In Room Video	1	EA	NA	\$ 2,000	\$ 2,000
PMS Interfaces	2	EA	NA	\$ 15,000	\$ 30,000
IGT	4	EA	NA	\$ 15,000	\$ -
Citrix	4	EA	NA	\$ 15,000	\$ -
Energy Management & Interface to Hotel System					
Application Licensing	1	EA	NA	\$ 50,000	\$ 50,000
Servers	2	EA	NA	\$ 12,000	\$ 24,000
Training, Installation Support, Travel	1	EA	NA	\$ 100,000	\$ 100,000
TCC Backbone	2800	EA	NA	\$ 286	\$ 800,800
Application Licensing	0	EA	NA	INCL. ABOVE	\$ -
Interfaces to Timelox lock and the hotel system	2	EA	NA	\$ 5,000	\$ 10,000
Heating/Cooling Unit Control	2800	EA	NA	\$ -	\$ -
Lamp module	2800	EA	NA	\$ 93	\$ 260,400
Doorbell System	2800	EA	NA	\$ 133	\$ 372,400
In Room Video System					
Interface Licensing	1	EA	NA	\$ 5,000	\$ 5,000
Interface Equipment	1	EA	NA	\$ 20,000	\$ 20,000
Training, Installation Support, Travel	1	EA	NA	\$ 10,000	\$ 10,000
Key System (Timelox)					
Application Licensing	1	EA	NA	\$ 1,000	\$ 1,000
Servers	1	EA	NA	\$ 6,000	\$ 6,000
Training, Installation Support, Travel	1	EA	NA	\$ 500	\$ 500
Interfaces	1	EA	NA	\$ 5,000	\$ 5,000
Door locks	2,800	EA	NA	\$ 150	\$ 420,000
Misc Door Equip	2,800	EA	NA	\$ 112	\$ 313,600
Door lock installation	2,800	EA	NA	\$ 115	\$ 322,000
Misc Support/Services	1	EA	NA	\$ 25,000	\$ 25,000
Mini-Bars (Bartech)					
Application Licensing	1	EA	NA	\$ 3,000	\$ 3,000
Servers	2	EA	NA	\$ 12,000	\$ 24,000
Training, Installation Support, Travel	1	EA	NA	\$ 6,000	\$ 6,000
Mini-Bars	2,800	EA	NA	\$ 120	\$ 336,000
Interface	1	EA	NA	\$ 10,000	\$ 10,000
Yield Management (Opus)	1	EA	NA	\$ 61,000	\$ 61,000
Room Safe	2,800	EA	NA	\$ 500	\$ 1,400,000
Valet System (CVPS w/Bell module)	1	EA	NA	\$ 145,000	\$ 145,000
Spa System (Spa Soft)	1	EA	NA	\$ 31,000	\$ 31,000
Ticketing (Audience - View)	1	EA	NA	\$ 50,000	\$ 50,000
Servers	1	EA	NA	\$ 12,000	\$ 12,000
Training, Installation Support, Travel	1	EA	NA	\$ 10,000	\$ 10,000
Licensing for ticketing POS work stations	1	EA	NA	\$ 500	\$ 500
Ticket Printers	3	EA	NA	\$ 2,000	\$ 6,000
Convention Booking / Sales & Catering (Daylight)	1	EA	NA	\$ 70,000	\$ 70,000
Meeting Announcement System (Janus)	In Eqpt	EA	NA	\$ 200,000	\$ -
Mail or Package Tracking (PacTrac)	1	EA	NA	\$ 40,000	\$ 40,000
Business Service Fax Hotel Operations	1	EA	NA	\$ 30,000	\$ 30,000
Retail System (NSB/STS) Enterprise Solution	1	EA	NA	\$ 35,000	\$ 35,000
Application Licensing	1	EA	NA	\$ 750	\$ 750
Servers	1	EA	NA	\$ 12,000	\$ 12,000
Training, Installation Support, Travel	1	EA	NA	\$ 10,000	\$ 10,000
Interface	1	EA	NA	\$ 10,000	\$ 10,000

Description	Qty.	Unit	Monthly Supply	Unit Cost	Total Cost
POS Registers	20	EA	NA	\$ 9,500	\$ 190,000
Workstation for Retail Management	5	EA	NA	\$ 1,100	\$ 5,500
Printer for Retail Management	2	EA	NA	\$ 2,000	\$ 4,000
					\$ 5,859,150
Gaming Systems					
Slot System					
Slot System IS	1	EA	NA	\$ 2,500,000	\$ 2,500,000
Slot System Property	1	EA	NA	\$ 1,000,000	\$ 1,000,000
Slot Ticket Redemption System					
Application Licensing	2	EA	NA	\$ 50,000	\$ 100,000
Servers	2	EA	NA	\$ 18,500	\$ 37,000
Training, Installation Support, Travel	2	EA	NA	\$ 15,000	\$ 30,000
Slot Ticket Redemption Machines	10	EA	NA	\$ 35,000	\$ 350,000
Graphical Floor Analysis					
Application Licensing	1	EA	NA	\$ 5,000	\$ 5,000
Servers	2	EA	NA	\$ 12,000	\$ 24,000
Cage & Credit System					
Application Licensing	1	EA	NA	\$ 150,000	\$ 150,000
Servers	1	EA	NA	\$ 25,000	\$ 25,000
Training, Installation, Support, Travel	1	EA	NA	\$ 25,000	\$ 25,000
New Wave (JPF Scanning)					
	1	EA	NA	\$ 11,000	\$ 11,000
Poker Tournament System					
	1	EA	NA	\$ 30,000	\$ 30,000
Automatic Roulette System					
Application Licensing	1	EA	NA	\$ 25,000	\$ 25,000
Servers	1	EA	NA	\$ 12,500	\$ 12,500
Training, Installation Support, Travel	1	EA	NA	\$ 10,000	\$ 10,000
Table Ratings Input					
		Gaming Eqpt			
Application Licensing	0	EA	NA	\$ 5,000	\$ -
Servers	0	EA	NA	\$ 12,000	\$ -
Table Modules (5 per pit)	0	EA	NA	\$ 2,000	\$ -
Change Machines					
Application Licensing	0	EA	NA	\$ 25,000	\$ -
Servers	0	EA	NA	\$ 12,500	\$ -
Training, Installation, Support, Travel	0	EA	NA	\$ 10,000	\$ -
Change Machines	0	EA	NA	\$ -	\$ -
					\$ 4,334,500
Food and Beverage Systems					
Food & Beverage Point of Sale System					
POS Terminals - Info Benesis	100	EA	NA	\$ 8,500	\$ 850,000
Application Licensing	1	EA	NA	\$ 50,000	\$ 50,000
Servers	1	EA	NA	\$ 15,000	\$ 15,000
Training, Installation Support, Travel	1	EA	NA	\$ 110,000	\$ 110,000
POS Workstations	12	EA	NA	\$ 1,000	\$ 90,825
Printers for F&B Management	2	EA	NA	\$ 2,000	\$ 4,000
Restaurant Reservations (RSVIP)					
	1	EA	NA	\$ 20,000	\$ 100,000
Liquor Dispensing System					
Application Licensing					Incl Below
Food & Beverage Buffet Kiosk	6	EA	NA	\$ 10,000	\$ 60,000
Training, Installation Support, Travel	1	EA	NA	\$ 40,000	\$ 40,000
Interface	1	EA	NA	\$ 10,000	\$ 10,000
Casino Bars	16	EA	NA	\$ 15,000	\$ 240,000
Casino Service Bars	16	EA	NA	\$ 15,000	\$ 240,000
Nightclub	16	EA	NA	\$ 15,000	\$ 240,000
Lobby Bar	2	EA	NA	\$ 15,000	\$ 30,000
Pool Beverage Service	2	EA	NA	\$ 15,000	\$ 30,000
Pool Bar	3	EA	NA	\$ 15,000	\$ 45,000
Specialty Dining	2	EA	NA	\$ 15,000	\$ 30,000
Gourmet Dining	2	EA	NA	\$ 15,000	\$ 30,000
					\$ 2,214,825
Finance Systems					
AECSoft					
Application Licensing	1	EA	NA	\$ 50,000	\$ 50,000
Servers	1	EA	NA	\$ 12,000	\$ 12,000
Training, Installation Support, Travel	1	EA	NA	\$ 5,000	\$ 5,000
Interface to Purchasing System	1	EA	NA	\$ 12,000	\$ 12,000
Banking Systems					
Application Licensing	1	EA	NA	\$ 10,000	\$ 10,000

Description	Qty.	Unit	Monthly Supply	Unit Cost	Total Cost
Servers	0	EA	NA	\$ 12,000	\$ -
Training, Installation Support, Travel	1	EA	NA	\$ 10,000	\$ 10,000
Banking Equipment	1	EA	NA	\$ 15,000	\$ 15,000
Financials (Infinium)		EA	NA		
Application Licensing	1	EA	NA	\$ 150,000	\$ 150,000
Hardware - AS400	1	EA	NA	\$ 125,000	\$ 125,000
Training, Installation Support, Travel	1	EA	NA	\$ 25,000	\$ 25,000
Inventory & Purchasing System (Stratton-Warren)		EA	NA		
Application Licensing	1	EA	NA	\$ 50,000	\$ 50,000
Hardware - AS400	1	EA	NA	\$ 100,000	\$ 100,000
Bar Code reading & Inventory tracking	4	EA	NA	\$ 10,000	\$ 40,000
Interface to S/W	1	EA	NA	\$ 10,000	\$ 10,000
Training, Installation Support, Travel	1	EA	NA	\$ 20,000	\$ 20,000
Risk Management		EA	NA		
Application Licensing	3	EA	NA	\$ 1,500	\$ 4,500
Servers	0	EA	NA	\$ 18,500	\$ -
Training, Installation Support, Travel	0	EA	NA	\$ 10,000	\$ -
Check Printing		EA	NA		
Application Licensing	1	EA	NA	\$ 5,000	\$ 5,000
Servers	1	EA	NA	\$ 12,000	\$ 12,000
Printing Equipment	3	EA	NA	\$ 9,000	\$ 27,000
					\$ 682,500
Human Resources Systems					
Benefits Systems					
Application Licensing	1	EA	NA	\$ 500,000	\$ 500,000
Servers	2	EA	NA	\$ 25,000	\$ 50,000
Training, Installation Support, Travel	2	EA	NA	\$ 50,000	\$ 100,000
Interfaces	4	EA	NA	\$ 10,000	\$ 52,000
Equipment	4	EA	NA	\$ 50,000	\$ 200,000
Employment System (HRLogix)					
Application Licensing	1	EA	NA	\$ 50,000	\$ 50,000
Servers	1	EA	NA	\$ 18,500	\$ 18,500
Training, Installation Support, Travel	1	EA	NA	\$ 15,000	\$ 15,000
Time Clocks (Timeworks)					
Time & Attendance System Licensing	1	EA	NA	\$ 50,000	\$ 50,000
Servers	1	EA	NA	\$ 18,500	\$ 18,500
Training, Installation Support, Travel	1	EA	NA	\$ 15,000	\$ 15,000
Time clocks	40	EA	NA	\$ 4,000	\$ 160,000
Interfaces:					
Financial System	1	EA	NA	\$ 10,000	\$ 10,000
Tour Trax	1	EA	NA	\$ 40,000	\$ 40,000
Badging (Badge Creation)					\$ -
Server					
Application Licensing	1	EA	NA	\$ 4,000	\$ 28,000
Badging machine	1	EA	NA	\$ 10,000	\$ 10,000
Badging Camera	1	EA	NA	\$ 10,000	\$ 10,000
Training, Installation Support, Travel	1	EA	NA	\$ 10,000	\$ 10,000
					\$ 1,337,000
Marketing Systems					
Kiosk Management					
Application License	1	EA	NA	\$ 5,000	\$ 5,000
Server	1	EA	NA	\$ 12,000	\$ 12,000
Kiosks	15	EA	NA	\$ 6,000	\$ 90,000
Plasma Content Creation					
Application License	1	EA	NA	\$ 450,000	\$ 450,000
Server	2	EA	NA	\$ 12,000	\$ 24,000
Query and Reporting Tools					
Application Licensing	10	EA	NA	\$ 1,000	\$ 10,000
Servers	1	EA	NA	\$ 25,000	\$ 25,000
Training, Installation Support, Travel	1	EA	NA	\$ 10,000	\$ 10,000
Web Site					
Servers	1	EA	NA	\$ 100,000	\$ 100,000
Training, Installation Support, Travel	1	EA	NA	\$ 12,000	\$ 12,000
Training, Installation Support, Travel	1	EA	NA	\$ 10,000	\$ 10,000
					\$ 753,000
Security and Surveillance Systems					
Application Licensing	1	EA	NA	\$ 100,000	\$ 100,000

Description	Qty.	Unit	Monthly Supply	Unit Cost	Total Cost
Servers	1	EA	NA	\$ 25,000	\$ 25,000
Training, Installation Support, Travel	1	EA	NA	\$ 25,000	\$ 25,000
Monitors	16	EA	NA	\$ 500	\$ 8,000
Outputs	10	EA	NA	\$ 30,000	\$ 300,000
Recorders	250	EA	NA	\$ 400	\$ 100,000
Storage	1	EA	NA	\$ 1,000,000	\$ 1,000,000
Surveillance Switch	2	EA	NA	\$ 250,000	\$ 500,000
Master Review Stations	4	EA	NA	\$ 4,000	\$ 16,000
Fiber Optic Equipment	1	EA	NA	\$ 100,000	\$ 100,000
Hotel Cameras					\$ -
Cameras-rotating (PTZ)-4/FL.	100	EA	NA	\$ 2,500	\$ 250,000
Cameras-fixed- 2/FL @ Elev. Lobby	100	EA	NA	\$ 2,500	\$ 250,000
Cameras-(PTZ)-Other Guest Areas-1/300sf	100	EA	NA	\$ 2,200	\$ 220,000
Cameras Valet Podium	20	EA	NA	\$ 6,000	\$ 120,000
Cameras-rotating (PTZ)-Atrium 1/300	10	EA	NA	\$ 2,200	\$ 22,000
Cameras-rotating (PTZ)-Lobby-1/300	10	EA	NA	\$ 2,200	\$ 22,000
Casino Cameras		EA	NA		\$ -
40 slots per pan tilt	113	EA	NA	\$ 4,500	\$ 506,250
1.5 tables per pan tilt	107	EA	NA	\$ 4,500	\$ 480,000
Other areas (equal to games)	219	EA	NA	\$ 4,500	\$ 986,250
Cage/Change Windows 1/100 slots		EA	NA		\$ -
Cage/Change Windows	18	EA	NA	\$ 4,500	\$ 81,000
Fixed 2/window	36	EA	NA	\$ 1,500	\$ 54,000
Pan/Tilt 1.5/window	27	EA	NA	\$ 4,500	\$ 121,500
Parking Structure		EA	NA		\$ -
.05 cameras per car	325	EA	NA	\$ 4,500	\$ 1,462,500
BOH/Loading Dock Area		EA	NA		\$ -
Fixed 1/7500 ft	4	EA	NA	\$ 1,500	\$ 6,000
Pan/Tilt 1/15,000 ft	2	EA	NA	\$ 4,500	\$ 9,000
Valet Damage Cameras	20	EA	NA	\$ 1,500	\$ 30,000
Retail					\$ -
Surveillance Camera-rotating (PTZ)	20	EA	NA	\$ 2,200	\$ 44,000
Surveillance Camera-Fixed	40	EA	NA	\$ 450	\$ 18,000
Restaurants	40	EA	NA	\$ 2,400	\$ 96,000
Bars	40	EA	NA	\$ 1,500	\$ 60,000
Meeting Rooms	60	EA	NA	\$ 2,400	\$ 144,000
Security Alarm	1	Lot	NA	\$ 100,000	\$ 100,000
Installation	1	Lot	NA	\$ 225,000	\$ 225,000
					\$ 7,481,500
Property Administrations Systems					
PBX / Communication					
TDM	0	EA	NA	\$ 924,598	\$ -
VOIP	1	EA	NA	\$ 1,600,000	\$ 1,600,000
Radios for Security Staff	600	EA	NA	\$ 500	\$ 300,000
Video Conferencing	4	EA	NA	\$ 10,000	\$ 40,000
Patron Counter					
Application License	1	EA	NA	\$ 5,000	\$ 5,000
Server	1	EA	NA	\$ 12,000	\$ 12,000
Sensors / Equipment	5	EA	NA	\$ 5,000	\$ 25,000
Parking Management					
Employee - Gate	10	EA	NA	\$ 10,000	\$ 100,000
Employee - Transmitters	1000	EA	NA	\$ 25	\$ 25,000
Guest - Gate	10	EA	NA	\$ 2,000	\$ 20,000
Guest - Capacity tracking & signage	1	EA	NA	\$ 3,000	\$ 3,000
Kiosk	6	EA	NA	\$ 6,000	\$ 36,000
Server	1	EA	NA	\$ 12,000	\$ 12,000
Ambient Music Control					
Application License	1	EA	NA	\$ 25,000	\$ 25,000
Servers	0	EA	NA	\$ 12,000	\$ -
Speakers	650	EA	NA	\$ 250	\$ 162,500
Specialty Speakers	40	EA	NA	\$ 1,000	\$ 40,000
Call Accounting System/Interface to Hotel System					\$ -
Application Licensing	1	EA	NA	\$ 25,000	\$ 27,000
Servers	1	EA	NA	\$ 12,000	\$ 12,000
Technical Support & Annual Updates	1	EA	NA	\$ 5,400	\$ 5,400
Travel	1	EA	NA	\$ 3,000	\$ 3,000
Interface	1	EA	NA	\$ 10,000	\$ 10,000

Description	Qty.	Unit	Monthly Supply	Unit Cost	Total Cost
Radio Signal Amplification	50	EA	NA	\$ 1,000	\$ 50,000
Employee Scheduling System					
Application License	1	EA	NA	\$ 10,000	\$ 10,000
Server	1	EA	NA	\$ 12,000	\$ 12,000
Engineering Work Requests (Maximo/Hot Sauce)					\$ -
Application Licensing	1	EA	NA	\$ 50,000	\$ 50,000
Servers	0	EA	NA	\$ 18,500	\$ -
Training, Installation Support, Travel	0	EA	NA	\$ 10,000	\$ -
Uniform Control					\$ -
Application Licensing	1	EA	NA	\$ 150,000	\$ 150,000
Servers	0	EA	NA	\$ 18,500	\$ 24,000
Training, Installation Support, Travel	0	EA	NA	\$ 10,000	\$ -
					\$ 2,758,900
MIS Systems					
System Monitoring and Support Tools					
Application Licensing	50	EA	NA	\$ 1,500	\$ 105,000
Servers	1	EA	NA	\$ 15,000	
Training, Installation Support, Travel	1	EA	NA	\$ 15,000	
Network					
Network Hardware	0	EA	NA	\$ 3,891,741	\$ 4,891,741
Cable Plant	Constr.	EA	NA	\$ -	\$ -
Wireless	1	EA	NA	\$ 980,735	\$ 980,735
Network 10% Contingency	Constr.	EA	NA	\$ -	\$ -
Computers & Equipment					
PCs	450	EA	NA	\$ 1,000	\$ 450,000
Bricks	450	EA	NA	\$ 1,000	\$ 450,000
Laptops	200	EA	NA	\$ 2,500	\$ 500,000
Printers	180	EA	NA	\$ 2,000	\$ 360,000
Cherry Keyboards	12	EA	NA	\$ 100	\$ 1,200
Central Messaging Engine (CME)					
Application Licensing	0	EA	NA	\$ 8,000	\$ -
Servers	0	EA	NA	\$ 12,000	\$ -
Training, Installation Support, Travel	0	EA	NA	\$ 10,000	\$ -
Computer Output to Tape (COT)	0				
Computer Room					
Cooling system	4	EA	NA	\$ 35,000	\$ 140,000
Power	1	EA	NA	\$ 70,000	\$ 70,000
UPS	1	EA	NA	\$ 30,000	\$ 30,000
Backup	1	EA	NA	\$ 100,000	\$ 100,000
Storage	1	EA	NA	\$ 1,100,000	\$ 1,100,000
Misc. Servers: Low End	15	EA	NA	\$ 12,000	\$ 180,000
Misc. Servers: Mid Range	10	EA	NA	\$ 15,000	\$ 150,000
Misc. Servers: High End	2	EA	NA	\$ 18,000	\$ 36,000
Server Racks	10	EA	NA	\$ 6,000	\$ 60,000
Miscellaneous Computer Hardware and Software	30	EA	NA	\$ 15,000	\$ 450,000
Miscellaneous Computer Software	50	EA	NA	\$ 1,500	\$ 75,000
Email Services					
Application Licensing	1	EA	NA	\$ 100,000	\$ 100,000
Servers	0	EA	NA	\$ 15,000	\$ -
Training, Installation Support, Travel	1	EA	NA	\$ 25,000	\$ 25,000
					\$ 10,254,676

2 EQUIPMENT

Sound, Tech & A/V Systems

Sound Systems

Casino sound systems	1	EA	NA	\$ 300,000	\$ 300,000
Guest parking sound system	1	EA	NA	\$ 300,000	\$ 300,000
Convention / Meeting Room sound systems	1	EA	NA	\$ 500,000	\$ 500,000
Restaurant sound systems	8	EA	NA	\$ 50,000	\$ 400,000
Night club sound system	1	EA	NA	\$ 350,000	\$ 350,000
Lobby Bar sound system	1	EA	NA	\$ 20,000	\$ 20,000
Exec office sound system	1	EA	NA	\$ 20,000	\$ 20,000
EDR sound system	1	EA	NA	\$ 50,000	\$ 50,000
HR and Employee area sound system	1	EA	NA	\$ 50,000	\$ 50,000
					\$ 1,990,000

Tech Features

Casino Bar	1	EA	NA	\$ 100,000	\$ 100,000
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Description	Qty.	Unit	Monthly Supply	Unit Cost	Total Cost
Nightclub tech feature	1	EA	NA	\$ 300,000	\$ 300,000
Lobby Lounge tech feature	1	EA	NA	\$ 75,000	\$ 75,000
Buffet	1	EA	NA	\$ 100,000	\$ 100,000
Spa and Exercise tech features	1	EA	NA	\$ 50,000	\$ 50,000
					\$ 625,000
A/V Systems					
A/V - Meeting and Convention	1	EA	NA	\$ 325,000	\$ 325,000
Function Boards (Janus) - Meeting and Convention	1	EA	NA	\$ 400,000	\$ 400,000
Wireless digital signage system	1	EA	NA	\$ 350,000	\$ 350,000
Televisions - public area	85	EA	NA	\$ 7,000	\$ 595,000
Satellite Television	1	EA	NA	\$ 50,000	\$ 50,000
Lighting Trusses	1	EA	NA	\$ 200,000	\$ 200,000
Access Control	1	EA	NA	\$ 600,000	\$ 600,000
					\$ 2,520,000
Paging System	1	EA	NA	\$ 700,000	\$ 700,000
Baggage Handling System	1	Lot	N/A	\$ 2,000,000	\$ 2,000,000
Window Washing Eqpt.	1	Lot	N/A	\$ 250,000	\$ 250,000
Guestroom Equipment					
Ice Machines	110	EA	NA	\$ 3,000	\$ 330,000
MATV System Wiring	3,306	mods	NA	\$ 300	\$ 991,800
Televisions - guest rooms	3,306	mods	NA	\$ 1,000	\$ 3,306,000
Televisions in Bathrooms	3,306	mods	NA	\$ 400	\$ 1,322,400
In Room TV Movies	3,306	mods	NA	\$ 50	\$ 165,300
Mini Bars - guest rooms	3,306	mods	NA	\$ 700	\$ 2,314,200
Safes - in room	3,306	mods	NA	\$ 300	\$ 991,800
Clock Radios	3,306	mods	NA	\$ 300	\$ 991,800
Hair Dryers	3,306	mods	NA	\$ 30	\$ 99,180
Robes w/Logo	13224	EA	NA	\$ 45	\$ 595,080
High Speed Internet	3,306	mods	NA	\$ 125	\$ 413,250
Fax Machines/Printers	In System	EA	NA	\$ 600	\$ -
Mattress/Box/Frame	3,306	mods	NA	in FF&E	\$ -
Total Guestroom Equipment					\$ 11,520,810
Office Furniture & Equipment					
Office Furniture Group	1	EA	N/A	\$ 4,000,000	\$ 4,000,000
Fax Machines	in above	in above	N/A	in above	in above
Copiers	in above	in above	N/A	in above	in above
Printers	in above	in above	N/A	in above	in above
Network System	1	Ea	N/A	\$ 200,000	in above
Cabling	1	Ea	N/A	\$ 200,000	in above
Desktop PC's	1	Ea	N/A	\$ 200,000	in above
Thin Client	in above	in above	N/A	in above	in above
Thin client Servers	in above	in above	N/A	in above	in above
Misc. PC hardwre	in above	in above	N/A	in above	in above
Total Office Furniture and Equipment					\$ 4,000,000
Food Service Eqpt.	1	Lot	N/A	in Construction	\$ -
Bar & Systems	in systems	Lot	N/A	\$ 30,000	\$ -
Laundry Eqpt.	0	Lot	N/A	\$ -	\$ -
Departmental Eqpt.					
Banquet Furniture & Equipment	80,000	SF	N/A	\$ 6	\$ 480,000
Pool/Spa	1	Lot	N/A	\$ 30,000	\$ 30,000
Warehouse & Receiving Hi lows Etc	3	SF	N/A	\$ 25,000	\$ 75,000
Misc non gaming items	0	ea.	N/A	\$ 75,000	\$ -
Retail	0	ea.	N/A	\$ 75,000	\$ -
Slot Repair Eqpt.	1	Lot	N/A	\$ 25,000	\$ 25,000
Wardrobe Eqpt.	1	Lot	N/A	\$ 25,000	\$ 25,000
Computerized Bag System	1	Lot	N/A	\$ 750,000	\$ 697,232

Description	Qty.	Unit	Monthly Supply	Unit Cost	Total Cost
Room Service Eqpt.	1	Lot	N/A	\$ 75,000	\$ 75,000
Rooms	1	Lot	N/A	\$ 175,000	\$ 175,000
Housekeeping Smallwares	1	Lot	N/A	\$ 75,000	\$ 75,000
EVS	1	Lot	N/A	\$ 10,000	\$ 10,000
Maid's Carts (Pro Host)	1	Lot	N/A	\$ 320,000	\$ 320,000
Bell Desk	1	Lot	N/A	\$ 15,000	\$ 15,000
Food & Beverage Smallwares All Kitchens	2929	Lot	N/A	\$ 123	\$ 361,267
24 Hour Dining	400	Seats	N/A	\$ 77	\$ 115,800
Buffet	520	Seats	N/A	\$ 120	\$ 62,400
Quick Serve	148	Seats	N/A	\$ 120	\$ 17,760
Specialty Dining	600	Seats	N/A	\$ 109	\$ 65,400
Gourmet Dining	495	Seats	N/A	\$ 109	\$ 53,955
Room Service	1193	Cov/Day	N/A	\$ 100	\$ 119,250
Pool Grill	85	Seats	N/A	\$ 100	\$ 8,500
Casino Service Bars	10	stations	N/A	\$ 2,000	\$ 20,000
Casino Bars	300	seats	N/A	\$ 100	\$ 30,000
Lobby Bar	120	seats	N/A	\$ 100	\$ 12,000
Nightclub	475	guests	N/A	\$ 400	\$ 190,000
Pool Bar	68	seats	N/A	\$ 150	\$ 10,200
Pool Beverage Service	810	seats	N/A	\$ 50	\$ 40,500
Private Pool	254	guests	N/A	\$ 100	\$ 25,400
Banquets	4000	Seats	N/A	\$ 250	\$ 1,000,000
Shelving & Lockers	1	Lot	N/A	\$ 85,000	\$ 85,000
Spa	64,436	SF	N/A	\$ 6	\$ 386,616
Health Club	1	Lot	N/A	\$ 300,000	\$ 300,000
Warehouse & Receiving	1	Lot	N/A	\$ 95,000	\$ 95,000
HR Training Room equipment	2	Lot	N/A	\$ 67,500	\$ 135,000
Street Sweepers	1	Lot	N/A	\$ 30,000	\$ 30,000
Landscaping & Grounds	1	Lot	N/A	\$ 70,000	\$ 70,000
Engineering Department	1	Lot	N/A	\$ 400,000	\$ 400,000
Departmental Equipment					\$ 5,636,280

3 EXPENDABLE OPERATING SUPPLIES

Guestroom Expendables

Note Pads/Pens/Hangers	2,800	Rooms	3	\$ 30	\$ 252,000
Light Bulbs	2,800	Rooms	2	\$ 50	\$ 280,000
Bed Linens/Pillows/Towels	2,800	Rooms	6	\$ 150	\$ 2,520,000
Shower Curtain, rings etc.	2,800	Rooms	1	\$ 10	\$ 28,000
Directory/Logo Stationary	2,800	Rooms	6	\$ 10	\$ 168,000
Total Guestroom Expendables					\$ 3,248,000

Paper Supplies	2,800	Rooms	3	\$ 2	\$ 3,216
Amenities	2,800	Rooms	6	\$ 15	\$ 48,240
Cleaning Chemicals	2,800	Rooms	3	\$ 2	\$ 3,216
Forms & Printing Collateral	2,800	Rooms	3	\$ 155	\$ 249,240
Total Other					\$ 303,912

China	Qty.	Units	Par	Amount	Total
24 Hour Dining	400	Seats	4	\$ 38.00	\$ 60,800
Buffet	520	Seats	4	\$ 38.00	\$ 79,040
Quick Serve	148	Seats	4	\$ 38.00	\$ 22,496
Specialty Dining	600	Seats	4	\$ 120.00	\$ 288,000
Gourmet Dining	495	Seats	4	\$ 120.00	\$ 237,600
Room Service	1193	Cov/Day	4	\$ 38.00	\$ 181,260
Pool Grill	85	Seats	4	\$ 100	\$ 34,000
Casino Service Bars	10	stations	4	\$ -	\$ -
Casino Bars	300	seats	4	\$ -	\$ -
Lobby Bar	120	seats	4	\$ -	\$ -
Nightclub	475	guests	4	\$ -	\$ -
Pool Bar	68	seats	4	\$ -	\$ -
Pool Beverage Service	810	seats	4	\$ -	\$ -
Private Pool	254	guests	4	\$ -	\$ -
Banquets	4,500	Seats	2	\$ 38	\$ 342,000
Total China					\$ 1,245,196

Description	Qty.	Unit	Monthly Supply	Unit Cost	Total Cost
Glassware					
24 Hour Dining	400	Seats	4	\$ 25.00	\$ 40,000
Buffet	520	Seats	4	\$ 25.00	\$ 52,000
Quick Serve	148	Seats	4	\$ 25.00	\$ 14,800
Specialty Dining	600	Seats	4	\$ 55.00	\$ 132,000
Gourmet Dining	495	Seats	4	\$ 55.00	\$ 108,900
Room Service	1193	Cov/Day	4	\$ 2.00	\$ 9,540
Pool Grill	85	Seats	4	\$ 100	\$ 34,000
Casino Service Bars	10	stations	4	\$ 1,000	\$ 40,000
Casino Bars	300	seats	4	\$ 15	\$ 18,000
Lobby Bar	120	seats	4	\$ 15	\$ 7,200
Nightclub	475	guests	4	\$ 15	\$ 28,500
Pool Bar	68	seats	4	\$ 15	\$ 4,080
Pool Beverage Service	810	seats	4	\$ 15	\$ 48,600
Private Pool	254	guests	4	\$ 25	\$ 25,400
Banquets	4,500	Seats	2	\$ 15	\$ 135,000
Total Glassware					\$ 698,020
Silver/Holloware					
24 Hour Dining	400	Seats	4	\$ 20.00	\$ 32,000
Buffet	520	Seats	4	\$ 20.00	\$ 41,600
Quick Serve	148	Seats	4	\$ 20.00	\$ 11,840
Specialty Dining	600	Seats	4	\$ 35.00	\$ 84,000
Gourmet Dining	495	Seats	4	\$ 35.00	\$ 69,300
Room Service	1193	Cov/Day	4	\$ 6.00	\$ 28,620
Pool Grill	85	Seats	4	\$ -	\$ -
Casino Service Bars	10	stations	4	\$ -	\$ -
Casino Bars	300	seats	4	\$ -	\$ -
Lobby Bar	120	seats	4	\$ -	\$ -
Nightclub	475	guests	4	\$ -	\$ -
Pool Bar	68	seats	4	\$ -	\$ -
Pool Beverage Service	810	seats	4	\$ -	\$ -
Private Pool	254	guests	4	\$ -	\$ -
Banquets	4,500	Seats	2	\$ 4	\$ 36,000
Total Silver/Holloware					\$ 303,360
Table Linen					
24 Hour Dining	400	Seats	4	\$ 10.00	\$ 16,000
Buffet	520	Seats	4	\$ 10.00	\$ 20,800
Quick Serve	148	Seats	4	\$ 10.00	\$ 5,920
Specialty Dining	600	Seats	4	\$ 20.00	\$ 48,000
Gourmet Dining	495	Seats	4	\$ 20.00	\$ 39,600
Room Service	1193	Cov/Day	4	\$ 15.00	\$ 71,550
Pool Grill	85	Seats	4	\$ -	\$ -
Casino Service Bars	10	stations	4	\$ -	\$ -
Casino Bars	300	seats	4	\$ -	\$ -
Lobby Bar	120	seats	4	\$ 10	\$ 4,800
Nightclub	475	guests	4	\$ -	\$ -
Pool Bar	68	seats	4	\$ -	\$ -
Pool Beverage Service	810	seats	4	\$ -	\$ -
Private Pool	254	guests	4	\$ -	\$ -
Banquets	4,500	Seats	2	\$ 4	\$ 36,000
Total Table Linen					\$ 242,670
Uniforms					
24 Hour Dining	118	Emp.	5	\$ 90.00	\$ 53,100
Buffet	54	Emp.	5	\$ 95.00	\$ 25,650
Quick Serve	40	Seats	5	\$ 95.00	\$ 19,000
Specialty Dining	130	Emp.	5	\$ 220.00	\$ 143,000
Gourmet Dining	200	Emp.	5	\$ 220.00	\$ 220,000
Room Service	40	Emp.	5	\$ 100.00	\$ 20,000
Pool Grill	75	Emp.	5	\$ 125.00	\$ 46,875
Casino Service Bars	40	Emp.	5	\$ 200.00	\$ 40,000
Casino Bars	50	Emp.	5	\$ 200.00	\$ 50,000
Lobby Bar	50	Emp.	5	\$ 125.00	\$ 31,250
Nightclub	45	Emp.	5	\$ 100.00	\$ 22,500
Pool Bar	20	Emp.	5	\$ 100.00	\$ 10,000
Pool Beverage Service	30	Emp.	5	\$ 100.00	\$ 15,000
Private Pool	30	Emp.	5	\$ 125.00	\$ 18,750

Description	Qty.	Unit	Monthly Supply	Unit Cost	Total Cost
Banquets	43	Emp.	5	\$ 125.00	\$ 26,875
Convention Services	16	Emp.	5	\$ 90.00	\$ 7,200
Uniforms	40	Emp.	5	\$ 90.00	\$ 18,000
Commissary	54	Emp.	5	\$ 90.00	\$ 24,300
Stewarding	77	Emp.	5	\$ 75.00	\$ 28,875
Chefs	5	Emp.	5	\$ 125.00	\$ 3,125
Hard/Soft Count	104	Emp.	5	\$ 75.00	\$ 39,000
Warehouse	35	Emp.	5	\$ 75.00	\$ 13,125
EVS	300	Emp.	5	\$ 120.00	\$ 180,000
Casino Ops - Keno	0	Emp.	5	\$ -	\$ -
Casino Ops - Bingo	0	Emp.	5	\$ -	\$ -
Casino Ops - Slots	189	Emp.	5	\$ 125.00	\$ 118,125
Casino Ops - Tables	789	Emp.	5	\$ 100.00	\$ 394,500
Pit Clerks	7	Emp.	5	\$ 220.00	\$ 7,700
Cage	90	Emp.	5	\$ 125.00	\$ 56,250
Retail	30	Emp.	5	\$ 120.00	\$ 18,000
Valet	164	Emp.	5	\$ 125.00	\$ 102,500
Hotel - Facilities	80	Emp.	5	\$ 120.00	\$ 48,000
Hotel - Front Desk	35	Emp.	5	\$ 220.00	\$ 38,500
Hotel - Front Door	30	Emp.	5	\$ 220.00	\$ 33,000
Hotel - Housekeeping/Wardrobe	129	Emp.	5	\$ 90.00	\$ 58,050
Concierge	5	Emp.	5	\$ 220.00	\$ 5,500
Hotel - Pool/Spa	62	Emp.	5	\$ 100.00	\$ 31,000
VIP	36	Emp.	5	\$ 220.00	\$ 39,600
Players Club	25	Emp.	5	\$ 220.00	\$ 27,500
PR/Special Events	0	Emp.	5	\$ -	\$ -
Motorcoach	3	Emp.	5	\$ 125.00	\$ 1,875
Security	240	Emp.	5	\$ 236.52	\$ 283,823
Surveillance	46	Emp.	5	\$ 60	\$ 13,800
Total Uniforms					\$ 2,333,348
Tax, Freight, Whse., Install					
6% Tax					\$ 855,831
5% Freight					\$ 713,193
4% Whse./Install/Delv.					\$ 570,554
Total Tax and Freight					\$ 2,139,578

A MAJOR DEVELOPMENT PROJECT
GAMING EQUIPMENT SUMMARY
 Development Costs

ITEM DESCRIPTION	QTY	GAMING POSITIONS	ITEM COST	COST PER G.P.
1 TABLE GAMES	150	1,171	\$ 9,320,985	\$ 7,957
Black Jack	94	659	\$ 2,284,166	
Midi Baccarat	5	49	\$ 159,792	
Roulette	14	82	\$ 962,431	
Craps	11	109	\$ 137,772	
Let It Ride	5	44	\$ 153,416	
Caribbean Stud - Lease	4	33	\$ 98,248	
Three Card Poker - Own 2/Lease 2	5	65	\$ 264,593	
Progressive Pai Gow - Lease	11	131	\$ 288,002	
Table Link Rating System	150		\$ 2,721,000	
Table Game Supplies	1 Lot		\$ 379,400	
Playing Cards			\$ 697,472	
Tax, Frt, Install Warehse.			\$ 1,174,695	
2 SLOTS	4,400	4,400	\$ 91,864,144	\$ 20,878
Machines and Associated Hardware		4,400	\$ 65,384,000	
License Fees			\$ 4,070,000	
Slot System / Networking			\$ 8,263,733	
Slot System Software (in OS&E)			\$ -	
Slot Operation Setup			\$ 261,054	
Slot Tech Setup			\$ 256,730	
Attic Stock			\$ 2,347,066	
Tax, Frt, Install Warehse.			\$ 11,281,562	
3 RACE & SPORTS		200	\$ 3,000,000	\$ 15,000
Race & Sports		200	\$ 1,000,000	
Display and AV			\$ 2,000,000	
4 POKER	8	80	\$ 256,959	\$ 3,212
Poker Table	8	80	\$ 211,803	
Cards and Chips			\$ 13,600	
Tax, Frt, Install Warehse.			\$ 31,556	
5 GAMING SUPPORT			\$ 7,768,188	\$ 1,328
Soft Count			\$ 2,038,628	
Coin room			\$ -	
Cage			\$ 4,577,100	
Attic Stock			\$ 198,472	
Tax, Frt, Install Warehse.			\$ 953,988	
TOTAL GAMING EQUIPMENT COST			\$ 112,210,276	\$ 19,177

**A MAJOR DEVELOPMENT PROJECT
GAMING EQUIPMENT ANALYSIS
Development Costs**

DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL
1 TABLE GAMES				
Black Jack				
Blackjack table	94	EA	\$ 2,900	\$ 272,864
Blackjack Chairs (7 seats)	760	EA	\$ 325	\$ 247,000
Blackjack Chairs (ADA)	11	EA	\$ 325	\$ 3,705
Shufflers (Multi Deck 2)	78	EA	\$ 15,500	\$ 1,207,450
Shufflers (Deck Mate)	17	EA	\$ 16,000	\$ 273,600
Scanners Card Identifier(PDI)	95	EA	\$ 500	\$ 47,500
Forced Circulation Air Brass Trays and covers (locl	114	EA	\$ 700	\$ 79,800
Layouts	285	EA	\$ 130	\$ 37,050
Shoes (w/chains)	114	EA	\$ 120	\$ 13,680
Herrigan Plates	238	EA	\$ 75	\$ 17,813
Lammers	11,400	EA	\$ 1	\$ 10,032
Spacers	9,500	EA	\$ 0	\$ 2,850
Token Boxes	257	EA	\$ 60	\$ 15,390
Drop Boxes	114	EA	\$ 95	\$ 10,830
Metal Shoe Storage Boxes (Locking)	38	EA	\$ 40	\$ 1,520
Bill Slot Covers (Brass)	38	EA	\$ 25	\$ 950
Table Brushes	95	EA	\$ 24	\$ 2,280
Discard Racks w/top-8 Deck Red	65	EA	\$ 15	\$ 969
Discard Racks w/top-6 Deck Red	21	EA	\$ 15	\$ 314
Discard Racks w/top-2 Deck Red	10	EA	\$ 15	\$ 143
Plastic Check Cover	95	EA	\$ 110	\$ 10,450
Sign Holders	95	EA	\$ 20	\$ 1,900
Money Paddle	190	EA	\$ 11	\$ 2,090
Brass Locks for BJ trays Additional	76	EA	\$ 13	\$ 950
Cut Cards	950	EA	\$ 0	\$ 238
Table Signage	38	EA	\$ 600	\$ 22,800
Black Jack Sub Total				\$ 2,284,166
Baccarat				
Baccarat Table	0	EA	\$ 6,500	\$ -
Baccarat chair	0	EA	\$ 425	\$ -
Dealer Chair	0	EA	\$ 325	\$ -
Reader Board	0	EA	\$ 9,000	\$ -
Forced Circulation Air Brass Trays and covers (locl	0	EA	\$ 700	\$ -
Additional Brass Locks for trays	0	EA	\$ 13	\$ -
Layouts	0	EA	\$ 300	\$ -
Bacc Pens	0	EA	\$ 1	\$ -
Score cards	0	EA	\$ 0	\$ -
Bacc Shoe w logo	0	EA	\$ 180	\$ -
Herrigan Plates	0	EA	\$ 75	\$ -
Token Boxes	0	EA	\$ 60	\$ -
Drop Boxes	0	EA	\$ 95	\$ -
Lammers	0	EA	\$ 1	\$ -
Spacers	0	EA	\$ 0	\$ -
Discard Buckets	0	EA	\$ 41	\$ -
Table Brushes	0	EA	\$ 24	\$ -
Money Paddles	0	EA	\$ 11	\$ -
Token Paddles	0	EA	\$ 9	\$ -
Bacc sign holder flat	0	EA	\$ 8	\$ -
Drink Holders	0	EA	\$ 14	\$ -
Bill Slot Cover (Brass)	0	EA	\$ 25	\$ -
Baccarat Sub Total				\$ -
Midi Baccarat				
Midi Baccarat Table	5	EA	\$ 3,500	\$ 19,091
Dealer Chair	4	EA	\$ 325	\$ 1,300
Midi Baccarat Chair (9 seats)	30	EA	\$ 425	\$ 12,750
Shufflers (Multi Deck 2)	5	EA	\$ 15,500	\$ 84,545
Midi Bacc Reader Board	3	EA	\$ 9,000	\$ 27,000
Forced Circulation Air Brass Trays and covers (locl	4	EA	\$ 700	\$ 2,800

DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL
Additional Brass Locks for trays	3	EA	\$ 13	\$ 38
Layouts	9	EA	\$ 215	\$ 1,935
Eight deck Midi Bacc Shoe w/chain	6	EA	\$ 130	\$ 780
Herrigan Plates	9	EA	\$ 75	\$ 675
Score cards	10,000	EA	\$ 0	\$ 900
Bacc Pens	2,000	EA	\$ 1	\$ 1,500
Lammers	1,000	EA	\$ 1	\$ 880
Spacers	1,000	EA	\$ 0	\$ 300
Metal Shoe Storage Boxes (locking) (goldvein)	3	EA	\$ 130	\$ 390
Score card Holder	20	EA	\$ 180	\$ 3,600
Take Boxes	7	EA	\$ 60	\$ 420
Drop Boxes	6	EA	\$ 95	\$ 570
Table Brushes	3	EA	\$ 24	\$ 72
Bill Slot Covers (Brass)	3	EA	\$ 25	\$ 75
Discard Racks-8 deck Red	3	EA	\$ 15	\$ 45
Money Paddles	6	EA	\$ 11	\$ 66
Sign Holders	3	EA	\$ 20	\$ 60
Midi Baccarat Sub Total				\$ 159,792

Roulette

Roulette Table	14	EA	\$ 3,800	\$ 51,818
Roulette Chairs (5 ea.)	84	EA	\$ 390	\$ 32,760
Roulette (display/reader board)	14	EA	\$ 9,000	\$ 126,000
Roulette wheels	17	EA	\$ 10,000	\$ 168,000
Forced Circulation Air Rails	17	EA	\$ 1,000	\$ 16,800
Chipper champ Non-Value Chips	70,000	EA	\$ 1	\$ 61,600
Chipper Champ + or Easy Chipper	14	EA	\$ 30,000	\$ 420,000
Take Boxes	31	EA	\$ 60	\$ 1,848
Drop Boxes	17	EA	\$ 95	\$ 1,596
Bank Covers	7	EA	\$ 280	\$ 1,960
Layouts	42	EA	\$ 295	\$ 12,390
Wheelhead Covers	7	EA	\$ 230	\$ 1,610
Lammers	4,200	EA	\$ 1	\$ 3,696
Spacers	4,200	EA	\$ 0	\$ 1,260
Compass	17	EA	\$ 25	\$ 420
Indicator Racks	14	EA	\$ 60	\$ 840
Number Markers (Brass)/Dolley	17	EA	\$ 40	\$ 672
Score cards	70,000	EA	\$ 0	\$ 6,300
Micrometer	3	EA	\$ 225	\$ 630
Bill Slot Covers (Brass)	1,400	EA	\$ 25	\$ 35,000
Money Paddles	1,400	EA	\$ 11	\$ 15,400
Balls (1 dozen per Size)-2 Sizes	67	EA	\$ 6	\$ 403
Levels Carpenter Tool	3	EA	\$ 15	\$ 42
Magnets (hand held)	14	EA	\$ 15	\$ 210
Crowd Shield Covers	4	EA	\$ 280	\$ 1,176
Sign Holders	14	EA	\$ -	\$ -
Misc. Accessories	0	EA	\$ -	\$ -
Roulette Sub Total				\$ 962,431

Craps

Craps table	11	EA	\$ 7,200	\$ 78,545
Craps table chairs	0	EA	\$ 390	\$ -
Box Chair (2 seats)	22	EA	\$ 390	\$ 8,580
Forced Circulation Air Rails	13	EA	\$ 1,000	\$ 13,200
Dice	2,200	EA	\$ 3	\$ 7,150
Layouts	33	EA	\$ 305	\$ 10,065
Lammers	5,500	EA	\$ 1	\$ 4,840
Sticks	22	EA	\$ 33	\$ 726
Drop Boxes	13	EA	\$ 95	\$ 1,254
Take Boxes	24	EA	\$ 60	\$ 1,452
Locking Bank Covers	12	EA	\$ 280	\$ 3,388
On/Off Pucks	22	EA	\$ 12	\$ 264
Buttons On/Off/Buy/Lay	440	EA	\$ 4	\$ 1,650
Micrometer	3	EA	\$ 225	\$ 743
Dice Bowls	11	EA	\$ 30	\$ 330
Bill slot Covers (brass)	11	EA	\$ 25	\$ 275
Dice cancellor	3	EA	\$ 70	\$ 231

DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL
Money Paddles	11	EA	\$ 11	\$ 121
Dice Magnets	3	EA	\$ 19	\$ 63
Scribes	11	EA	\$ 15	\$ 165
Square	3	EA	\$ 15	\$ 50
Blacklight	11	EA	\$ 245	\$ 2,695
Blacklight replacement bulbs	11	EA	\$ 17	\$ 187
Balancing Caliper	3	EA	\$ 45	\$ 149
Chip Covers	110	EA	\$ 13	\$ 1,430
Sign Holders	11	EA	\$ 20	\$ 220
Craps Sub Total				\$ 137,772
Let It Ride				
Let It Ride	5	EA	\$ 3,000	\$ 16,364
Chairs	51	EA	\$ 325	\$ 16,575
Shuffler (Deck Mate)	6	EA	\$ 16,000	\$ 96,000
Computer and Printer	3	EA	\$ 3,000	\$ 9,000
Forced Circulation Air Brass Trays and covers (locl	9	EA	\$ 700	\$ 6,300
Additional Brass locks for tray	6	EA	\$ 13	\$ 75
Layouts	18	EA	\$ 130	\$ 2,340
Spacers	600	EA	\$ 0	\$ 180
Drop Boxes	9	EA	\$ 95	\$ 855
Take Boxes Complete	15	EA	\$ 60	\$ 900
Bill Slot Covers (Brass)	6	EA	\$ 25	\$ 150
Tablecard holders	42	EA	\$ 11	\$ 462
Red top Discard Rack - 2 Deck	9	EA	\$ 15	\$ 135
Cut Cards	600	EA	\$ 0	\$ 150
Money Paddles	6	EA	\$ 11	\$ 66
Signage	6	EA	\$ 600	\$ 3,600
Table Brushes	6	EA	\$ 24	\$ 144
Sign Holders	6	EA	\$ 20	\$ 120
Let It Ride Sub Total				\$ 153,416
Caribbean Stud - Lease				
Caribbean Stud - Lease	4	EA	Leased \$	-
Chairs	43	EA	\$ 325	\$ 13,813
Shuffler (Deck Mate)	5	EA	\$ 16,000	\$ 80,000
Layouts	15	EA	\$ 130	\$ 1,950
Spacers	500	EA	\$ 0	\$ 150
Take Boxes	13	EA	\$ 60	\$ 750
Drop Boxes	8	EA	\$ 95	\$ 713
Table card holders	35	EA	\$ 11	\$ 385
Discard Racks w/top 2 - Deck	5	EA	\$ 15	\$ 75
Cut Cards	500	EA	\$ 0	\$ 125
Table Brushes	5	EA	\$ 24	\$ 120
Money Paddles	5	EA	\$ 11	\$ 55
Progressive Jackpot Log	1,250	EA	\$ 0	\$ 113
Caribbean Stud Sub Total				\$ 98,248
Three Card Poker - Own 2/Lease 2				
Three Card Poker - Own 2/Lease 2	5	EA	Leased \$	-
Table	6	EA	\$ 3,000	\$ 18,000
Chairs	96	EA	\$ 325	\$ 31,200
Shuffler (Deck Mate)	12	EA	\$ 16,000	\$ 192,000
Forced Circulation Air Brass Trays and covers (locl	15	EA	\$ 700	\$ 10,500
Additional Brass locks for tray	12	EA	\$ 13	\$ 150
Layouts	36	EA	\$ 130	\$ 4,680
Spacers	1,200	EA	\$ 0	\$ 360
Drop Boxes	15	EA	\$ 95	\$ 1,425
Take Boxes	27	EA	\$ 60	\$ 1,620
Bill Slot Covers (Brass)	6	EA	\$ 25	\$ 150
Red top Discard Rack - 2 Deck	12	EA	\$ 15	\$ 180
Cut Cards	750	EA	\$ 0	\$ 188
Money Paddles	12	EA	\$ 11	\$ 132
Table Brushes	12	EA	\$ 24	\$ 288
Table signage	6	EA	\$ 600	\$ 3,600
Sign Holders	6	EA	\$ 20	\$ 120
Caribbean Stud Sub Total				\$ 264,593

DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL
Progressive Pai Gow - Lease				
Progressive Pai Gow - Lease	11	EA	Leased \$	-
Pai Gow Tiles Table	11	EA	\$ 2,900	\$ 31,636
Chairs	138	EA	\$ 325	\$ 44,688
Shuffler - Deck Mate	11	EA	\$ 16,000	\$ 176,000
Forced Circulation Air Brass Trays and covers (loc	11	EA	\$ 700	\$ 7,700
Pai Gow Layouts	50	EA	\$ 130	\$ 6,435
Pai Gow Tiles (set)	110	EA	\$ 120	\$ 13,200
Pai Gow Dealer Tiles	11	EA	\$ 5	\$ 58
Chung	17	EA	\$ 20	\$ 330
Aluminum Cup	6	EA	\$ 61	\$ 336
Bank Buttons	11	EA	\$ 4	\$ 41
Spacers	1,100	EA	\$ 1	\$ 550
Token Boxes	39	EA	\$ 60	\$ 2,310
Drop Boxes	22	EA	\$ 95	\$ 2,090
Table card holders	116	EA	\$ 13	\$ 1,502
Money Paddles	17	EA	\$ 11	\$ 182
Discard Rackw/Top - 2 deck	11	EA	\$ 15	\$ 165
Cut Cards	550	EA	\$ 0	\$ 138
Table Brushes	17	EA	\$ 24	\$ 396
Progressive Jackpot Log	2,750	EA	\$ 0	\$ 248
Misc.Accessories.	0	EA	\$	\$ -
Progressive Pai Gow Sub Total				\$ 288,002
Table Link Rating System				
Table Link Player Rating System	150	EA	\$ 7,800	\$ 1,170,000
Software License/Maintenance	150	EA	\$ 5,040	\$ 756,000
Hardwiring for card readers	150	EA	\$ 1,000	\$ 150,000
Bet Recognition System	150	EA	\$ 4,300	\$ 645,000
Table Link Rating Sub Total				\$ 2,721,000
Table Game Supplies				
Table Games Limit Signage (edge lit)	98	EA	\$ 300	\$ 29,400
Table Games Limit Signage glass/change (\$20x 3c	98	EA	\$ 60	\$ 5,880
Gaming Chip Racks - Soft Count	490	EA	\$ 2	\$ 980
Gaming Chip Racks - Cages	490	EA	\$ 2	\$ 980
Pit stand (33"x24")	14	EA	\$ 6,000	\$ 84,000
Pit stand (120"x24")	17	EA	\$ 9,000	\$ 153,000
Pit stand Chairs	34	EA	\$ 275	\$ 9,350
Step Up Platform	25	EA	\$ 350	\$ 8,750
Deck Checker/Accessories	2	EA	\$ 27,000	\$ 54,000
Peekers	50	EA	\$ 21	\$ 1,050
Storage Cabinets	14	EA	\$ 1,000	\$ 14,000
Trash Cans	16	EA	\$ 500	\$ 8,000
Clipboards	100	EA	\$ 4	\$ 400
Ergo Rubber Mats	110	EA	\$ 45	\$ 4,950
Shields for Specialty Games	17	EA	\$ 100	\$ 1,700
Card & Dice Bags - SM per thousand	20	EA	\$ 52	\$ 1,040
Card & Dice Bags - LG per thousand	20	EA	\$ 96	\$ 1,920
Card Cart Impressionment	1	EA	\$ -	\$ -
Table Game Supplies Sub Total				\$ 379,400
Playing Cards				
Midi Baccarat	32,727	PKS	\$ 1	\$ 30,436
Black Jack	122,318	PKS	\$ 1	\$ 113,756
Specialty Games	83,945	PKS	\$ 1	\$ 78,069
Playing Cards Sub Total				\$ 697,472
Sub Total Table Games				\$ 8,146,290
Attic Stock	3%			\$ 244,389
				\$ 8,390,679
Installation	2%			\$ 167,814
Freight	3%			\$ 251,720
Sales Tax	8%			\$ 671,254

DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL
Warehousing	1%			\$ 83,907
				\$ 1,174,695

2 SLOTS

Machines and Associated Hardware

Poker Tops	0	EA	\$ 9,000	\$ -
Slot machines - Participation	0	EA	\$ -	\$ -
Slot machines	4400	EA	\$ 12,700	\$ 55,880,000
Slot Laminate Upgrade	4400	EA	\$ 300	Included
Slot base installed	4400	EA	\$ 225	\$ 990,000
Slot machine install	4400	EA	\$ 300	\$ 1,320,000
Slot Signage (Installed)	4400	EA	\$ 1,000	\$ 4,400,000
Slot Chairs Installed	4400	EA	\$ 380	\$ 1,672,000
Slot connections upgrade (1 run/20)	4400	EA	\$ 200	\$ 880,000
Locks - Bill Validator (BVS)	4400	EA	\$ 11	\$ 48,400
Locks - Cash Box	4400	EA	\$ 11	\$ 48,400
Locks - CPU	4400	EA	\$ 11	\$ 48,400
Locks - Main Door	4400	EA	\$ 11	\$ 48,400
Locks - Slot Bases	4400	EA	\$ 11	\$ 48,400
				\$ 65,384,000

License Fees

Ticket In Ticket Out (TITO)	4400	EA	\$ 200	\$ 880,000
Game 1	4400	EA	\$ 200	\$ 880,000
Game 2	4400	EA	\$ 250	\$ 1,100,000
Game 3	4400	EA	\$ 275	\$ 1,210,000
				\$ 4,070,000

Slot System / Networking

Software				
Included in OS&E Systems Budget			\$	-
Hardware				
Database Cluster - Wizard	2		\$ 38,000	\$ 76,000
Database Cluster - EZ Pay	2		\$ 38,000	\$ 76,000
Cashless Controller	1		\$ 26,000	\$ 26,000
Translator	1		\$ 3,700	\$ 3,700
ComHub	1		\$ 3,700	\$ 3,700
BIF	1		\$ 3,700	\$ 3,700
Concentrator	1		\$ 3,800	\$ 3,800
Configuration Workstation	1		\$ 600	\$ 600
Commplus Server	1		\$ 3,700	\$ 3,700
Player Server	1		\$ 3,000	\$ 3,000
JPF Server	1		\$ 3,000	\$ 3,000
BEll manager	1		\$ 4,000	\$ 4,000
Patrol	3		\$ 700	\$ 2,100
Deployment Solutions	3		\$ 135	\$ 405
Tivoli Client	4		\$ 1,750	\$ 7,000
Powerpath, connection to storage	1		\$ 9,600	\$ 9,600
Workstations			\$	-
Attendant Station	1		\$ 2,100	\$ 2,100
JP/Fill Televideo Touch	4		\$ 1,300	\$ 5,200
Client PC	6		\$ 550	\$ 3,300
Client Monitor	6		\$ 127	\$ 762
Thin Client Terminals	4		\$ 819	\$ 3,276
HP Laser Jet Printer 4200tn	8		\$ 1,540	\$ 12,320
FJP Workstations	8		\$ 2,000	\$ 16,000
			\$	-
Reader - Dolphin Bar Code	3		\$ 1,350	\$ 4,050
Reader - Mag Stri Card	10		\$ 75	\$ 750
Reader - Bar Code for Attendant Station	1		\$ 750	\$ 750
Neuron Card Encoder	1		\$ 1,500	\$ 1,500
			\$	-
API Gateway -POS	1		\$ 13,400	\$ 13,400
API Gateway - Hotel	1		\$ 6,700	\$ 6,700
Bonus Engine - BEll, Cardreader, and Harnessing	4400		\$ 580	\$ 2,552,000
NexGen Display and Harnessing	4400		\$ 1,125	\$ 4,950,000

DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL
Bank Controllers (30 Mach./line)	147		\$ 1,557	\$ 228,360
Install Slot Linking, Brackets, Controllers	147		\$ 52	\$ 7,627
Travel costs to install above Acres parts	147		\$ 200	\$ 29,333
Training	1		\$ 200,000	\$ 200,000
				\$ 8,263,733

Slot Operation Setup

Keys - Main Door (incl. tech)	250		\$9	\$ 2,238
Keys - BVS (incl. tech)	250		\$9	\$ 2,238
Keys - Slot Base (incl. tech)	250		\$9	\$ 2,238
Keys - CPU	20		\$9	\$ 179
Keywatcher System (incl. tech)	1		\$20,000	\$ 20,000
Associated Hardware for Keywatcher (incl. tech)	1		\$2,000	\$ 2,000
Sensormatic Key Detection - Panels and Keytags	1		\$25,000	\$ 25,000
Radios (incl. tech)	200		\$750	\$ 150,000
Microphones	300		\$62	\$ 18,450
Earpieces	200		\$35	\$ 7,000
Radio Batteries (Spares)	50		\$55	\$ 2,750
Radio Antennas (Spares)	50		\$14	\$ 713
Radio Recharging Stations	5		\$250	\$ 1,250
Pagers	100		\$50	\$ 5,000
Ticket Storage Banks (Installed)	22		\$1,000	\$ 22,000
Change Bank Carts	0		\$1,800	\$ -
				\$ 261,054

Slot Tech Setup

Inventory control system	1	EA	\$ 100,000	\$ 100,000
Machine testers (simulators)	6	EA	\$ 8,000	\$ 48,000
Complete computer system for board room	1	EA	\$ 1,500	\$ 1,500
Complete laptop computer system for board room	1	EA	\$ 250	\$ 250
Data Pal. Specialized parts and pinout lookup softw	1	EA	\$ 200	\$ 200
Slot Tech Magazine DVD Archive	1	EA	\$ 5,000	\$ 5,000
Complete hand tool set with box	6	EA	\$ 125	\$ 750
Battery operated drills	2	EA	\$ 150	\$ 300
90 degree battery operated drill	1	EA	\$ 260	\$ 260
Tap & Die set, Metric & SAE	2	EA	\$ 150	\$ 300
Sawsall, Dewalt	1	EA	\$ 125	\$ 125
Circular saw, Dewalt	4	EA	\$ 1,000	\$ 4,000
Hydraulic lift carts	4	EA	\$ 200	\$ 800
Hand dolly's	4	EA	\$ 450	\$ 1,800
Tool boxes	10	EA	\$ 100	\$ 1,000
Rolling stools	6	EA	\$ 180	\$ 1,080
Utility carts	2	EA	\$ 150	\$ 300
Oil waste cans	1	EA	\$ 500	\$ 500
Drill press	1	EA	\$ 200	\$ 200
Grinder	1	EA	\$ 110	\$ 110
Vise	1	EA	\$ 500	\$ 500
Complete screw/nut center	6	EA	\$ 60	\$ 360
Work lights	8	EA	\$ 1,200	\$ 9,600
5 drawer heavy duty cabinets	4	EA	\$ 750	\$ 3,000
CPU/Board shelf, 2466A & 8633, Lyon	4	EA	\$ 650	\$ 2,600
Cabinets to hold CPU's, 1045, Lyon	4	EA	\$ 650	\$ 2,600
Open shelving for parts in board room, 8108SH, Ly	6	EA	\$ 590	\$ 3,540
Open shelving for parts in board room, extension, £	12	EA	\$ 490	\$ 5,880
Parts shelves with bins, 2CR174BK	6	EA	\$ 580	\$ 3,480
Repair Benches, 7D220	2	EA	\$ 2,600	\$ 5,200
Huntron tracker 2000	2	EA	\$ 2,600	\$ 5,200
Huntron 2700	1	EA	\$ 2,000	\$ 2,000
Surface mount solder station	8	EA	\$ 55	\$ 440
Anti-Static mats	12	EA	\$ 100	\$ 1,200
Small parts indexes, metal	1	EA	\$ 900	\$ 900
Sencore PR570	2	EA	\$ 3,800	\$ 7,600
Sencore CM2125	1	EA	\$ 2,500	\$ 2,500
Sencore LC103	2	EA	\$ 300	\$ 600
Sencore PS402	2	EA	\$ 600	\$ 1,200
Sencore PSL60	1	EA	\$ 3,300	\$ 3,300
Sencore SC3100 100 mhz dual trace o-scope	1	EA	\$ 1,000	\$ 1,000

DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL
Sencore complete probe kit	2	EA	\$ 135	\$ 270
Lamp magnifier	2	EA	\$ 750	\$ 1,500
Pace St75-sx	6	EA	\$ 160	\$ 960
Weller WE551	6	EA	\$ 325	\$ 1,950
Fluke 77III or equiv	1	EA	\$ 500	\$ 500
CPU cleaning station with vacuum	5	EA	\$ 200	\$ 1,000
Portable Vacuum cleaners	2	EA	\$ 450	\$ 900
Compressor	1	EA	\$ 825	\$ 825
Fume extractor	1	EA	\$ 2,300	\$ 2,300
Parts Washer, 6H013	1	EA	\$ 100	\$ 100
Spool of chain for keys	1	EA	\$ 4,300	\$ 4,300
Pallet Jack (Brockman 1-800-228-1957)	1	EA	\$ 7,000	\$ 7,000
Tow Cart plus cars	2	EA	\$ 1,350	\$ 2,700
Sign Lift	4	EA	\$ 325	\$ 1,300
Flat Bed carts	2	EA	\$ 100	\$ 200
Carpet stretcher	2	EA	\$ 250	\$ 500
6 foot orange ladder		EA	\$	-
				<u>\$256,730</u>
Sub Total Slots				\$ 78,235,517
Attic Stock	3%			\$ 2,347,066
				\$ 80,582,583
Installation	2%			\$ 1,611,652
Freight	3%			\$ 2,417,477
Sales Tax	8%			\$ 6,446,607
Warehousing	1%			\$ 805,826
				\$ 11,281,562

3 RACE & SPORTS \$ 3,000,000

Race & Sports	200	SEATS	\$ 5,000	\$ 1,000,000
Display and AV	200	SEATS	\$ 10,000	\$ 2,000,000

4 POKER \$ 527,518

Poker

Poker Table	8	EA	\$ 2,500	\$ 20,000
Poker Drop Slide	8	EA	\$ 150	\$ 1,200
Layouts	24	EA	\$ 175	\$ 4,200
Chairs	90	EA	\$ 250	\$ 22,500
Dealer Chair	11	EA	\$ 250	\$ 2,760
Shuffler (Deck Mate)	8	EA	\$ 16,000	\$ 128,000
Drop Boxes	10	EA	\$ 95	\$ 950
Tokes Boxes	18	EA	\$ 60	\$ 1,080
Buttons - Player/Dealer	30	EA	\$ 4	\$ 113
Plasma w/Player List Software	1	EA	\$ 13,000	\$ 13,520
Drink Carts 5 per Table	42	EA	\$ 200	\$ 8,400
Podium w/Microphone	1	EA	\$ 350	\$ 364
Bill Slot Cover (Brass)	8	EA	\$ 15	\$ 120
Cut Cards	200	EA	\$ 0	\$ 60
Table Brushes	2	EA	\$ 24	\$ 48
Spacers	2,000	EA	\$ 0	\$ 600
Money Paddle	8	EA	\$ 11	\$ 88
Paging System (45 Pagers)	1	EA	\$ 7,500	\$ 7,800
PA System	1	EA	\$ -	\$ -
Misc. Accessories	0	EA	\$ -	\$ -
Misc. Signage	0	EA	\$ -	\$ -
Poker Sub Total				\$ 211,803

Cards and Chips

Gaming Chip Racks - Soft Count	40,000	EA	\$0.10	\$ 4,000
Poker Cards - 600 / Table	4,800	PKS	\$ 2	\$ 9,600
				\$ 13,600

Sub Total Gaming Support

Attic Stock	3%	EA		\$ 225,403
Sub Total Slots		EA		\$ 225,403

DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL
Installation	2%	EA		\$ 4,508
Freight	3%	EA		\$ 6,762
Sales Tax	8%	EA		\$ 18,032
Warehousing	1%	EA		\$ 2,254
				<u>\$ 31,556</u>

5 GAMING SUPPORT \$ 7,768,188

Soft Count

G&D BPS 1000 Currency Sorter/Counters	2	EA	\$ 825,000	\$ 1,650,000
Currency Header Cards	1	EA	\$ 35,000	\$ 35,000
Self Propelled Reldom Bill Validator Carts	12	EA	\$ 7,500	\$ 90,000
Self Propelled Reldom Table Games Drop Carts	2	EA	\$ 7,500	\$ 15,000
Glory Currency discriminator	2	EA	\$ 4,000	\$ 8,000
Jet Sort Brandt Model 6100-US Coin	2	EA	\$ 12,675	\$ 25,350
Plexiglass Count Table 3x5	3	EA	\$ 1,092	\$ 3,276
Plexiglass Verifier Boxes (caddies) 6 compartment	30	EA	\$ 55	\$ 1,650
Plexiglass Count Table 3 x 10	4	EA	\$ 3,145	\$ 12,580
Money cart Transporter 4' Max	3	EA	\$ 3,044	\$ 9,132
Padlocks (to lock carts)	50	EA	\$ 50	\$ 2,500
clear Table for Counter Computer (24x36)	3	EA	\$ 500	\$ 1,500
Industrial Room Humidifier	1	EA	\$ 45,000	\$ 45,000
Air Purification System	1	EA	\$ 25,000	\$ 25,000
Monroe 10-key Calculator	7	EA	\$ 150	\$ 1,050
Plexiglass Verifier Boxes-8 compartment	2	EA	\$ 70	\$ 140
Watercooler	1	EA	\$ 250	\$ 250
Rollable Step ladder	1	EA	\$ 200	\$ 200
Barcoding Allowance	1	EA	\$ 15,000	\$ 15,000
Dolphins	15	EA	\$ 1,500	\$ 22,500
Bill Validator Shelving	1	EA	\$ 7,500	\$ 7,500
Self Propelled Reldom NRT Cassette Carts	3	EA	\$ 7,500	\$ 22,500
Tables/cabinets/work counters	2	EA	\$ 5,000	\$ 10,000
Emergency Drop Cabinet	5	EA	\$ 3,500	\$ 17,500
Plexiglas Condos	24	EA	\$ 250	\$ 6,000
Plexiglas Boxes (allow)	4	EA	\$ 3,000	\$ 12,000
Soft Count Sub Total				\$ 2,038,628

Coin room

Coin Conveyors - Input	0		\$ 34,000	\$ -
Coin Conveyors - Takeaway	0		\$ 13,000	\$ -
Scales	0		\$ 23,500	\$ -
Coin Wrappers	0		\$ 21,800	\$ -
Racking Table	0		\$ 3,500	\$ -
Tokens	0		\$ 447	\$ -
Token racks	0		\$ 2	\$ -
Coin cans	0		\$ 2	\$ -
Drop buckets	0		\$ 3	\$ -
Bar Code Drop Tags & Holders	0		\$ 25,000	\$ -
Coin Carts	0		\$ 2,000	\$ -
Bill Validator Carts	0		\$ 3,500	\$ -
Mules	0		\$ 7,000	\$ -
Money Runner Carts	0		\$ 7,000	\$ -
A-frame Cart	0		\$ 2,500	\$ -
Consumables	0		\$ 3,900	\$ -
Undercounter cabinets	0		\$ 20,000	\$ -
Slot tokens .05 only	0		\$ 0	\$ -
Coin Room Sub Total				\$ -

Cage

Digicard/Player cards	1		\$ 30,000	\$ 30,000
Thermal Card printer	20		\$ 24,500	\$ 490,000
Cast Member Bank Issue Kiosks	3		\$ 65,000	\$ 195,000
EZPay Redemption Center	15		\$ 3,500	\$ 52,500
NRT Kiosks	35		\$ 50,000	\$ 1,750,000
Jackpot Redemption Units	18		\$ 45,500	\$ 819,000

DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL
Table Link Equipment	15		\$ 5,300	\$ 79,500
Motorized portable cage banks	30		\$ 3,495	\$ 104,850
Marketing Kiosks	15		\$ 45,000	\$ 675,000
Main Bank Safe	1		\$ 5,000	\$ 5,000
NRT Cassette Lockable Storage Units	12		\$ 3,500	\$ 42,000
Printers- Check/Cash Back/Other	15		\$ 1,200	\$ 18,000
Employee Bank Turn In Safe	1		\$ 5,000	\$ 5,000
US Coin Jetsort	2		\$ 7,500	\$ 15,000
Marker Bank Cabinet	1		\$ 5,000	\$ 5,000
Main Cage Work Tables	4		\$ 2,500	\$ 10,000
Check/Jackpot Fill Scanners	2		\$ 4,500	\$ 9,000
Monroe 10-key Calculator	40		\$ 150	\$ 6,000
Money Carts	4		\$ 1,000	\$ 4,000
Chip Storage Cabinets	3		\$ 2,750	\$ 8,250
US Coin Wrappers	2		\$ 18,000	\$ 36,000
Keywatcher	1		\$ 35,000	\$ 35,000
Manual Key Cabinet	2		\$ 1,000	\$ 2,000
Employee Balancing Stations	10		\$ 2,000	\$ 20,000
Currency discriminator	20		\$ 4,000	\$ 80,000
Chip Reserve Cabinets	6		\$ 3,500	\$ 21,000
Bank note counters	15		\$ 4,000	\$ 60,000
Booth - Jetsort	0		\$ 10,000	\$ -
Booth - Portable scales	0		\$ 2,500	\$ -
Cage Sub Total				\$ 4,577,100
Sub Total Gaming Support				\$ 6,615,728
Attic Stock	3%	EA		\$ 198,472
Sub Total Slots		EA		\$ 6,814,200
Installation	2%	EA		\$ 136,284
Freight	3%	EA		\$ 204,426
Sales Tax	8%	EA		\$ 545,136
Warehousing	1%	EA		\$ 68,142
				\$ 953,988

A MAJOR DEVELOPMENT PROJECT
SHOW COST ANALYSIS
 Development Costs

DESCRIPTION	QTY.	UNIT	UNIT PRICE	TOTAL
1 Theatrical Equipment				
Lighting	1	lot	\$ 960,000	\$ 960,000
Sound	1	lot	\$ 1,560,000	\$ 1,560,000
Rigging	1	lot	\$ 1,200,000	\$ 1,200,000
Stage Curtain	1	lot	\$ 60,000	\$ 60,000
Projection System	1	lot	\$ 1,700,000	\$ 1,700,000
Miscellaneous Equipment	1	lot	\$ 150,000	\$ 150,000
Stage Lifts	1	lot	\$ 1,500,000	\$ 1,500,000
Seating	2500	ea.	\$ 350	\$ 875,000
Subtotal Including Installation				\$ 8,005,000
2 Show Equipment				
Sets	15	scenes	\$ 200,000	\$ 3,000,000
Costumes - 24 / scene	360	ea.	\$ 2,500	\$ 900,000
Costumes - lead singer	15	ea.	\$ 10,000	\$ 150,000
Backup costumes	1	lot	\$ -	\$ -
Lighting	15	scenes	\$ 25,000	\$ 375,000
Video	15	scenes	\$ 40,000	\$ 600,000
Video R&D	1	lot	\$ 125,000	\$ 125,000
Sound Studio Editing	1	lot	\$ 300,000	\$ 300,000
Props - 24 performers	360	ea.	\$ 2,000	\$ 720,000
Special Effects	15	scenes	\$ 50,000	\$ 750,000
Make up and Hair (\$500/performer + Backup)	1	lot	\$ 45,000	\$ 45,000
Holograms	1	lot	\$ 500,000	\$ 500,000
Contingency	1	lot	\$ 500,000	\$ 500,000
Subtotal Including Installation				\$ 7,965,000
3 Production Costs				
Producer and Artistic Direction	2	persons	\$ 300,000	\$ 600,000
Creators Flat Fees	12	flat fees	\$ 66,667	\$ 800,000
Stage Direction, Choreography and Trainers	3	flat fees	\$ 50,000	\$ 150,000
Cast Rehearsals (16 weeks)	50	persons	\$ 1,350	\$ 1,080,000
Traning Costs	1	lot	\$ 50,000	\$ 50,000
Prodcution Team (78 weeks)	6	persons	\$ 2,137	\$ 1,000,000
Technical Team (16 weeks)	1	lot	\$ 600,000	\$ 600,000
Room, Lodging, and Transportation	1	lot	\$ 750,000	\$ 750,000
Transportation	1	lot	\$ 75,000	\$ 75,000
Marketing	1	lot	\$ 50,000	\$ 50,000
General Costs	1	lot	\$ 350,000	\$ 350,000
Administration	1	lot	\$ 1,000,000	\$ 1,000,000
Contingencies	1	lot	\$ 2,000,000	\$ 2,000,000
Subtotal				\$ 8,505,000
TOTAL SHOW COST				\$ 24,475,000

A MAJOR DEVELOPMENT PROJECT
INSURANCE COST SUMMARY
 Development Costs

AREA DESCRIPTION			TOTAL COSTS
2 OCIP - Work Comp & Gen. Liability			\$ 23,320,934
Construction Costs	\$	1,111,618,489	
Raw Payroll Estimated (% Construction Cost)	20.00%	\$ 222,323,698	
Estimated Cost of Workmens Compensation Insurance over \$250,000 per occurrence. (% Raw Payroll)	2.28%	\$ 5,068,980	
Estimated Cost of General Liability Insurance over \$250,000 per occurrence. (% Raw Payroll)	1.10%	\$ 2,445,561	
Estimated Cost of Excess Liability (over \$100 Million) (% Raw Payroll)	1.46%	\$ 3,245,926	
OCIP Administration Fee (\$450,000 per year)			\$ 900,000
Fixed OCIP Costs			
OCIP Losses (Capped)			\$ 11,660,467
1 Builders Risk			\$ 2,445,561
Hard Cost (% Construction Cost)	0.22%	\$ 2,445,561	
Soft Cost (% Construction Cost)	0.00%	\$ -	
3 Pollution and Environmental Related			- \$ -
4 Delay in Opening			\$ -
5 Automobile Subs	In Construction Costs		\$ -
6 Automobile Owner	In Project Admin. Costs		\$ -
7 Equipment Floaters By Subs	In Construction Costs		\$ -
8 Equipment Floaters By Owner	In Project Admin. Costs		\$ -
9 Professional Liability	In A&E Costs		\$ -
10 Bonds			\$ -
11 Gap Coverage			\$ 1,667,428
% Construction Cost	0.15%	\$ 1,667,428	
TOTAL INSURANCE COST			\$ 27,433,922

A MAJOR DEVELOPMENT PROJECT
PROJECTED CASH FLOW
 Development Costs

DESCRIPTION	TOTAL	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
Land	\$ 200,000,000	200,000,000	0	0	0	0	0	0
Pre-Construction	\$ 15,000,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
General Construction	\$ 1,111,618,489	0	0	0	0	0	0	0
Tenant Improvements	\$ -	0	0	0	0	0	0	0
Architects/Designers/Consultants	\$ 117,918,837	0	1,179,188	2,358,377	3,537,565	3,537,565	3,537,565	3,537,565
Testing and Inspections	\$ 11,116,185	0	0	0	0	0	0	463,174
Permits & Fees	\$ 25,682,432	0	0	0	0	0	8,560,811	0
FF&E / Signage	\$ 125,954,798	0	0	0	0	0	0	0
Operating Supplies & Equipment	\$ 70,677,647	0	0	0	0	0	0	0
Gaming Equipment	\$ 112,210,276	0	0	0	0	0	0	0
Show/Attraction	\$ 24,475,000	0	0	0	0	0	0	0
Project Administration	\$ 20,000,000	512,821	512,821	512,821	512,821	512,821	512,821	512,821
Legal & Accounting	\$ 14,637,334	731,867	585,493	585,493	585,493	585,493	439,120	439,120
Insurance & Bonding	\$ 27,433,922	703,434	703,434	703,434	703,434	703,434	703,434	703,434
Sales & Advertising	\$ -	0	0	0	0	0	0	0
Capitalized Interest	\$ 218,904,934	0	1,369,894	1,417,927	1,465,431	1,521,546	1,789,034	1,906,487
Loan Fees & Closing Costs	\$ 30,000,000	0	0	0	0	30,000,000	0	0
Pre-Opening Expenses	\$ 78,025,000	390,125	390,125	390,125	390,125	390,125	390,125	390,125
Property Tax	\$ 13,000,000	0	1,300,000	0	0	0	0	1,300,000
License & Bid Costs	\$ 2,000,000	2,000,000	0	0	0	0	0	0
Start-Up Cash / Bank Roll	\$ 10,000,000	0	0	0	0	0	0	0
Contingency / Escalation	\$ 94,694,871	285,897	304,201	297,557	362,412	2,012,412	825,206	451,336
Grand Total	\$ 2,323,349,726	205,874,143	7,595,156	7,515,734	8,807,281	40,513,396	18,008,116	10,954,063
Rate Of Interest	8%							
Monthly Total (excluding Pre-Opening and Bankroll)		205,484,052	7,205,031	7,125,609	8,417,156	40,123,271	17,617,991	10,563,938
Cumulative Total (excluding Pre-Opening and Bankroll)			212,689,083	219,814,692	228,231,848	268,355,119	285,973,109	296,537,047

PROJECTED CASH FLOW

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Development Costs

DESCRIPTION	TOTAL	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14
Land	\$ 200,000,000	0	0	0	0	0	0	0
Pre-Construction	\$ 15,000,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	0	0
General Construction	\$ 1,111,618,489	11,116,185	19,453,324	33,348,555	33,348,555	33,348,555	33,348,555	33,348,555
Tenant Improvements	\$ -	0	0	0	0	0	0	0
Architects/Designers/Consultants	\$ 117,918,837	3,537,565	5,895,942	5,895,942	5,895,942	5,895,942	4,716,753	5,895,942
Testing and Inspections	\$ 11,116,185	463,174	463,174	463,174	463,174	463,174	463,174	463,174
Permits & Fees	\$ 25,682,432	0	0	8,560,811	0	0	0	0
FF&E / Signage	\$ 125,954,798	0	0	0	0	0	0	0
Operating Supplies & Equipment	\$ 70,677,647	0	0	0	0	0	0	0
Gaming Equipment	\$ 112,210,276	0	0	0	0	0	0	0
Show/Attraction	\$ 24,475,000	0	0	0	0	0	0	0
Project Administration	\$ 20,000,000	512,821	512,821	512,821	512,821	512,821	512,821	512,821
Legal & Accounting	\$ 14,637,334	439,120	439,120	439,120	439,120	439,120	439,120	439,120
Insurance & Bonding	\$ 27,433,922	703,434	703,434	703,434	703,434	703,434	703,434	703,434
Sales & Advertising	\$ -	0	0	0	0	0	0	0
Capitalized Interest	\$ 218,904,934	1,976,914	2,116,850	2,342,088	2,717,624	3,035,453	3,364,545	3,669,602
Loan Fees & Closing Costs	\$ 30,000,000	0	0	0	0	0	0	0
Pre-Opening Expenses	\$ 78,025,000	390,125	390,125	390,125	390,125	390,125	390,125	390,125
Property Tax	\$ 13,000,000	0	1,300,000	0	0	1,300,000	0	1,300,000
License & Bid Costs	\$ 2,000,000	0	0	0	0	0	0	0
Start-Up Cash / Bank Roll	\$ 10,000,000	0	0	0	0	0	0	0
Contingency / Escalation	\$ 94,694,871	991,226	1,650,980	2,814,562	2,343,717	2,415,217	2,210,112	2,346,467
Grand Total	\$ 2,323,349,726	21,380,564	34,175,769	56,720,631	48,064,512	49,753,841	46,148,639	49,069,240
Rate Of Interest	8%							
Monthly Total (excluding Pre-Opening and Bankroll)		20,990,439	33,785,644	56,330,506	47,674,387	49,363,716	45,758,514	48,679,115
Cumulative Total (excluding Pre-Opening and Bankroll)		317,527,486	351,313,130	407,643,635	455,318,022	504,681,739	550,440,253	599,119,367

PROJECTED CASH FLOW

Development Costs

PROJECTED

Developpr

DESCRIPTION	TOTAL	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21
Land	\$ 200,000,000	0	0	0	0	0	0	0
Pre-Construction	\$ 15,000,000	0	0	0	0	0	0	0
General Construction	\$ 1,111,618,489	33,348,555	33,348,555	41,685,693	44,464,740	44,464,740	55,580,924	55,580,924
Tenant Improvements	\$ -	0	0	0	0	0	0	0
Architects/Designers/Consultants	\$ 117,918,837	5,895,942	5,895,942	5,895,942	5,895,942	5,895,942	5,895,942	5,895,942
Testing and Inspections	\$ 11,116,185	463,174	463,174	463,174	463,174	463,174	463,174	463,174
Permits & Fees	\$ 25,682,432	8,560,811	0	0	0	0	0	0
FF&E / Signage	\$ 125,954,798	0	0	0	0	0	0	0
Operating Supplies & Equipment	\$ 70,677,647	0	0	0	0	0	0	0
Gaming Equipment	\$ 112,210,276	0	0	0	0	0	0	0
Show/Attraction	\$ 24,475,000	0	0	0	0	0	0	0
Project Administration	\$ 20,000,000	512,821	512,821	512,821	512,821	512,821	512,821	512,821
Legal & Accounting	\$ 14,637,334	439,120	439,120	439,120	292,747	292,747	292,747	292,747
Insurance & Bonding	\$ 27,433,922	703,434	703,434	703,434	703,434	703,434	703,434	703,434
Sales & Advertising	\$ -	0	0	0	0	0	0	0
Capitalized Interest	\$ 218,904,934	3,994,129	4,371,888	4,691,954	5,072,791	5,474,684	5,888,400	6,373,914
Loan Fees & Closing Costs	\$ 30,000,000	0	0	0	0	0	0	0
Pre-Opening Expenses	\$ 78,025,000	390,125	390,125	390,125	390,125	390,125	390,125	390,125
Property Tax	\$ 13,000,000	0	0	0	0	1,300,000	0	1,300,000
License & Bid Costs	\$ 2,000,000	0	0	0	0	0	0	0
Start-Up Cash / Bank Roll	\$ 10,000,000	0	0	0	0	0	0	0
Contingency / Escalation	\$ 94,694,871	2,745,812	2,274,967	2,733,510	2,878,307	2,949,807	3,489,697	3,561,197
Grand Total	\$ 2,323,349,726	57,053,922	48,400,026	57,515,773	60,674,080	62,447,473	73,217,264	75,074,278
Rate Of Interest	8%							
Monthly Total (excluding Pre-Opening and Bankroll)		56,663,797	48,009,901	57,125,648	60,283,955	62,057,348	72,827,139	74,684,153
Cumulative Total (excluding Pre-Opening and Bankroll)		655,783,165	703,793,065	760,918,713	821,202,668	883,260,017	956,087,156	1,030,771,310

CASH FLOW

Interest Costs

PROJECTED CASH FLOW

Development Costs

DESCRIPTION	TOTAL	Month 22	Month 23	Month 24	Month 25	Month 26	Month 27	Month 28
Land	\$ 200,000,000	0	0	0	0	0	0	0
Pre-Construction	\$ 15,000,000	0	0	0	0	0	0	0
General Construction	\$ 1,111,618,489	55,580,924	61,139,017	61,139,017	55,580,924	44,464,740	38,906,647	38,906,647
Tenant Improvements	\$ -	0	0	0	0	0	0	0
Architects/Designers/Consultants	\$ 117,918,837	1,179,188	1,179,188	1,179,188	1,179,188	1,179,188	1,179,188	1,179,188
Testing and Inspections	\$ 11,116,185	463,174	463,174	463,174	463,174	463,174	463,174	463,174
Permits & Fees	\$ 25,682,432	0	0	0	0	0	0	0
FF&E / Signage	\$ 125,954,798	0	0	0	0	0	0	0
Operating Supplies & Equipment	\$ 70,677,647	0	0	0	0	0	3,533,882	7,067,765
Gaming Equipment	\$ 112,210,276	0	0	0	0	0	0	0
Show/Attraction	\$ 24,475,000	0	0	0	0	0	0	0
Project Administration	\$ 20,000,000	512,821	512,821	512,821	512,821	512,821	512,821	512,821
Legal & Accounting	\$ 14,637,334	292,747	292,747	292,747	292,747	292,747	292,747	292,747
Insurance & Bonding	\$ 27,433,922	703,434	703,434	703,434	703,434	703,434	703,434	703,434
Sales & Advertising	\$ -	0	0	0	0	0	0	0
Capitalized Interest	\$ 218,904,934	6,871,809	7,330,705	7,831,752	8,345,282	8,814,001	9,216,805	9,598,913
Loan Fees & Closing Costs	\$ 30,000,000	0	0	0	0	0	0	0
Pre-Opening Expenses	\$ 78,025,000	390,125	390,125	390,125	390,125	390,125	390,125	390,125
Property Tax	\$ 13,000,000	0	0	1,300,000	0	1,300,000	0	0
License & Bid Costs	\$ 2,000,000	0	0	0	0	0	0	0
Start-Up Cash / Bank Roll	\$ 10,000,000	0	0	0	0	0	0	0
Contingency / Escalation	\$ 94,694,871	3,230,276	3,535,971	3,607,471	3,230,276	2,690,386	2,507,554	2,701,918
Grand Total	\$ 2,323,349,726	69,224,498	75,547,181	77,419,728	70,697,971	60,810,615	57,706,377	61,816,731
Rate Of Interest	8%							
Monthly Total (excluding Pre-Opening and Bankroll)		68,834,373	75,157,056	77,029,603	70,307,846	60,420,490	57,316,252	61,426,606
Cumulative Total (excluding Pre-Opening and Bankroll)		1,099,605,682	1,174,762,739	1,251,792,342	1,322,100,188	1,382,520,679	1,439,836,931	1,501,263,537

DESCRIPTION	TOTAL	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34	Month 35
Land	\$ 200,000,000	0	0	0	0	0	0	0
Pre-Construction	\$ 15,000,000	0	0	0	0	0	0	0
General Construction	\$ 1,111,618,489	33,348,555	33,348,555	33,348,555	33,348,555	27,790,462	22,232,370	22,232,370
Tenant Improvements	\$ -	0	0	0	0	0	0	0
Architects/Designers/Consultants	\$ 117,918,837	1,179,188	1,179,188	1,179,188	1,179,188	1,179,188	1,179,188	1,179,188
Testing and Inspections	\$ 11,116,185	463,174	463,174	0	0	0	0	0
Permits & Fees	\$ 25,682,432	0	0	0	0	0	0	0
FF&E / Signage	\$ 125,954,798	0	6,297,740	12,595,480	12,595,480	18,893,220	18,893,220	18,893,220
Operating Supplies & Equipment	\$ 70,677,647	7,067,765	7,067,765	7,067,765	10,601,647	14,135,529	7,067,765	2,827,106
Gaming Equipment	\$ 112,210,276	7,854,719	22,442,055	22,442,055	22,442,055	11,221,028	11,221,028	5,610,514
Show/Attraction	\$ 24,475,000	1,713,250	4,895,000	4,895,000	4,895,000	2,447,500	2,447,500	1,223,750
Project Administration	\$ 20,000,000	512,821	512,821	512,821	512,821	512,821	512,821	512,821
Legal & Accounting	\$ 14,637,334	292,747	292,747	292,747	292,747	292,747	292,747	292,747
Insurance & Bonding	\$ 27,433,922	703,434	703,434	703,434	703,434	703,434	703,434	703,434
Sales & Advertising	\$ -	0	0	0	0	0	0	0
Capitalized Interest	\$ 218,904,934	10,008,424	10,448,867	11,061,517	11,728,431	12,415,503	13,041,077	13,582,019
Loan Fees & Closing Costs	\$ 30,000,000	0	0	0	0	0	0	0
Pre-Opening Expenses	\$ 78,025,000	390,125	390,125	390,125	3,511,125	7,802,500	11,703,750	19,506,250
Property Tax	\$ 13,000,000	0	0	1,300,000	0	0	0	0
License & Bid Costs	\$ 2,000,000	0	0	0	0	0	0	0
Start-Up Cash / Bank Roll	\$ 10,000,000	0	0	0	0	0	0	0
Contingency / Escalation	\$ 94,694,871	2,922,461	4,246,136	4,638,537	4,761,401	4,244,676	3,550,254	2,941,133
Grand Total	\$ 2,323,349,726	66,456,662	92,287,607	100,427,223	106,571,883	101,638,607	92,845,152	89,504,551
Rate Of Interest	8%							
Monthly Total (excluding Pre-Opening and Bankroll)		66,066,537	91,897,482	100,037,098	103,060,758	93,836,107	81,141,402	69,998,301
Cumulative Total (excluding Pre-Opening and Bankroll)		1,567,330,074	1,659,227,556	1,759,264,654	1,862,325,412	1,956,161,520	2,037,302,922	2,107,301,223

PROJECTED CASH FLOW

Development Costs

DESCRIPTION	TOTAL	Month 36	Month 37	Month 38	Month 39	TOTALS
Land	\$ 200,000,000	0	0	0	0	\$ 200,000,000
Pre-Construction	\$ 15,000,000					\$ 15,000,000
General Construction	\$ 1,111,618,489	22,232,370	11,116,185	11,116,185	0	\$ 1,111,618,489
Tenant Improvements	\$ -	0	0	0	0	\$ -
Architects/Designers/Consultants	\$ 117,918,837	1,179,188	1,179,188	1,179,188	1,179,188	\$ 117,918,837
Testing and Inspections	\$ 11,116,185	0	0	0	0	\$ 11,116,185
Permits & Fees	\$ 25,682,432	0	0	0	0	\$ 25,682,432
FF&E / Signage	\$ 125,954,798	18,893,220	6,297,740	6,297,740	6,297,740	\$ 125,954,798
Operating Supplies & Equipment	\$ 70,677,647	2,120,329	1,413,553	706,776	0	\$ 70,677,647
Gaming Equipment	\$ 112,210,276	3,366,308	3,366,308	1,122,103	1,122,103	\$ 112,210,276
Show/Attraction	\$ 24,475,000	734,250	734,250	244,750	244,750	\$ 24,475,000
Project Administration	\$ 20,000,000	512,821	512,821	512,821	512,821	\$ 20,000,000
Legal & Accounting	\$ 14,637,334	292,747	292,747	439,120	0	\$ 14,637,334
Insurance & Bonding	\$ 27,433,922	703,434	703,434	703,434	703,434	\$ 27,433,922
Sales & Advertising	\$ -	0	0	0	0	\$ -
Capitalized Interest	\$ 218,904,934	14,048,675	0	0	0	\$ 218,904,934
Loan Fees & Closing Costs	\$ 30,000,000	0	0	0	0	\$ 30,000,000
Pre-Opening Expenses	\$ 78,025,000	23,407,500	0	0	0	\$ 78,025,000
Property Tax	\$ 13,000,000	0	0	0	0	\$ 13,000,000
License & Bid Costs	\$ 2,000,000	0	0	0	0	\$ 2,000,000
Start-Up Cash / Bank Roll	\$ 10,000,000	0	10,000,000	0	0	\$ 10,000,000
Contingency / Escalation	\$ 94,694,871	2,751,907	1,408,892	1,227,716	553,302	\$ 94,694,871
Grand Total	\$ 2,323,349,726	90,242,748	37,025,118	23,549,833	10,613,337	
Rate Of Interest		8%				
Monthly Total (excluding Pre-Opening and Bankroll)		66,835,248	27,025,118	23,549,833	10,613,337	
Cumulative Total (excluding Pre-Opening and Bankroll)		2,174,136,471	2,201,161,589	2,224,711,422	2,235,324,760	2,323,349,726

A MAJOR DEVELOPMENT PROJECT
PRE-OPENING EXPENSES
 Development Costs

ITEM DESCRIPTION	TOTAL
Payroll, Taxes & Benefits	\$ 25,000,000
Advertising	\$ 22,000,000
Audit Fees	\$ 450,000
Background Checks	\$ 1,500,000
Consulting Services	\$ 1,000,000
Drug Testing	\$ 300,000
FFE/ and OSE Equipment	\$ 1,000,000
Food Costs	\$ 1,300,000
Legal Fees	\$ 1,100,000
License Costs	\$ 3,500,000
Miscellaneous	\$ 500,000
Outside Services	\$ 1,100,000
Postage	\$ 225,000
Printing	\$ 750,000
Recruitment Fees	\$ 6,000,000
Rent - Employment & Development Offices	\$ 2,500,000
Supplies	\$ 3,300,000
Taxes & Licenses	\$ -
Telephone	\$ 850,000
Transportation	\$ 250,000
Training	\$ 1,700,000
Travel & Entertainment	\$ 1,100,000
Utilities	\$ 2,600,000
TOTAL PRE-OPENING EXPENSES	\$ 78,025,000

A MAJOR DEVELOPMENT PROJECT
CONSOLIDATED INCOME STATEMENT
(IN THOUSANDS)

	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
GROSS OPERATING REVENUE	\$ 1,761,837	100.0%	\$ 1,843,650	100.0%	\$ 1,928,447	100.0%	\$ 2,017,293	100.0%	\$ 2,110,385	100.0%
CASINO	1,161,176	65.9%	1,219,235	66.1%	1,280,197	66.4%	1,344,206	66.6%	1,411,417	66.9%
HOTEL ROOMS	235,973	13.4%	242,745	13.2%	249,715	12.9%	256,887	12.7%	264,268	12.5%
FOOD & BEVERAGE	192,268	10.9%	203,026	11.0%	213,426	11.1%	224,370	11.1%	235,888	11.2%
ENTERTAINMENT	125,840	7.1%	130,911	7.1%	136,187	7.1%	141,675	7.0%	147,385	7.0%
AMUSEMENT & ATTRACTIONS	5,439	0.3%	5,658	0.3%	5,886	0.3%	6,123	0.3%	6,370	0.3%
RETAIL	7,595	0.4%	7,818	0.4%	8,048	0.4%	8,284	0.4%	8,527	0.4%
OTHER OPERATING INCOME	33,547	1.9%	34,256	1.9%	34,990	1.8%	35,747	1.8%	36,530	1.7%
DEPARTMENTAL COSTS & EXPENSES	\$ 1,082,148	61.4%	\$ 1,131,132	61.4%	\$ 1,179,833	61.2%	\$ 1,230,839	61.0%	\$ 1,284,265	60.9%
CASINO	744,091	42.2%	783,142	42.5%	821,785	42.6%	862,360	42.7%	904,964	42.9%
HOTEL	71,382	4.1%	73,430	4.0%	75,539	3.9%	77,708	3.9%	79,941	3.8%
FOOD & BEVERAGE	149,452	8.5%	155,423	8.4%	161,412	8.4%	167,665	8.3%	174,195	8.3%
ENTERTAINMENT	88,956	5.0%	90,391	4.9%	91,859	4.8%	93,364	4.6%	94,904	4.5%
AMUSEMENT & ATTRACTIONS	3,018	0.2%	3,075	0.2%	3,133	0.2%	3,193	0.2%	3,255	0.2%
RETAIL	3,307	0.2%	3,397	0.2%	3,490	0.2%	3,585	0.2%	3,684	0.2%
OTHER OPERATING INCOME	21,942	1.2%	22,275	1.2%	22,616	1.2%	22,965	1.1%	23,322	1.1%
ADVERTISING, GENERAL & ADMINISTRATIVE EXP.	\$ 59,102	3.4%	\$ 164,418	8.9%	\$ 171,306	8.9%	\$ 178,500	8.8%	\$ 186,014	8.8%
ADVERTISING	2,437	0.1%	2,550	0.1%	2,668	0.1%	2,790	0.1%	2,919	0.1%
GENERAL & ADMINISTRATIVE	40,955	2.3%	42,184	2.3%	43,450	2.3%	44,753	2.2%	46,096	2.2%
PROPERTY OPERATIONS	18,147	1.0%	122,234	6.6%	127,856	6.6%	133,747	6.6%	139,919	6.6%
EBITDA BEFORE PREOPENING & MGT. FEES	\$ 620,586	35.2%	\$ 548,099	29.7%	\$ 577,309	29.9%	\$ 607,954	30.1%	\$ 640,106	30.3%
PREOPENING EXPENSE	\$ 78,025	4.4%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OPERATIONS MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
EBITDA	\$ 542,561	30.8%	\$ 548,099	29.7%	\$ 577,309	29.9%	\$ 607,954	30.1%	\$ 640,106	30.3%
DEPRECIATION/AMORTIZATION	\$ 90,179	5.1%	\$ 90,550	4.9%	\$ 91,605	4.8%	\$ 93,278	4.6%	\$ 94,825	4.5%
OTHER INCOME	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
EARNING BEFORE INTEREST & TAXES (EBIT)	\$ 452,382	25.7%	\$ 457,549	24.8%	\$ 485,704	25.2%	\$ 514,676	25.5%	\$ 545,281	25.8%
INTEREST EXPENSE	141,868	8.1%	138,768	7.5%	135,420	7.0%	131,804	6.5%	127,898	6.1%
EARNING BEFORE TAX (EBT)	\$ 310,514	17.6%	\$ 318,781	17.3%	\$ 350,284	18.2%	\$ 382,872	19.0%	\$ 417,383	19.8%
TAX	86,944	4.9%	89,259	4.8%	98,079	5.1%	107,204	5.3%	116,867	5.5%
AFTER-TAX INCOME	\$ 223,570	12.7%	\$ 229,522	12.4%	\$ 252,204	13.1%	\$ 275,668	13.7%	\$ 300,516	14.2%

A MAJOR DEVELOPMENT PROJECT
CASH FLOW STATEMENT
(IN THOUSANDS)

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
OPERATING ACTIVITIES:					
NET INCOME	\$ 223,570	\$ 229,522	\$ 252,204	\$ 275,668	\$ 300,516
DEPRECIATION/AMORTIZATION	90,179	90,550	91,605	93,278	94,825
PRE-OPENING EXPENSES	78,025	0	0	0	0
Net Cash from Operating Activities	\$ 391,774	\$ 320,073	\$ 343,809	\$ 368,946	\$ 395,341
INVESTING ACTIVITIES:					
SALE OF PROPERTY, PLANT, EQUIPMENT	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
PURCHASES OF PROPERTY, PLANT, EQUIPMENT	(\$ 1,500)	(\$ 7,500)	(\$ 11,250)	(\$ 22,500)	(\$ 15,000)
Net Cash from Investing Activities	(\$ 1,500)	(\$ 7,500)	(\$ 11,250)	(\$ 22,500)	(\$ 15,000)
FINANCING ACTIVITIES:					
REDUCTION IN LONG TERM DEBT	(\$ 38,752)	(\$ 41,852)	(\$ 45,200)	(\$ 48,816)	(\$ 52,721)
Net Cash from Financing Activities	(\$ 38,752)	(\$ 41,852)	(\$ 45,200)	(\$ 48,816)	(\$ 52,721)
NET CHANGE IN CASH	\$ 351,522	\$ 270,721	\$ 287,359	\$ 297,630	\$ 327,620
<hr/>					
CASH BALANCE -- BEGINNING OF PERIOD	\$ 0	\$ 351,522	\$ 622,243	\$ 909,602	\$ 1,207,232
INCREASE IN CASH FROM ABOVE	351,522	270,721	287,359	297,630	327,620
	<u>\$ 351,522</u>	<u>\$ 622,243</u>	<u>\$ 909,602</u>	<u>\$ 1,207,232</u>	<u>\$ 1,534,852</u>
DISTRIBUTION TO PARTNERS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
CASH BALANCE -- END OF PERIOD	\$ 351,522	\$ 622,243	\$ 909,602	\$ 1,207,232	\$ 1,534,852

NOTE: SCHEDULE ASSUMES ALL "AVAILABLE CASH" IS DISTRIBUTED

A MAJOR DEVELOPMENT PROJECT
Depreciations & Amortization Schedule

(IN THOUSANDS EXCEPT ASSUMPTIONS)

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
(1) BUILDING (SOFT AND HARD COSTS)	\$42,500	\$42,500	\$42,500	\$42,500	\$42,500
(2) FURNITURE, FIXTURES AND EQUIPMENT	47,617	47,617	47,617	47,617	47,617
YEAR 1 ADDITIONS	62	124	124	124	124
YEAR 2 ADDITIONS		309	619	619	619
YEAR 3 ADDITIONS			745	1,491	1,491
YEAR 4 ADDITIONS				928	1,856
YEAR 5 ADDITIONS					619
YEAR 6 ADDITIONS					
YEAR 7 ADDITIONS					
	\$90,179	\$90,550	\$91,605	\$93,278	\$94,825
PRE-OPENING COSTS	0	0	0	0	0
ANNUAL DEPRECIATION / AMORTIZATION	\$90,179	\$90,550	\$91,605	\$93,278	\$94,825

PURCHASE OF PROPERTY AND EQUIPMENT NOTES:	Year 1	Year 2	Year 3	Year 4	Year 5
Purchases of Property and Equipment (Cap. Expense):	\$1,500	\$7,500	\$11,250	\$22,500	\$15,000

Additions were assumed to have been made ratably during the year.

Property and equipment additions are divided:	Building	0.65
	FF&E	0.35

DEPRECIATION NOTES:

Straight line depreciation was assumed for all assets.

The following depreciation/amortization lives (in years) were assumed:

	Econ. Life	Budget
(1) Buildings (soft and hard costs)	40	\$1,700,007
(2) Furniture, Fixtures & Equipment	7	\$333,318
(3) Expensed	1	\$78,025
(4) Land/Cash	0	\$212,000
		<u>\$2,323,350</u>

(1)(2)(3)(4) See Project Cost / under *Capital Structure* sheet for details of this summary budget.

**A MAJOR DEVELOPMENT PROJECT
Capital Structure**

PROJECT COST		CAPITAL STRUCTURE	
ESTIMATED CAPITAL COSTS:		(6) INITIAL PROJECT COST (LESS INTEREST)	\$ 2,104,444,792
LAND	\$ 200,000,000 (4)	(5) INTEREST	\$ 218,904,934
CONSTRUCTION:		CASH REQ.	\$ 2,323,349,726
PRECONSTRUCTION	\$ 15,000,000 (1)	DEVELOPMENT SALES	\$ -
GENERAL CONSTRUCTION	\$ 1,111,618,489 (1)	EQUITY CONTRIBUTION	\$ 550,000,000
TENANT IMPROVEMENTS	\$ - (1)	PROJECT DEBT	\$ 1,773,349,726
ARCHITECTS/DESIGN/CONSULTANT	\$ 117,918,837 (1)	PROJECT DEBT	\$ 1,773,349,726
TESTING AND INSPECTIONS	\$ 11,116,185 (1)	CASH INTEREST	Incl. Above
PERMITS AND FEES	\$ 25,682,432 (1)	TOTAL DEBT	\$ 1,773,349,726
	\$ 1,281,335,943		
FURNITURE, FIXTURES & EQUIPMENT		DEBT FINANCING	
FURNITURE, FIXTURES & EQUIPMENT (FF&E)	\$ 125,954,798 (2)	DEBT	INTEREST
OPERATING SUPPLIES & EQUIPMENT (OS&E)	\$ 70,677,647 (2)	AMOUNT	RATE
GAMING EQUIPMENT	\$ 112,210,276 (2)		TERM
SHOW / ATTRACTION	\$ 24,475,000	\$ 1,773,349,726	8.00%
	\$ 333,317,721		20
OTHER		YEAR	INTEREST
PREOPENING EXPENSES	\$ 78,025,000 (3)		PRINCIPAL
PROJECT ADMINISTRATION	\$ 20,000,000 (1)	1	\$ 141,868,000
LEGAL & ACCOUNTING	\$ 14,637,334 (1)	2	\$ 138,768,000
INSURANCE & BONDING	\$ 27,433,922 (1)	3	\$ 135,420,000
SALES & ADVERTISING	\$ - (3)	4	\$ 131,804,000
CAPITALIZED INTEREST	\$ 218,904,934 (1)	5	\$ 127,898,000
LOAN FEES AND OTHERS	\$ 30,000,000 (1)	6	\$ 123,681,000
PROPERTY TAXES	\$ 13,000,000 (1)	7	\$ 119,126,000
LICENSE & BID COSTS	\$ 2,000,000 (4)	8	\$ 114,206,000
START-UP / BANK ROLL	\$ 10,000,000 (4)	9	\$ 108,893,000
CONTINGENCY / ESCALATION	\$ 94,694,871 (1)	10	\$ 103,155,000
	\$ 508,696,061		
INITIAL IMPROVEMENT (PROJECT BUDGET)	\$ 2,323,349,726	\$ 1,244,819,000	\$ 561,379,000
			\$ 1,806,198,000

(1)(2)(3)(4) Indicates common budget categories for depreciation/amortization calculations.
See Depreciation / Amortization Schedule for summary of costs by budget category.
(5) Calculated with one opening date - not calculated to reflect the "phased" opening of individual areas
(6) Assumes all land costs are financed from start of project.

**A MAJOR DEVELOPMENT PROJECT
DIVISIONAL INCOME STATEMENT**

CASINO SUMMARY

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 1,161,176	100.0%	\$ 1,219,235	100.0%	\$ 1,280,197	100.0%	\$ 1,344,206	100.0%	\$ 1,411,417	100.0%
Table Games - Main Casino	246,375	21.2%	258,694	21.2%	271,628	21.2%	285,210	21.2%	299,470	21.2%
Slots - Main Casino	562,100	48.4%	590,205	48.4%	619,715	48.4%	650,701	48.4%	683,236	48.4%
Baccarat Salon	295,650	25.5%	310,433	25.5%	325,954	25.5%	342,252	25.5%	359,364	25.5%
High Limit Preve	45,625	3.9%	47,906	3.9%	50,302	3.9%	52,817	3.9%	55,457	3.9%
Poker	5,951	0.5%	6,249	0.5%	6,561	0.5%	6,889	0.5%	7,234	0.5%
Race & Sports Book	5,475	0.5%	5,749	0.5%	6,036	0.5%	6,338	0.5%	6,655	0.5%
PAYROLL EXPENSES	\$ 310,994	26.8%	\$ 326,543	26.8%	\$ 342,870	26.8%	\$ 360,014	26.8%	\$ 378,015	26.8%
Table Games - Main Casino	76,130	6.6%	79,936	6.6%	83,933	6.6%	88,130	6.6%	92,536	6.6%
Slots - Main Casino	91,650	7.9%	96,233	7.9%	101,045	7.9%	106,097	7.9%	111,402	7.9%
Baccarat Salon	122,177	10.5%	128,286	10.5%	134,701	10.5%	141,436	10.5%	148,507	10.5%
High Limit Preve	16,903	1.5%	17,748	1.5%	18,635	1.5%	19,567	1.5%	20,546	1.5%
Poker	1,875	0.2%	1,968	0.2%	2,067	0.2%	2,170	0.2%	2,279	0.2%
Race & Sports Book	2,258	0.2%	2,371	0.2%	2,490	0.2%	2,614	0.2%	2,745	0.2%
COMPLIMENTARY EXPENSES	\$ 139,695	12.0%	\$ 146,680	12.0%	\$ 154,014	12.0%	\$ 161,714	12.0%	\$ 169,800	12.0%
Table Games - Main Casino	63,072	5.4%	66,226	5.4%	69,537	5.4%	73,014	5.4%	76,664	5.4%
Slots - Main Casino	28,667	2.5%	30,100	2.5%	31,605	2.5%	33,186	2.5%	34,845	2.5%
Baccarat Salon	40,208	3.5%	42,219	3.5%	44,330	3.5%	46,546	3.5%	48,874	3.5%
High Limit Preve	5,703	0.5%	5,988	0.5%	6,288	0.5%	6,602	0.5%	6,932	0.5%
Poker	643	0.1%	675	0.1%	709	0.1%	744	0.1%	781	0.1%
Race & Sports Book	1,402	0.1%	1,472	0.1%	1,545	0.1%	1,623	0.1%	1,704	0.1%
PROMOTIONAL EXPENSES	\$ 31,463	2.7%	\$ 33,036	2.7%	\$ 34,688	2.7%	\$ 36,422	2.7%	\$ 38,243	2.7%
Table Games - Main Casino	12,565	1.1%	13,193	1.1%	13,853	1.1%	14,546	1.1%	15,273	1.1%
Slots - Main Casino	1,124	0.1%	1,180	0.1%	1,239	0.1%	1,301	0.1%	1,366	0.1%
Baccarat Salon	15,078	1.3%	15,832	1.3%	16,624	1.3%	17,455	1.3%	18,328	1.3%
High Limit Preve	2,327	0.20%	2,443	0.20%	2,565	0.20%	2,694	0.20%	2,828	0.20%
Poker	89	0.01%	94	0.01%	98	0.01%	103	0.01%	109	0.01%
Race & Sports Book	279	0.02%	293	0.02%	308	0.02%	323	0.02%	339	0.02%
OTHER EXPENSES	\$ 261,940	22.6%	\$ 276,884	22.7%	\$ 290,213	22.7%	\$ 304,210	22.6%	\$ 318,906	22.6%
Table Games - Main Casino	72,804	6.3%	76,444	6.3%	80,266	6.3%	84,280	6.3%	88,493	6.3%
Slots - Main Casino	110,172	9.5%	118,041	9.7%	123,943	9.7%	130,140	9.7%	136,647	9.7%
Baccarat Salon	66,669	5.7%	70,003	5.7%	73,503	5.7%	77,178	5.7%	81,037	5.7%
High Limit Preve	10,288	0.9%	10,288	0.8%	10,288	0.8%	10,288	0.8%	10,288	0.7%
Poker	1,342	0.1%	1,409	0.1%	1,480	0.1%	1,553	0.1%	1,631	0.1%
Race & Sports Book	665	0.1%	698	0.1%	733	0.1%	770	0.1%	809	0.1%
TOTAL EXPENSES	\$ 744,091	64.1%	\$ 783,142	64.2%	\$ 821,785	64.2%	\$ 862,360	64.2%	\$ 904,964	64.1%
DIVISIONAL OPERATING INCOME	\$ 417,085	35.9%	\$ 436,092	35.8%	\$ 458,411	35.8%	\$ 481,846	35.8%	\$ 506,453	35.9%

A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
TABLE GAME OPERATIONS
(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
TABLE GAME REVENUE	\$ 246,375	100.0%	\$ 258,694	100.0%	\$ 271,628	100.0%	\$ 285,210	100.0%	\$ 299,470	100.0%
Total Revenues	246,375	100.0%	258,694	100.0%	271,628	100.0%	285,210	100.0%	299,470	100.0%
PAYROLL EXPENSES	\$ 76,130	30.9%	\$ 79,936	30.9%	\$ 83,933	30.9%	\$ 88,130	30.9%	\$ 92,536	30.9%
Departmental Payroll, Salary & Wages										
Table Games Operation	29,565	12.0%	31,043	12.0%	32,595	12.0%	34,225	12.0%	35,936	12.0%
Casino Marketing	9,855	4.0%	10,348	4.0%	10,865	4.0%	11,408	4.0%	11,979	4.0%
International Marketing	2,464	1.0%	2,587	1.0%	2,716	1.0%	2,852	1.0%	2,995	1.0%
National Marketing	4,928	2.0%	5,174	2.0%	5,433	2.0%	5,704	2.0%	5,989	2.0%
VIP Services	2,464	1.0%	2,587	1.0%	2,716	1.0%	2,852	1.0%	2,995	1.0%
Divisional Payroll - Pro rata, Salary & Wages										
Surveillance	246	0.1%	259	0.1%	272	0.1%	285	0.1%	299	0.1%
Cage / Credit / Collections	986	0.4%	1,035	0.4%	1,087	0.4%	1,141	0.4%	1,198	0.4%
Count Team	246	0.1%	259	0.1%	272	0.1%	285	0.1%	299	0.1%
Payroll - Overtime, Taxes & Benefit	25,377	10.3%	26,645	10.3%	27,978	10.3%	29,377	10.3%	30,845	10.3%
COMPLIMENTARY EXPENSES	\$ 63,072	25.6%	\$ 66,226	25.6%	\$ 69,537	25.6%	\$ 73,014	25.6%	\$ 76,664	25.6%
Complimentary, Rooms	29,565	12.0%	31,043	12.0%	32,595	12.0%	34,225	12.0%	35,936	12.0%
Complimentary, Food	14,783	6.0%	15,522	6.0%	16,298	6.0%	17,113	6.0%	17,968	6.0%
Complimentary, Beverage	12,319	5.0%	12,935	5.0%	13,581	5.0%	14,260	5.0%	14,974	5.0%
Complimentary, Entertainment	246	0.1%	259	0.1%	272	0.1%	285	0.1%	299	0.1%
Complimentary, Other	6,159	2.5%	6,467	2.5%	6,791	2.5%	7,130	2.5%	7,487	2.5%
PROMOTIONAL EXPENSES	\$ 12,565	5.1%	\$ 13,193	5.1%	\$ 13,853	5.1%	\$ 14,546	5.1%	\$ 15,273	5.1%
Airfare Reimbursement	2,464	1.0%	2,587	1.0%	2,716	1.0%	2,852	1.0%	2,995	1.0%
Special Events	2,464	1.00%	2,587	1.00%	2,716	1.00%	2,852	1.00%	2,995	1.00%
Customer Entertainment	1,232	0.50%	1,293	0.50%	1,358	0.50%	1,426	0.50%	1,497	0.50%
Customer Entertainment- Leased In-House Facilities	2,710	1.10%	2,846	1.10%	2,988	1.10%	3,137	1.10%	3,294	1.10%
Promotional Expenses, Other	3,696	1.50%	3,880	1.50%	4,074	1.50%	4,278	1.50%	4,492	1.50%
OTHER EXPENSES	\$ 72,804	29.6%	\$ 76,444	29.6%	\$ 80,266	29.6%	\$ 84,280	29.6%	\$ 88,493	29.6%
Gaming Taxes & Licenses	61,594	25.0%	64,673	25.0%	67,907	25.0%	71,302	25.0%	74,868	25.0%
Bad Debt	6,159	2.5%	6,467	2.5%	6,791	2.5%	7,130	2.5%	7,487	2.5%
Repair & Replacement	616	0.3%	647	0.3%	679	0.3%	713	0.3%	749	0.3%
Communications	1,232	0.5%	1,293	0.5%	1,358	0.5%	1,426	0.5%	1,497	0.5%
Outside Services	739	0.3%	776	0.3%	815	0.3%	856	0.3%	898	0.3%
Supplies	1,232	0.5%	1,293	0.5%	1,358	0.5%	1,426	0.5%	1,497	0.5%
Other	1,232	0.5%	1,293	0.5%	1,358	0.5%	1,426	0.5%	1,497	0.5%
TOTAL TABLE GAMES EXPENSES	\$ 224,571	91.2%	\$ 235,799	91.2%	\$ 247,589	91.2%	\$ 259,969	91.2%	\$ 272,967	91.2%
DEPARTMENTAL OPERATING INCOME	\$ 21,804	8.9%	\$ 22,894	8.9%	\$ 24,039	8.9%	\$ 25,241	8.9%	\$ 26,503	8.9%

ASSUMPTIONS

Revenue

Number of Table Games	150	150	150	150	150
Average Win / Table / Day	\$ 4,500	\$ 4,725	\$ 4,961	\$ 5,209	\$ 5,470
Days of Operation	365	365	365	365	365
Revenue Escalation (% per year)		5.00%	5.00%	5.00%	5.00%

Payroll

Payroll, Salary & Wages (% Baccarat Salon Rev.)	50.00%	50.00%	50.00%	50.00%	50.00%
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A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
SLOT OPERATIONS
(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
SLOT REVENUE	\$ 562,100	100.0%	\$ 590,205	100.0%	\$ 619,715	100.0%	\$ 650,701	100.0%	\$ 683,236	100.0%
Gross Slot Win	562,100	100.0%	590,205	100.0%	619,715	100.0%	650,701	100.0%	683,236	100.0%
PAYROLL EXPENSES	\$ 91,650	16.3%	\$ 96,233	16.3%	\$ 101,045	16.3%	\$ 106,097	16.3%	\$ 111,402	16.3%
Departmental Payroll, Wages & Salaries										
Slot Operation	17,425	3.1%	18,296	3.1%	19,211	3.1%	20,172	3.1%	21,180	3.1%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	9,584	1.7%	10,063	1.7%	10,566	1.7%	11,094	1.7%	11,649	1.7%
Slot Marketing	53,962	9.6%	56,660	9.6%	59,493	9.6%	62,467	9.6%	65,591	9.6%
Divisional Payroll - Pro rata, Wages & Salaries										
Surveillance	2,248	0.4%	2,361	0.4%	2,479	0.4%	2,603	0.4%	2,733	0.4%
Cage / Credit / Collections	7,307	1.3%	7,673	1.3%	8,056	1.3%	8,459	1.3%	8,882	1.3%
Count Team	1,124	0.2%	1,180	0.2%	1,239	0.2%	1,301	0.2%	1,366	0.2%
COMPLIMENTARY EXPENSES	\$ 28,667	5.1%	\$ 30,100	5.1%	\$ 31,605	5.1%	\$ 33,186	5.1%	\$ 34,845	5.1%
Complimentary, Rooms	562	0.1%	590	0.1%	620	0.1%	651	0.1%	683	0.1%
Complimentary, Food	1,124	0.2%	1,180	0.2%	1,239	0.2%	1,301	0.2%	1,366	0.2%
Complimentary, Beverage	26,419	4.7%	27,740	4.7%	29,127	4.7%	30,583	4.7%	32,112	4.7%
Complimentary, Entertainment	562	0.1%	590	0.1%	620	0.1%	651	0.1%	683	0.1%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 1,124	0.2%	\$ 1,180	0.2%	\$ 1,239	0.2%	\$ 1,301	0.2%	\$ 1,366	0.2%
Airfare Reimbursement	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Special Events	1,124	0.20%	1,180	0.20%	1,239	0.20%	1,301	0.20%	1,366	0.20%
Customer Entertainment	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Customer Entertainment- Leased In-House Facilities	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Promotional Expenses, Other	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
OTHER EXPENSES	\$ 110,172	19.6%	\$ 118,041	19.6%	\$ 123,943	19.6%	\$ 130,140	19.6%	\$ 136,647	19.6%
Gaming Taxes & Licenses	101,178	18.0%	106,237	18.0%	111,549	18.0%	117,126	18.0%	122,982	18.0%
Bad Debt	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Repair & Replacement	2,811	0.5%	2,951	0.5%	3,099	0.5%	3,254	0.5%	3,416	0.5%
Communications	562	0.1%	2,951	0.1%	3,099	0.1%	3,254	0.1%	3,416	0.1%
Outside Services	562	0.1%	590	0.1%	620	0.1%	651	0.1%	683	0.1%
Supplies	2,248	0.4%	2,361	0.4%	2,479	0.4%	2,603	0.4%	2,733	0.4%
Other	2,811	0.5%	2,951	0.5%	3,099	0.5%	3,254	0.5%	3,416	0.5%
TOTAL SLOTS EXPENSES	\$ 231,613	41.2%	\$ 245,555	41.2%	\$ 257,833	41.2%	\$ 270,724	41.2%	\$ 284,260	41.2%
DEPARTMENTAL OPERATING INCOME	\$ 330,487	58.8%	\$ 344,650	58.4%	\$ 361,883	58.4%	\$ 379,977	58.4%	\$ 398,976	58.4%

ASSUMPTIONS

Revenue

Number of Slot Machines (Ea.)	4400	4400	4400	4400	4400
Win Per Slot Per Day (\$)	\$ 350.00	\$ 367.50	\$ 385.88	\$ 405.17	\$ 425.43
Days of Operation	365	365	365	365	365
Revenue Escalation	0.00%	5.00%	5.00%	5.00%	5.00%

Payroll

Payroll Expense Escalation (% Payroll)	0.00%	0.00%	0.00%	0.00%
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Divisional Payroll - Pro Rata

Slot Revenue / Total Casino Revenue	48.41%
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A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
BACCARAT SALON OPERATIONS

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
BACCARAT SALON REVENUE	\$ 295,650	100.0%	\$ 310,433	100.0%	\$ 325,954	100.0%	\$ 342,252	100.0%	\$ 359,364	100.0%
Total Revenues	295,650	100.0%	310,433	100.0%	325,954	100.0%	342,252	100.0%	359,364	100.0%
PAYROLL EXPENSES	\$ 122,177	59.5%	\$ 128,286	59.5%	\$ 134,701	59.5%	\$ 141,436	59.5%	\$ 148,507	59.5%
Departmental Payroll, Salary & Wages										
Table Games Operation	44,348	15.0%	46,565	15.0%	48,893	15.0%	51,338	15.0%	53,905	15.0%
Casino Marketing	5,913	2.0%	6,209	2.0%	6,519	2.0%	6,845	2.0%	7,187	2.0%
International Marketing	14,783	5.0%	15,522	5.0%	16,298	5.0%	17,113	5.0%	17,968	5.0%
National Marketing	7,391	2.5%	7,761	2.5%	8,149	2.5%	8,556	2.5%	8,984	2.5%
VIP Services	4,435	1.5%	4,656	1.5%	4,889	1.5%	5,134	1.5%	5,390	1.5%
Divisional Payroll - Pro rata, Salary & Wages										
Surveillance	1,183	0.4%	1,242	0.4%	1,304	0.4%	1,369	0.4%	1,437	0.4%
Cage / Credit / Collections	1,478	0.5%	1,552	0.5%	1,630	0.5%	1,711	0.5%	1,797	0.5%
Count Team	4,730	1.6%	4,967	1.6%	5,215	1.6%	5,476	1.6%	5,750	1.6%
Payroll - Overtime, Taxes & Benefit	37,917	31.0%	39,813	31.0%	41,804	31.0%	43,894	31.0%	46,088	31.0%
COMPLIMENTARY EXPENSES	\$ 40,208	13.6%	\$ 42,219	13.6%	\$ 44,330	13.6%	\$ 46,546	13.6%	\$ 48,874	13.6%
Complimentary, Rooms	17,739	6.0%	18,626	6.0%	19,557	6.0%	20,535	6.0%	21,562	6.0%
Complimentary, Food	8,870	3.0%	9,313	3.0%	9,779	3.0%	10,268	3.0%	10,781	3.0%
Complimentary, Beverage	5,913	2.0%	6,209	2.0%	6,519	2.0%	6,845	2.0%	7,187	2.0%
Complimentary, Entertainment	296	0.1%	310	0.1%	326	0.1%	342	0.1%	359	0.1%
Complimentary, Other	7,391	2.5%	7,761	2.5%	8,149	2.5%	8,556	2.5%	8,984	2.5%
PROMOTIONAL EXPENSES	\$ 15,078	5.1%	\$ 15,832	5.1%	\$ 16,624	5.1%	\$ 17,455	5.1%	\$ 18,328	5.1%
Airfare Reimbursement	2,957	1.0%	3,104	1.0%	3,260	1.0%	3,423	1.0%	3,594	1.0%
Special Events	2,957	1.00%	3,104	1.00%	3,260	1.00%	3,423	1.00%	3,594	1.00%
Customer Entertainment	1,478	0.50%	1,552	0.50%	1,630	0.50%	1,711	0.50%	1,797	0.50%
Customer Entertainment- Leased In-House Facilities	3,252	1.10%	3,415	1.10%	3,585	1.10%	3,765	1.10%	3,953	1.10%
Promotional Expenses, Other	4,435	1.50%	4,656	1.50%	4,889	1.50%	5,134	1.50%	5,390	1.50%
OTHER EXPENSES	\$ 66,669	22.6%	\$ 70,003	22.6%	\$ 73,503	22.6%	\$ 77,178	22.6%	\$ 81,037	22.6%
Gaming Taxes & Licenses	53,217	18.0%	55,878	18.0%	58,672	18.0%	61,605	18.0%	64,686	18.0%
Bad Debt	7,391	2.5%	7,761	2.5%	8,149	2.5%	8,556	2.5%	8,984	2.5%
Repair & Replacement	739	0.3%	776	0.3%	815	0.3%	856	0.3%	898	0.3%
Communications	1,478	0.5%	1,552	0.5%	1,630	0.5%	1,711	0.5%	1,797	0.5%
Outside Services	887	0.3%	931	0.3%	978	0.3%	1,027	0.3%	1,078	0.3%
Supplies	1,478	0.5%	1,552	0.5%	1,630	0.5%	1,711	0.5%	1,797	0.5%
Other	1,478	0.5%	1,552	0.5%	1,630	0.5%	1,711	0.5%	1,797	0.5%
TOTAL BACCARAT SALON EXPENSES	\$ 244,133	82.6%	\$ 256,340	82.6%	\$ 269,157	82.6%	\$ 282,614	82.6%	\$ 296,745	82.6%
DEPARTMENTAL OPERATING INCOME	\$ 51,517	17.4%	\$ 54,093	17.4%	\$ 56,798	17.4%	\$ 59,637	17.4%	\$ 62,619	17.4%

ASSUMPTIONS

Revenue

Number of Table Games	27	27	27	27
Average Win / Table / Day	\$ 30,000	\$ 31,500	\$ 33,075	\$ 34,729
Days of Operation	365	365	365	365
Revenue Escalation (% per year)		5.00%	5.00%	5.00%

Payroll

Payroll - Overtime, Taxes & Benefit (% of Payroll)	45.00%	45.00%	45.00%	45.00%
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A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
HIGH LIMIT PREVE OPERATIONS
(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5
HIGH LIMIT PREVE REVENUES	\$ 45,625	100.0%	\$ 47,906	100.0%	\$ 50,302	100.0%	\$ 52,817	100.0%	\$ 55,457
Table Win	27,375	60.0%	28,744	60.0%	30,181	60.0%	31,690	60.0%	33,274
Slot Win	18,250	40.0%	19,163	40.0%	20,121	40.0%	21,127	40.0%	22,183
PAYROLL EXPENSES	\$ 16,903	62.0%	\$ 17,748	62.0%	\$ 18,635	62.0%	\$ 19,567	62.0%	\$ 20,546
Departmental Payroll, Wages & Salaries									
Table Games Operation	4,106	15.0%	4,312	15.0%	4,527	15.0%	4,753	15.0%	4,991
Slot Machine Operation	730	4.0%	767	4.0%	805	4.0%	845	4.0%	887
Casino Marketing	2,258	2.0%	2,371	2.0%	2,490	2.0%	2,614	2.0%	2,745
International Marketing	1,369	3.0%	1,437	3.0%	1,509	3.0%	1,584	3.0%	1,664
National Marketing	1,369	3.0%	1,437	3.0%	1,509	3.0%	1,584	3.0%	1,664
VIP Services	684	1.5%	719	1.5%	755	1.5%	792	1.5%	832
Divisional Payroll (% Total Casino Revenue)									
Surveillance	456	1.0%	479	1.0%	503	1.0%	528	1.0%	555
Cage / Credit / Collections	456	1.0%	479	1.0%	503	1.0%	528	1.0%	555
Count Team	228	0.5%	240	0.5%	252	0.5%	264	0.5%	277
Payroll - Overtime, Taxes & Benefit (% of Payroll)	5,246	31.0%	5,508	31.0%	5,783	31.0%	6,073	31.0%	6,376
COMPLIMENTARY EXPENSES	\$ 5,703	12.5%	\$ 5,988	12.5%	\$ 6,288	12.5%	\$ 6,602	12.5%	\$ 6,932
Complimentary, Rooms	2,281	5.0%	2,395	5.0%	2,515	5.0%	2,641	5.0%	2,773
Complimentary, Food	913	2.0%	958	2.0%	1,006	2.0%	1,056	2.0%	1,109
Complimentary, Beverage	913	2.0%	958	2.0%	1,006	2.0%	1,056	2.0%	1,109
Complimentary, Entertainment	684	1.5%	719	1.5%	755	1.5%	792	1.5%	832
Complimentary, Other	913	2.0%	958	2.0%	1,006	2.0%	1,056	2.0%	1,109
PROMOTIONAL EXPENSES	\$ 2,327	5.1%	\$ 2,443	5.1%	\$ 2,565	5.1%	\$ 2,694	5.1%	\$ 2,828
Airfare Reimbursement	456	1.0%	479	1.0%	503	1.0%	528	1.0%	555
Special Events	456	1.00%	479	1.00%	503	1.00%	528	1.00%	555
Customer Entertainment	228	0.50%	240	0.50%	252	0.50%	264	0.50%	277
Customer Entertainment- Leased In-House Facilities	502	1.10%	527	1.10%	553	1.10%	581	1.10%	610
Promotional Expenses, Other	684	1.50%	719	1.50%	755	1.50%	792	1.50%	832
OTHER EXPENSES	\$ 10,288	22.6%	\$ 10,288	22.6%	\$ 10,288	22.6%	\$ 10,288	22.6%	\$ 10,288
Gaming Taxes & Licenses	8,213	18.0%	8,213	18.0%	8,213	18.0%	8,213	18.0%	8,213
Bad Debt	1,141	2.5%	1,141	2.5%	1,141	2.5%	1,141	2.5%	1,141
Repair & Replacement	114	0.3%	114	0.3%	114	0.3%	114	0.3%	114
Communications	228	0.5%	228	0.5%	228	0.5%	228	0.5%	228
Outside Services	137	0.3%	137	0.3%	137	0.3%	137	0.3%	137
Supplies	228	0.5%	228	0.5%	228	0.5%	228	0.5%	228
Other	228	0.5%	228	0.5%	228	0.5%	228	0.5%	228
TOTAL HIGH LIMIT PREVE EXPENSES	\$ 35,221	102.2%	\$ 36,468	102.2%	\$ 37,777	102.2%	\$ 39,151	102.2%	\$ 40,595
DEPARTMENTAL OPERATING INCOME	\$ 10,404	22.8%	\$ 11,438	23.9%	\$ 12,525	24.9%	\$ 13,665	25.9%	\$ 14,863

ASSUMPTIONS

Revenue Tables

Number of Table Games (Ea.)	10	10	10	10	10
Win Per Table Per Day (\$)	\$ 7,500	\$ 7,875	\$ 8,269	\$ 8,682	\$ 9,116
Days of Operation	365	365	365	365	365
Revenue Escalation	0.00%	5.00%	5.00%	5.00%	5.00%

Revenue Slots

Number of Slot Machines (Ea.)	100	100	100	100	100
Win Per Slot Per Day (\$)	\$ 500	\$ 525	\$ 551	\$ 579	\$ 608
Days of Operation	365	365	365	365	365
Revenue Escalation	0.00%	5.00%	5.00%	5.00%	5.00%

Payroll

Payroll Expense Escalation (% Payroll)		0.00%	0.00%	0.00%	0.00%
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Divisional Payroll - Pro Rata

Payroll - Overtime, Taxes & Benefit (% of Payroll)	45.00%	45.00%	45.00%	45.00%	45.00%
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A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
POKER OPERATIONS
(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5
POKER REVENUE	\$ 5,951	100.0%	\$ 6,249	100.0%	\$ 6,561	100.0%	\$ 6,889	100.0%	\$ 7,234
Poker Win	5,475	92.0%	5,749	92.0%	6,036	92.0%	6,338	92.0%	6,655
Poker, Misc. Income	476	8.0%	500	8.0%	525	8.0%	551	8.0%	579
PAYROLL EXPENSES	\$ 1,875	31.5%	\$ 1,968	31.5%	\$ 2,067	31.5%	\$ 2,170	31.5%	\$ 2,279
Departmental Payroll, Salary & Wages									
Poker Operation	1,190	20.0%	1,250	20.0%	1,312	20.0%	1,378	20.0%	1,447
Divisional Payroll - Pro rata, Salary & Wages									
Surveillance	30	0.5%	31	0.5%	33	0.5%	34	0.5%	36
Cage / Credit / Collections	104	1.8%	109	1.8%	115	1.8%	121	1.8%	127
Count Team	15	0.3%	16	0.3%	16	0.3%	17	0.3%	18
Payroll - Overtime, Taxes & Benefit	536	9.0%	562	9.0%	590	9.0%	620	9.0%	651
COMPLIMENTARY EXPENSES	\$ 643	10.8%	\$ 675	10.8%	\$ 709	10.8%	\$ 744	10.8%	\$ 781
Complimentary, Rooms	6	0.1%	6	0.1%	7	0.1%	7	0.1%	7
Complimentary, Food	30	0.5%	31	0.5%	33	0.5%	34	0.5%	36
Complimentary, Beverage	595	10.0%	625	10.0%	656	10.0%	689	10.0%	723
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Complimentary, Other	12	0.2%	12	0.2%	13	0.2%	14	0.2%	14
PROMOTIONAL EXPENSES	\$ 89	1.5%	\$ 94	1.5%	\$ 98	1.5%	\$ 103	1.5%	\$ 109
Airfare Reimbursement	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Special Events	60	1.00%	62	1.00%	66	1.00%	69	1.00%	72
Customer Entertainment	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Customer Entertainment- Leased In-House Facilities	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0
Promotional Expenses, Other	30	0.50%	31	0.50%	33	0.50%	34	0.50%	36
OTHER EXPENSES	\$ 1,342	22.6%	\$ 1,409	22.6%	\$ 1,480	22.6%	\$ 1,553	22.6%	\$ 1,631
Gaming Taxes & Licenses	1,071	18.0%	1,125	18.0%	1,181	18.0%	1,240	18.0%	1,302
Bad Debt	149	2.5%	156	2.5%	164	2.5%	172	2.5%	181
Repair & Replacement	15	0.3%	16	0.3%	16	0.3%	17	0.3%	18
Communications	30	0.5%	31	0.5%	33	0.5%	34	0.5%	36
Outside Services	18	0.3%	19	0.3%	20	0.3%	21	0.3%	22
Supplies	30	0.5%	31	0.5%	33	0.5%	34	0.5%	36
Other	30	0.5%	31	0.5%	33	0.5%	34	0.5%	36
TOTAL POKER EXPENSES	\$ 3,949	72.1%	\$ 4,146	72.1%	\$ 4,353	72.1%	\$ 4,571	72.1%	\$ 4,799
DEPARTMENTAL OPERATING INCOME	\$ 2,003	33.7%	\$ 2,103	33.7%	\$ 2,208	33.7%	\$ 2,318	33.7%	\$ 2,434

ASSUMPTIONS

Revenue

Number of Poker Tables (Ea.)	20	20	20	20	20
Number of Seats Per Table (Ea.0	10	10	10	10	10
Win Per Seat Per Day (\$)	\$ 75.00	\$ 78.75	\$ 82.69	\$ 86.82	\$ 91.16
Days of Operation	365	365	365	365	365
Revenue Escalation		5.00%	5.00%	5.00%	5.00%

Payroll

Payroll - Overtime, Taxes & Benefit (% of Payroll)	40.00%	40.00%	40.00%	40.00%	40.00%
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Divisional Payroll - Pro Rata

Poker Revenue / Total Casino Reven	0.51%
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A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
RACE & SPORTS BOOK OPERATIONS

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
RACE & SPORTS BOOK REVENUE	\$ 5,475	100.0%	\$ 5,749	100.0%	\$ 6,036	100.0%	\$ 6,338	100.0%	\$ 6,655	100.0%
Race	1,825	33.3%	1,916	33.3%	2,012	33.3%	2,113	33.3%	2,218	33.3%
Sports Book	3,650	66.7%	3,833	66.7%	4,024	66.7%	4,225	66.7%	4,437	66.7%
PAYROLL EXPENSES	\$ 2,258	41.3%	\$ 2,371	41.3%	\$ 2,490	41.3%	\$ 2,614	41.3%	\$ 2,745	41.3%
Departmental Payroll, Salary & Wages										
Race & Sport Operations	1,369	25.0%	1,437	25.0%	1,509	25.0%	1,584	25.0%	1,664	25.0%
Divisional Payroll - Pro rata, Salary & Wages										
Surveillance	27	0.5%	29	0.5%	30	0.5%	32	0.5%	33	0.5%
Cage / Credit / Collections	96	1.8%	101	1.8%	106	1.8%	111	1.8%	116	1.8%
Count Team	14	0.3%	14	0.3%	15	0.3%	16	0.3%	17	0.3%
Payroll - Overtime, Taxes & Benefit	753	13.8%	790	13.8%	830	13.8%	871	13.8%	915	13.8%
COMPLIMENTARY EXPENSES	\$ 1,402	25.6%	\$ 1,472	25.6%	\$ 1,545	25.6%	\$ 1,623	25.6%	\$ 1,704	25.6%
Complimentary, Rooms	657	12.0%	690	12.0%	724	12.0%	761	12.0%	799	12.0%
Complimentary, Food	329	6.0%	345	6.0%	362	6.0%	380	6.0%	399	6.0%
Complimentary, Beverage	274	5.0%	287	5.0%	302	5.0%	317	5.0%	333	5.0%
Complimentary, Entertainment	5	0.1%	6	0.1%	6	0.1%	6	0.1%	7	0.1%
Complimentary, Other	137	2.5%	144	2.5%	151	2.5%	158	2.5%	166	2.5%
PROMOTIONAL EXPENSES	\$ 279	5.1%	\$ 293	5.1%	\$ 308	5.1%	\$ 323	5.1%	\$ 339	5.1%
Airfare Reimbursement	55	1.0%	57	1.0%	60	1.0%	63	1.0%	67	1.0%
Special Events	55	1.00%	57	1.00%	60	1.00%	63	1.00%	67	1.00%
Customer Entertainment	27	0.50%	29	0.50%	30	0.50%	32	0.50%	33	0.50%
Customer Entertainment- Leased In-House Facilities	60	1.10%	63	1.10%	66	1.10%	70	1.10%	73	1.10%
Promotional Expenses, Other	82	1.50%	86	1.50%	91	1.50%	95	1.50%	100	1.50%
OTHER EXPENSES	\$ 665	12.2%	\$ 698	12.2%	\$ 733	12.2%	\$ 770	12.2%	\$ 809	12.2%
Gaming Taxes & Licenses	416	7.6%	437	7.6%	459	7.6%	482	7.6%	506	7.6%
Bad Debt	137	2.5%	144	2.5%	151	2.5%	158	2.5%	166	2.5%
Repair & Replacement	14	0.3%	14	0.3%	15	0.3%	16	0.3%	17	0.3%
Communications	27	0.5%	29	0.5%	30	0.5%	32	0.5%	33	0.5%
Outside Services	16	0.3%	17	0.3%	18	0.3%	19	0.3%	20	0.3%
Supplies	27	0.5%	29	0.5%	30	0.5%	32	0.5%	33	0.5%
Other	27	0.5%	29	0.5%	30	0.5%	32	0.5%	33	0.5%
TOTAL POKER EXPENSES	\$ 4,604	252.3%	\$ 4,835	252.3%	\$ 5,076	252.3%	\$ 5,330	252.3%	\$ 5,597	252.3%
DEPARTMENTAL OPERATING INCOME	\$ 871	15.9%	\$ 914	15.9%	\$ 960	15.9%	\$ 1,008	15.9%	\$ 1,058	15.9%

ASSUMPTIONS

Revenue

Number of Race Seats Games (Ea.)	100		100		100		100		100
Number of Sport Seats Games (Ea.)	100		100		100		100		100
Win Per Race Seat Per Day (\$)	\$ 50.00		\$ 52.50		\$ 55.13		\$ 57.88		\$ 60.78
Win Per Sport Seat Per Day (\$)	\$ 100.00		\$ 105.00		\$ 105.00		\$ 110.25		\$ 110.25
Days of Operation	365		365		365		365		365
Race Revenue Escalation			5.00%		5.00%		5.00%		5.00%
Sport Revenue Escalation			5.00%		5.00%		5.00%		5.00%

Payroll

Payroll - Overtime, Taxes & Benefit (% of Payroll)	50.00%		50.00%		50.00%		50.00%		50.00%
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A MAJOR DEVELOPMENT PROJECT
DIVISIONAL INCOME STATEMENT
HOTEL & ROOMS OPERATIONS
(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
ROOM REVENUE	\$ 235,973	100.0%	\$ 242,745	100.0%	\$ 249,715	100.0%	\$ 256,887	100.0%	\$ 264,268	100.0%
Standard Room	205,313	87.0%	211,472	87.1%	217,816	87.2%	224,351	87.3%	231,081	87.4%
Suites	30,660	13.0%	31,273	12.9%	31,899	12.8%	32,537	12.7%	33,187	12.6%
PAYROLL EXPENSES	\$ 49,082	20.8%	\$ 50,491	20.8%	\$ 51,941	20.8%	\$ 53,433	20.8%	\$ 54,968	20.8%
Department Payroll, Salary & Wages (% Hotel Revenue)										
Hotel Operations	4,012	1.7%	4,127	1.7%	4,245	1.7%	4,367	1.7%	4,493	1.7%
Housekeeping	20,058	8.5%	20,633	8.5%	21,226	8.5%	21,835	8.5%	22,463	8.5%
Bell & Door	2,360	1.0%	2,427	1.0%	2,497	1.0%	2,569	1.0%	2,643	1.0%
Reservations	2,360	1.0%	2,427	1.0%	2,497	1.0%	2,569	1.0%	2,643	1.0%
Group Reservations	472	0.2%	485	0.2%	499	0.2%	514	0.2%	529	0.2%
Hotel Sales	1,416	0.6%	1,456	0.6%	1,498	0.6%	1,541	0.6%	1,586	0.6%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	18,406	7.8%	18,934	7.8%	19,478	7.8%	20,037	7.8%	20,613	7.8%
COMPLIMENTARY EXPENSES	\$ 3,658	1.6%	\$ 3,763	1.6%	\$ 3,871	1.6%	\$ 3,982	1.6%	\$ 4,096	1.6%
Complimentary, Rooms	1,770	0.8%	1,821	0.8%	1,873	0.8%	1,927	0.8%	1,982	0.8%
Complimentary, Food	1,180	0.5%	1,214	0.5%	1,249	0.5%	1,284	0.5%	1,321	0.5%
Complimentary, Beverage	472	0.2%	485	0.2%	499	0.2%	514	0.2%	529	0.2%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	236	0.1%	243	0.1%	250	0.1%	257	0.1%	264	0.1%
PROMOTIONAL EXPENSES	\$ 1,652	0.7%	\$ 1,699	0.7%	\$ 1,748	0.7%	\$ 1,798	0.7%	\$ 1,850	0.7%
Special Events	236	0.1%	243	0.1%	250	0.1%	257	0.1%	264	0.1%
CE - Leased Inhouse Facilities	236	0.1%	243	0.1%	250	0.1%	257	0.1%	264	0.1%
Other Promotional Expenses	1,180	0.5%	1,214	0.5%	1,249	0.5%	1,284	0.5%	1,321	0.5%
OTHER EXPENSES	\$ 16,990	7.2%	\$ 17,478	7.2%	\$ 17,979	7.2%	\$ 18,496	7.2%	\$ 19,027	7.2%
Bad Debt	236	0.1%	243	0.1%	250	0.1%	257	0.1%	264	0.1%
Communications	944	0.4%	971	0.4%	999	0.4%	1,028	0.4%	1,057	0.4%
Credit Card Commissions	4,719	2.0%	4,855	2.0%	4,994	2.0%	5,138	2.0%	5,285	2.0%
Outside Services	708	0.3%	728	0.3%	749	0.3%	771	0.3%	793	0.3%
Repair & Replacements	472	0.2%	485	0.2%	499	0.2%	514	0.2%	529	0.2%
Supplies	4,719	2.0%	4,855	2.0%	4,994	2.0%	5,138	2.0%	5,285	2.0%
Travel Agent Commissions	2,360	1.0%	2,427	1.0%	2,497	1.0%	2,569	1.0%	2,643	1.0%
Uniforms & Laundry	236	0.1%	243	0.1%	250	0.1%	257	0.1%	264	0.1%
Commission, Other	2,360	1.0%	2,427	1.0%	2,497	1.0%	2,569	1.0%	2,643	1.0%
Other Expenses	472	0.2%	485	0.2%	499	0.2%	514	0.2%	529	0.2%
TOTAL EXPENSES	\$ 71,382	11.6%	\$ 73,430	11.6%	\$ 75,539	11.6%	\$ 77,708	11.6%	\$ 79,941	11.6%
DIVISIONAL OPERATING INCOME	\$ 164,591	69.8%	\$ 169,315	69.8%	\$ 174,176	69.8%	\$ 179,179	69.8%	\$ 184,327	69.8%

ASSUMPTIONS

Revenue

Standard Rooms

Number of Standard Rooms (Ea.)	2500	2500	2500	2500	2500
Standard Room ADR (\$/Day)	\$ 250.00	\$ 257.50	\$ 265.23	\$ 273.18	\$ 281.38
Standard Room Occupancy Rate (%/Day)	90.0%	90.0%	90.0%	90.0%	90.0%
Standard Room Revenue Escalation (As % Per Yr.)		3.00%	3.00%	3.00%	3.00%

Suites

Number of Suites (Ea.)	300	300	300	300	300
Suite ADR (\$/Day)	\$ 350.00	\$ 357.00	\$ 364.14	\$ 371.42	\$ 378.85
Suite Occupancy Rate (%/Day)	80.00%	80.00%	80.00%	80.00%	80.00%
Suite Revenue Escalation (As % Per Yr.)		2.00%	2.00%	2.00%	2.00%

Days of Operation (Days / Year)

Days of Operation (Days / Year)	365	365	365	365	365
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Payroll

Payroll - Overtime, Taxes & Benefit (% of Payroll)	60.00%	60.00%	60.00%	60.00%	60.00%
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A MAJOR DEVELOPMENT PROJECT
DIVISIONAL INCOME STATEMENT
FOOD & BEVERAGE OPERATIONS
(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 192,268	97.8%	\$ 203,026	97.9%	\$ 213,426	97.9%	\$ 224,370	98.0%	\$ 235,888	98.0%
Restaurants	148,334	77.1%	157,143	77.4%	165,504	77.5%	174,317	77.7%	183,606	77.8%
Beverage	35,013	18.2%	36,646	18.0%	38,356	18.0%	40,148	17.9%	42,024	17.8%
Convention	4,785	2.5%	4,977	2.5%	5,178	2.4%	5,387	2.4%	5,604	2.4%
Leased Food Outlets	4,136	2.2%	4,260	2.1%	4,388	2.1%	4,520	2.0%	4,655	2.0%
COST OF SALES	\$ 50,088	26.1%	\$ 52,954	26.1%	\$ 55,726	26.1%	\$ 58,644	26.1%	\$ 61,719	26.2%
Restaurants	44,583	23.2%	47,206	23.3%	49,724	23.3%	52,378	23.3%	55,176	23.4%
Beverage	4,558	2.4%	4,762	2.3%	4,976	2.3%	5,200	2.3%	5,434	2.3%
Convention	947	0.5%	986	0.5%	1,025	0.5%	1,067	0.5%	1,110	0.5%
Leased Food Outlets	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PAYROLL EXPENSES	\$ 74,828	29.9%	\$ 77,490	28.9%	\$ 80,249	28.1%	\$ 83,110	27.3%	\$ 86,077	26.5%
Restaurant Payroll, Salary & Wages	65,737	34.2%	68,145	33.6%	70,643	33.1%	73,236	32.6%	75,926	32.2%
Beverage Payroll, Salary & Wages	7,386	3.8%	7,601	3.7%	7,823	3.7%	8,050	3.6%	8,285	3.5%
Convention Payroll, Salary & Wages	1,225	0.6%	1,249	0.6%	1,274	0.6%	1,300	0.6%	1,326	0.6%
Divisional Payroll	10,767	5.6%	11,369	5.6%	11,952	5.6%	12,565	5.6%	13,210	5.6%
Allocated Expenses	(10,767)	-14.4%	(11,369)	-14.7%	(11,952)	-14.9%	(12,565)	-15.1%	(13,210)	-15.3%
Leased Food Outlets	480	0.6%	494	0.6%	509	0.6%	524	0.6%	540	0.6%
COMPLIMENTARY EXPENSES	\$ 1,871	1.0%	\$ 1,902	0.9%	\$ 1,934	0.9%	\$ 1,966	0.9%	\$ 1,999	0.8%
Restaurants	1,079	0.6%	1,102	0.5%	1,126	0.5%	1,150	0.5%	1,175	0.5%
Beverage	773	0.4%	781	0.4%	788	0.4%	796	0.4%	804	0.3%
Convention	19	0.0%	19	0.0%	20	0.0%	20	0.0%	20	0.0%
Divisional Operations	385	0.2%	406	0.2%	427	0.2%	449	0.2%	472	0.2%
Allocated Expenses	(385)	-0.2%	(406)	-0.2%	(427)	-0.2%	(449)	-0.2%	(472)	-0.2%
Leased Food Outlets	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Restaurants	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Beverage	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Convention	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Divisional Operations	769	0.4%	812	0.4%	854	0.4%	897	0.4%	944	0.4%
Allocated Expenses	(769)	-0.4%	(812)	-0.4%	(854)	-0.4%	(897)	-0.4%	(944)	-0.4%
Leased Food Outlets	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 21,049	10.7%	\$ 21,344	10.3%	\$ 21,645	9.9%	\$ 21,954	9.6%	\$ 22,269	9.3%
Restaurants	15,328	8.0%	15,595	7.7%	15,868	7.4%	16,147	7.2%	16,434	7.0%
Beverage	5,006	2.6%	5,034	2.5%	5,062	2.4%	5,091	2.3%	5,120	2.2%
Convention	301	0.2%	301	0.1%	301	0.1%	301	0.1%	301	0.1%
Divisional Operations	4,230	2.2%	4,467	2.2%	4,695	2.2%	4,936	2.2%	5,190	2.2%
Allocated Expenses	(4,230)	-2.2%	(4,467)	-2.2%	(4,695)	-2.2%	(4,936)	-2.2%	(5,190)	-2.2%
Leased Food Outlets	414	2.0%	414	1.9%	414	1.9%	414	1.9%	414	1.9%
MANAGEMENT FEES	\$ 1,616	0.8%	\$ 1,733	0.9%	\$ 1,858	0.9%	\$ 1,991	0.9%	\$ 2,132	0.9%
Restaurants	1,058	0.6%	1,139	0.6%	1,225	0.6%	1,317	0.6%	1,415	0.6%
Beverage	558	0.3%	595	0.3%	633	0.3%	674	0.3%	717	0.3%
Convention	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Leased Food Outlets	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL COSTS & EXPENSES	\$ 149,452	77.7%	\$ 155,423	76.6%	\$ 161,412	75.6%	\$ 167,665	74.7%	\$ 174,195	73.8%
DIVISIONAL OPERATING INCOME	\$ 42,816	22.3%	\$ 47,603	23.4%	\$ 52,014	24.4%	\$ 56,706	25.3%	\$ 61,693	26.2%

**A MAJOR DEVELOPMENT PROJECT
SUB-DIVISIONAL INCOME STATEMENT
RESTAURANT SUMMARY**

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 148,334	100.0%	\$ 157,143	100.0%	\$ 165,504	100.0%	\$ 174,317	100.0%	\$ 183,606	100.0%
24 Hour Dining	18,104	12%	19,897	13%	20,860	13%	21,869	13%	22,927	12%
Room Service	10,960	7%	11,481	7%	12,027	7%	12,599	7%	13,199	7%
Buffet	24,969	17%	26,207	17%	27,517	17%	28,893	17%	30,337	17%
Quick Serve	5,294	4%	5,506	4%	5,726	3%	5,955	3%	6,193	3%
Specialty Dining	22,229	15%	23,517	15%	24,881	15%	26,325	15%	27,852	15%
Gourmet Dining	58,268	39%	61,628	39%	65,184	39%	68,945	40%	72,925	40%
Starbucks Coffee	1,789	1%	1,860	1%	1,934	1%	2,012	1%	2,092	1%
Pool Grill	1,551	1%	1,629	1%	1,710	1%	1,796	1%	1,886	1%
Private Pool	5,182	3%	5,418	3%	5,665	3%	5,923	3%	6,194	3%
COST OF SALES	\$ 44,583	30.1%	\$ 47,206	30.0%	\$ 49,724	30.0%	\$ 52,378	30.0%	\$ 55,176	30.1%
24 Hour Dining	4,829	27%	5,310	27%	5,568	27%	5,839	27%	6,123	27%
Room Service	3,126	29%	3,276	29%	3,433	29%	3,598	29%	3,770	29%
Buffet	8,901	36%	9,346	36%	9,813	36%	10,304	36%	10,819	36%
Quick Serve	1,522	29%	1,583	29%	1,646	29%	1,712	29%	1,781	29%
Specialty Dining	6,669	30%	7,055	30%	7,464	30%	7,897	30%	8,356	30%
Gourmet Dining	17,480	30%	18,488	30%	19,555	30%	20,684	30%	21,878	30%
Starbucks Coffee	608	34%	632	34%	658	34%	684	34%	711	34%
Pool Grill	465	30%	489	30%	513	30%	539	30%	566	30%
Private Pool	983	19%	1,027	19%	1,074	19%	1,122	19%	1,173	19%
PAYROLL EXPENSE	\$ 65,737	44.3%	\$ 68,145	43.4%	\$ 70,643	42.7%	\$ 73,236	42.0%	\$ 75,926	41.4%
24 Hour Dining	10,862	60%	11,188	56%	11,524	55%	11,870	54%	12,226	53%
Room Service	7,014	64%	7,348	64%	7,697	64%	8,063	64%	8,447	64%
Buffet	11,181	45%	11,517	44%	11,862	43%	12,218	42%	12,585	41%
Quick Serve	2,118	40%	2,181	40%	2,247	39%	2,314	39%	2,383	38%
Specialty Dining	8,891	40%	9,247	39%	9,617	39%	10,002	38%	10,402	37%
Gourmet Dining	23,307	40%	24,239	39%	25,209	39%	26,217	38%	27,266	37%
Starbucks Coffee	357	20%	364	20%	372	19%	379	19%	387	18%
Pool Grill	621	40%	633	39%	646	38%	658	37%	672	36%
Private Pool	1,385	27%	1,427	26%	1,470	26%	1,514	26%	1,559	25%
COMPLIMENTARY EXPENSES	\$ 1,079	0.7%	\$ 1,102	0.7%	\$ 1,126	0.7%	\$ 1,150	0.7%	\$ 1,175	0.6%
24 Hour Dining	0	0%	0	0%	0	0%	0	0%	0	0%
Room Service	0	0%	0	0%	0	0%	0	0%	0	0%
Buffet	50	0%	50	0%	51	0%	51	0%	52	0%
Quick Serve	0	0%	0	0%	0	0%	0	0%	0	0%
Specialty Dining	511	2%	527	2%	542	2%	559	2%	575	2%
Gourmet Dining	233	0%	240	0%	247	0%	255	0%	262	0%
Starbucks Coffee	0	0%	0	0%	0	0%	0	0%	0	0%
Pool Grill	0	0%	0	0%	0	0%	0	0%	0	0%
Private Pool	285	6%	285	5%	285	5%	285	5%	285	5%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
24 Hour Dining	0	0%	0	0%	0	0%	0	0%	0	0%
Room Service	0	0%	0	0%	0	0%	0	0%	0	0%
Buffet	0	0%	0	0%	0	0%	0	0%	0	0%
Quick Serve	0	0%	0	0%	0	0%	0	0%	0	0%
Specialty Dining	0	0%	0	0%	0	0%	0	0%	0	0%
Gourmet Dining	0	0%	0	0%	0	0%	0	0%	0	0%
Starbucks Coffee	0	0%	0	0%	0	0%	0	0%	0	0%
Pool Grill	0	0%	0	0%	0	0%	0	0%	0	0%
Private Pool	0	0%	0	0%	0	0%	0	0%	0	0%

RESTAURANT SUMMARY

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
OTHER EXPENSES	\$ 15,328	10.3%	\$ 15,595	9.9%	\$ 15,868	9.6%	\$ 16,147	9.3%	\$ 16,434	9.0%
24 Hour Dining	1,267	7%	1,267	6%	1,267	6%	1,267	6%	1,267	6%
Room Service	751	7%	786	7%	824	7%	863	7%	904	7%
Buffet	1,298	5%	1,311	5%	1,324	5%	1,337	5%	1,351	4%
Quick Serve	304	6%	304	6%	304	5%	304	5%	304	5%
Specialty Dining	2,445	11%	2,494	11%	2,544	10%	2,595	10%	2,647	10%
Gourmet Dining	8,332	14%	8,499	14%	8,669	13%	8,842	13%	9,019	12%
Starbucks Coffee	125	7%	126	7%	128	7%	129	6%	130	6%
Pool Grill	152	3%	154	3%	155	3%	157	3%	158	3%
Private Pool	653	13%	653	12%	653	12%	653	11%	653	11%
TOTAL COSTS & EXPENSES	\$ 126,727	85.4%	\$ 132,048	84.0%	\$ 137,361	83.0%	\$ 142,911	82.0%	\$ 148,710	81.0%
GROSS OPERATING INCOME	\$ 21,607	14.6%	\$ 25,095	16.0%	\$ 28,143	17.0%	\$ 31,406	18.0%	\$ 34,896	19.0%
24 Hour Dining	1,145	6%	2,132	11%	2,500	12%	2,893	13%	3,311	14%
Room Service	69	1%	71	1%	73	1%	75	1%	77	1%
Buffet	3,529	14%	3,983	15%	4,467	16%	4,982	17%	5,531	18%
Quick Serve	1,350	26%	1,437	26%	1,529	27%	1,625	27%	1,725	28%
Specialty Dining	3,712	17%	4,194	18%	4,714	19%	5,272	20%	5,873	21%
Gourmet Dining	8,915	15%	10,161	16%	11,503	18%	12,947	19%	14,500	20%
Starbucks Coffee	698	0.39025	737	0.39611	777	0.40184	820	0.40744	864	0.41291
Pool Grill	313	20%	354	22%	397	23%	442	25%	490	26%
Private Pool	1,875	36%	2,026	37%	2,184	39%	2,350	40%	2,524	41%
MANAGEMENT FEES	\$ 1,058	0.7%	\$ 1,139	0.7%	\$ 1,225	0.7%	\$ 1,317	0.8%	\$ 1,415	0.8%
24 Hour Dining	0	0%	0	0%	0	0%	0	0%	0	0%
Room Service	0	0%	0	0%	0	0%	0	0%	0	0%
Buffet	0	0%	0	0%	0	0%	0	0%	0	0%
Quick Serve	0	0%	0	0%	0	0%	0	0%	0	0%
Specialty Dining	297	1%	319	1%	343	1%	369	1%	396	1%
Gourmet Dining	761	1%	820	1%	882	1%	948	1%	1,019	1%
Starbucks Coffee	0	0%	0	0%	0	0%	0	0%	0	0%
Pool Grill	0	0%	0	0%	0	0%	0	0%	0	0%
Private Pool	0	0%	0	0%	0	0%	0	0%	0	0%
DEPARTMENTAL OPERATING INCOME	\$ 20,549	13.9%	\$ 23,956	15.2%	\$ 26,918	16.3%	\$ 30,089	17.3%	\$ 33,480	18.2%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

24 Hour Dining

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 18,104	100.0%	\$ 19,897	100.0%	\$ 20,860	100.0%	\$ 21,869	100.0%	\$ 22,927	100.0%
Food	15,111	83.5%	16,660	83.7%	17,493	83.9%	18,368	84.0%	19,286	84.1%
Beverage	2,993	16.5%	3,237	16.3%	3,367	16.1%	3,501	16.0%	3,641	15.9%
COST OF SALES	\$ 4,829	26.7%	\$ 5,310	26.7%	\$ 5,568	26.7%	\$ 5,839	26.7%	\$ 6,123	26.7%
Food Cost	4,156	23.0%	4,581	23.0%	4,811	23.1%	5,051	23.1%	5,304	23.1%
Beverage Cost	673	3.7%	728	3.7%	758	3.6%	788	3.6%	819	3.6%
PAYROLL EXPENSE	\$ 10,862	60.0%	\$ 11,188	56.2%	\$ 11,524	55.2%	\$ 11,870	54.3%	\$ 12,226	53.3%
Department Payroll, Salary & Wages	7,242	40.0%	7,459	37.5%	7,683	36.8%	7,913	36.2%	8,150	35.5%
Payroll - Overtime, Taxes & Benefit	3,621	20.0%	3,729	18.7%	3,841	18.4%	3,957	18.1%	4,075	17.8%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 1,267	7.0%	\$ 1,267	7.0%	\$ 1,267	7.0%	\$ 1,267	7.0%	\$ 1,267	7.0%
Credit Card Commissions	362	2.0%	362	1.8%	362	1.7%	362	1.7%	362	1.6%
Outside Services	91	0.5%	91	0.5%	91	0.4%	91	0.4%	91	0.4%
Repair & Replacements	272	1.5%	272	1.4%	272	1.3%	272	1.2%	272	1.2%
Supplies	362	2.0%	362	1.8%	362	1.7%	362	1.7%	362	1.6%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	181	1.0%	181	0.9%	181	0.9%	181	0.8%	181	0.8%
Other Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL COSTS & EXPENSES	\$ 16,959	93.7%	\$ 17,765	89.3%	\$ 18,359	88.0%	\$ 18,976	86.8%	\$ 19,616	85.6%
GROSS OPERATING INCOME	\$ 1,145	6.3%	\$ 2,132	10.7%	\$ 2,500	12.0%	\$ 2,893	13.2%	\$ 3,311	14.4%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 1,145	6.3%	\$ 2,132	10.7%	\$ 2,500	12.0%	\$ 2,893	13.2%	\$ 3,311	14.4%

ASSUMPTIONS:

Revenue

Day

Number of Seats (ea.)	400	400	400	400	400
Average Food Check (\$)	\$ 23.00	\$ 24.15	\$ 25.36	\$ 26.63	\$ 27.96
Average Beverage Check (\$)	\$ 3.00	\$ 3.12	\$ 3.24	\$ 3.37	\$ 3.51
Seat Turns (X / shift)	1.5	1.5	1.5	1.5	1.5
Days of Operation (per year)	365	365	365	365	365

Swing

Number of Seats (ea.)	400	400	400	400	400
Average Food Check (\$)	\$ 23.00	\$ 24.15	\$ 25.36	\$ 26.63	\$ 27.96
Average Beverage Check (\$)	\$ 3.00	\$ 3.12	\$ 3.24	\$ 3.37	\$ 3.51
Seat Turns (X / shift)	2.0	2.0	2.0	2.0	2.0
Days of Operation (per year)	365	365	365	365	365

Grave

Number of Seats (ea.)	400	400	400	400	400
Average Food Check (\$)	\$ 23.00	\$ 24.15	\$ 25.36	\$ 26.63	\$ 27.96
Average Beverage Check (\$)	\$ 10.00	\$ 10.40	\$ 10.82	\$ 11.25	\$ 11.70
Seat Turns (X / shift)	1.0	1.0	1.0	1.0	1.0
Days of Operation (per year)	365	365	365	365	365

Costs

Food Cost (% of food revenue)	27.50%	27.50%	27.50%	27.50%	27.50%
Beverage Cost (% of beverage revenue)	22.50%	22.50%	22.50%	22.50%	22.50%

Expenses

Food Check Escalation (% per year)		5.00%	5.00%	5.00%	5.00%
Beverage Check Escalation (% per year)		4.00%	4.00%	4.00%	4.00%
Payroll Expense Escalation (% payroll)		3.00%	3.00%	3.00%	3.00%
Complimentary Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Promotional Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Other Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Mgt. Fee Revenue (% of total revenue)	0.00%	0.00%	0.00%	0.00%	0.00%
Mgt. Fee Profit (% of gross profit)	0.00%	0.00%	0.00%	0.00%	0.00%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Room Service

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 10,960	100.0%	\$ 11,481	100.0%	\$ 12,027	100.0%	\$ 12,599	100.0%	\$ 13,199	100.0%
Food	8,261	75.4%	8,674	75.6%	9,108	75.7%	9,563	75.9%	10,042	76.1%
Beverage	2,699	24.6%	2,807	24.4%	2,919	24.3%	3,036	24.1%	3,157	23.9%
COST OF SALES	\$ 3,126	28.5%	\$ 3,276	28.5%	\$ 3,433	28.5%	\$ 3,598	28.6%	\$ 3,770	28.6%
Food Cost	2,478	22.6%	2,602	22.7%	2,732	22.7%	2,869	22.8%	3,012	22.8%
Beverage Cost	648	5.9%	674	5.9%	701	5.8%	729	5.8%	758	5.7%
PAYROLL EXPENSE	\$ 7,014	64.0%	\$ 7,348	64.0%	\$ 7,697	64.0%	\$ 8,063	64.0%	\$ 8,447	64.0%
Department Payroll, Salary & Wages (% Rever	4,384	40.0%	4,592	40.0%	4,811	40.0%	5,040	40.0%	5,279	40.0%
Payroll - Overtime, Taxes & Benefit (% of Payrc	2,630	24.0%	2,755	24.0%	2,886	24.0%	3,024	24.0%	3,168	24.0%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 751	6.9%	\$ 786	7.2%	\$ 824	7.5%	\$ 863	7.9%	\$ 904	8.2%
Credit Card Commissions	110	1.0%	115	1.0%	120	1.0%	126	1.0%	132	1.0%
Outside Services	11	0.1%	11	0.1%	12	0.1%	13	0.1%	13	0.1%
Repair & Replacements	55	0.5%	57	0.5%	60	0.5%	63	0.5%	66	0.5%
Supplies	384	3.5%	402	3.5%	421	3.5%	441	3.5%	462	3.5%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	27	0.3%	29	0.3%	30	0.3%	31	0.3%	33	0.3%
Other Expenses	164	1.5%	172	1.5%	180	1.5%	189	1.5%	198	1.5%
TOTAL COSTS & EXPENSES	\$ 10,891	99.4%	\$ 11,410	99.4%	\$ 11,954	99.4%	\$ 12,524	99.4%	\$ 13,121	99.4%
GROSS OPERATING INCOME	\$ 69	0.6%	\$ 71	0.6%	\$ 73	0.6%	\$ 75	0.6%	\$ 77	0.6%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

OPERATING INCOME	\$ 69	0.6%	\$ 71	0.6%	\$ 73	0.6%	\$ 75	0.6%	\$ 77	0.6%
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ASSUMPTIONS:

Hotel Cover Calculations

Total Number of Rooms	2,800		2,800		2,800		2,800		2,800	
Number of Occupied Rooms (Ea./Day)										
Standard	2,250		2,250		2,250		2,250		2,250	
Suites	240		240		240		240		240	
Avg. Number of People Per Room Per Day (Ea.)										
Standard	1.8		1.8		1.8		1.8		1.8	
Suites	3.0		3.0		3.0		3.0		3.0	
Total Guests Per Day (ea.)	4,770		4,770		4,770		4,770		4,770	

Revenue

Day

Average Food Check	\$ 19.95		\$ 20.95		\$ 21.99		\$ 23.09		\$ 24.25	
Average Beverage Check	\$ 8.00		\$ 8.32		\$ 8.65		\$ 9.00		\$ 9.36	
Capture Rate (% occupied rooms)	10.00%		10.00%		10.00%		10.00%		10.00%	
Days of Operation (Per Yr.)	365		365		365		365		365	
Daily Covers	477		477		477		477		477	

Swing

Average Food Check	\$ 25.00		\$ 26.25		\$ 27.56		\$ 28.94		\$ 30.39	
Average Beverage Check	\$ 5.00		\$ 5.20		\$ 5.41		\$ 5.62		\$ 5.85	
Capture Rate (% occupied rooms)	5.00%		5.00%		5.00%		5.00%		5.00%	
Days of Operation (Per Yr.)	365		365		365		365		365	
Daily Covers	239		239		239		239		239	

Grave

Average Food Check	\$ 15.00		\$ 15.75		\$ 16.54		\$ 17.36		\$ 18.23	
Average Beverage Check	\$ 5.00		\$ 5.20		\$ 5.41		\$ 5.62		\$ 5.85	
Capture Rate (% occupied rooms)	10.00%		10.00%		10.00%		10.00%		10.00%	
Days of Operation (Per Yr.)	365		365		365		365		365	
Daily Covers	477		477		477		477		477	

Costs

Food Cost (% of food revenue)	30.00%		30.00%		30.00%		30.00%		30.00%	
Beverage Cost (% of beverage revenue)	24.00%		24.00%		24.00%		24.00%		24.00%	

Room Service

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
Expenses										
Food Check Escalation (% per year)			5.00%		5.00%		5.00%		5.00%	
Beverage Check Escalation (% per year)			4.00%		4.00%		4.00%		4.00%	
Mgt. Fee Revenue (% of total revenue)	0.00%		0.00%		0.00%		0.00%		0.00%	
Mgt. Fee Profit (% of gross profit)	0.00%		0.00%		0.00%		0.00%		0.00%	

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
Buffet**

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 24,959	100.0%	\$ 26,207	100.0%	\$ 27,517	100.0%	\$ 28,893	100.0%	\$ 30,337	100.0%
Food	21,068	84.4%	22,121	84.4%	23,227	84.4%	24,389	84.4%	25,608	84.4%
Beverage	3,891	15.6%	4,085	15.6%	4,290	15.6%	4,504	15.6%	4,729	15.6%
COST OF SALES	\$ 8,901	35.7%	\$ 9,346	35.7%	\$ 9,813	35.7%	\$ 10,304	35.7%	\$ 10,819	35.7%
Food Cost	8,006	32.1%	8,406	32.1%	8,826	32.1%	9,268	32.1%	9,731	32.1%
Beverage Cost	895	3.6%	940	3.6%	987	3.6%	1,036	3.6%	1,088	3.6%
PAYROLL EXPENSE	\$ 11,181	44.8%	\$ 11,517	43.9%	\$ 11,862	43.1%	\$ 12,218	42.3%	\$ 12,585	41.5%
Department Payroll, Salary & Wages	7,987	32.0%	8,226	31.4%	8,473	30.8%	8,727	30.2%	8,989	29.6%
Payroll - Overtime, Taxes & Benefit	3,195	12.8%	3,291	12.6%	3,389	12.3%	3,491	12.1%	3,596	11.9%
COMPLIMENTARY EXPENSES	\$ 50	0.2%	\$ 50	0.2%	\$ 51	0.2%	\$ 51	0.2%	\$ 52	0.2%
Complimentary, Food	25	0.1%	25	0.1%	25	0.1%	26	0.1%	26	0.1%
Complimentary, Beverage	25	0.1%	25	0.1%	25	0.1%	26	0.1%	26	0.1%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 1,298	5.2%	\$ 1,311	5.3%	\$ 1,324	5.3%	\$ 1,337	5.4%	\$ 1,351	5.4%
Credit Card Commissions	499	2.0%	504	1.9%	509	1.9%	514	1.8%	519	1.7%
Outside Services	250	1.0%	252	1.0%	255	0.9%	257	0.9%	260	0.9%
Repair & Replacements	100	0.4%	101	0.4%	102	0.4%	103	0.4%	104	0.3%
Supplies	374	1.5%	378	1.4%	382	1.4%	386	1.3%	390	1.3%
Uniforms & Laundry	50	0.2%	50	0.2%	51	0.2%	51	0.2%	52	0.2%
Other Expenses	25	0.1%	25	0.1%	25	0.1%	26	0.1%	26	0.1%
TOTAL COSTS & EXPENSES	\$ 21,430	85.9%	\$ 22,224	84.8%	\$ 23,050	83.8%	\$ 23,911	82.8%	\$ 24,806	81.8%
GROSS OPERATING INCOME	\$ 3,529	14.1%	\$ 3,983	15.2%	\$ 4,467	16.2%	\$ 4,982	17.2%	\$ 5,531	18.2%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 3,529	14.1%	\$ 3,983	15.2%	\$ 4,467	16.2%	\$ 4,982	17.2%	\$ 5,531	18.2%

ASSUMPTIONS:

Revenue

Day

Number of Seats (ea.)	520	520	520	520	520
Average Food Check (\$)	\$ 26.00	\$ 27.30	\$ 28.67	\$ 30.10	\$ 31.60
Average Beverage Check (\$)	\$ 3.00	\$ 3.15	\$ 3.31	\$ 3.47	\$ 3.65
Seat Turns (X / shift)	1.5	1.5	1.5	1.5	1.5
Days of Operation (per year)	365	365	365	365	365

Swing

Number of Seats (ea.)	520	520	520	520	520
Average Food Check (\$)	\$ 24.00	\$ 25.20	\$ 26.46	\$ 27.78	\$ 29.17
Average Beverage Check (\$)	\$ 3.00	\$ 3.15	\$ 3.31	\$ 3.47	\$ 3.65
Seat Turns (X / shift)	2.0	2.0	2.0	2.0	2.0
Days of Operation (per year)	365	365	365	365	365

Grave

Number of Seats (ea.)	520	520	520	520	520
Average Food Check (\$)	\$ 24.00	\$ 25.20	\$ 26.46	\$ 27.78	\$ 29.17
Average Beverage Check (\$)	\$ 10.00	\$ 10.50	\$ 11.03	\$ 11.58	\$ 12.16
Seat Turns (X / shift)	1.0	1.0	1.0	1.0	1.0
Days of Operation (per year)	365	365	365	365	365

Costs

Food Cost (% of food revenue)	38.00%	38.00%	38.00%	38.00%	38.00%
Beverage Cost (% of beverage revenue)	23.00%	23.00%	23.00%	23.00%	23.00%

Expenses

Food Check Escalation (% per year)		5.00%	5.00%	5.00%	5.00%
Beverage Check Escalation (% per year)		5.00%	5.00%	5.00%	5.00%
Payroll Expense Escalation (% payroll)		3.00%	3.00%	3.00%	3.00%
Complimentary Expense Escalation (% per year)		1.00%	1.00%	1.00%	1.00%
Promotional Expense Escalation (% per year)		1.00%	1.00%	1.00%	1.00%
Other Expense Escalation (% per year)		1.00%	1.00%	1.00%	1.00%
Mgt. Fee Revenue (% of total revenue)	0.00%	0.00%	0.00%	0.00%	0.00%
Mgt. Fee Profit (% of gross profit)	0.00%	0.00%	0.00%	0.00%	0.00%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Quick Serve

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 5,294	100.0%	\$ 5,506	100.0%	\$ 5,726	100.0%	\$ 5,955	100.0%	\$ 6,193	100.0%
Food	3,970	75.0%	4,129	75.0%	4,294	75.0%	4,466	75.0%	4,645	75.0%
Beverage	1,323	25.0%	1,376	25.0%	1,431	25.0%	1,489	25.0%	1,548	25.0%
COST OF SALES	\$ 1,522	28.8%	\$ 1,583	28.7%	\$ 1,646	28.7%	\$ 1,712	28.8%	\$ 1,781	28.8%
Food Cost	1,191	22.5%	1,239	22.5%	1,288	22.5%	1,340	22.5%	1,393	22.5%
Beverage Cost	331	6.3%	344	6.3%	358	6.3%	372	6.2%	387	6.3%
PAYROLL EXPENSE	\$ 2,118	40.0%	\$ 2,181	39.6%	\$ 2,247	39.2%	\$ 2,314	38.9%	\$ 2,383	38.5%
Department Payroll, Salary & Wages (% Reve	1,323	25.0%	1,363	24.8%	1,404	24.5%	1,446	24.3%	1,490	24.1%
Payroll - Overtime, Taxes & Benefit (% of Payr	794	15.0%	818	14.9%	842	14.7%	868	14.6%	894	14.4%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 304	5.8%	\$ 304	5.8%	\$ 304	5.8%	\$ 304	5.8%	\$ 304	5.8%
Credit Card Commissions	106	2.0%	106	1.9%	106	1.8%	106	1.8%	106	1.7%
Outside Services	53	1.0%	53	1.0%	53	0.9%	53	0.9%	53	0.9%
Repair & Replacements	26	0.5%	26	0.5%	26	0.5%	26	0.4%	26	0.4%
Supplies	79	1.5%	79	1.4%	79	1.4%	79	1.3%	79	1.3%
Uniforms & Laundry	13	0.3%	13	0.2%	13	0.2%	13	0.2%	13	0.2%
Other Expenses	26	0.5%	26	0.5%	26	0.5%	26	0.4%	26	0.4%
TOTAL COSTS & EXPENSES	\$ 3,944	74.5%	\$ 4,068	73.9%	\$ 4,197	73.3%	\$ 4,330	72.7%	\$ 4,468	72.1%
GROSS OPERATING INCOME	\$ 1,350	25.5%	\$ 1,437	26.1%	\$ 1,529	26.7%	\$ 1,625	27.3%	\$ 1,725	27.9%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 1,350	25.5%	\$ 1,437	26.1%	\$ 1,529	26.7%	\$ 1,625	27.3%	\$ 1,725	27.9%

ASSUMPTIONS:

Number of Venues	4	4	4	4	4
Revenue					
Day					
Number of Seats (ea.)	148	148	148	148	148
Average Food Check (\$)	\$ 12.00	\$ 12.48	\$ 12.98	\$ 13.50	\$ 14.04
Average Beverage Check (\$)	\$ 4.00	\$ 4.16	\$ 4.33	\$ 4.50	\$ 4.68
Seat Turns (X / shift)	2.0	2.0	2.0	2.0	2.0
Days of Operation (per year)	365	365	365	365	365
Swing					
Number of Seats (ea.)	148	148	148	148	148
Average Food Check (\$)	\$ 15.00	\$ 15.60	\$ 16.22	\$ 16.87	\$ 17.55
Average Beverage Check (\$)	\$ 5.00	\$ 5.20	\$ 5.41	\$ 5.62	\$ 5.85
Seat Turns (X / shift)	2.5	2.5	2.5	2.5	2.5
Days of Operation (per year)	365	365	365	365	365
Grave					
Number of Seats (ea.)	148	148	148	148	148
Average Food Check (\$)	\$ 12.00	\$ 12.48	\$ 12.98	\$ 13.50	\$ 14.04
Average Beverage Check (\$)	\$ 4.00	\$ 4.16	\$ 4.33	\$ 4.50	\$ 4.68
Seat Turns (X / shift)	1.0	1.0	1.0	1.0	1.0
Days of Operation (per year)	365	365	365	365	365
Costs					
Food Cost (% of food revenue)	30.00%	30.00%	30.00%	30.00%	30.00%
Beverage Cost (% of beverage revenue)	25.00%	25.00%	25.00%	25.00%	25.00%
Expenses					
Food Check Escalation (% per year)		4.00%	4.00%	4.00%	4.00%
Beverage Check Escalation (% per year)		4.00%	4.00%	4.00%	4.00%
Payroll Expense Escalation (% payroll)		3.00%	3.00%	3.00%	3.00%
Complimentary Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Promotional Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Other Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Mgt. Fee Revenue (% of total revenue)	0.00%	0.00%	0.00%	0.00%	0.00%
Mgt. Fee Profit (% of gross profit)	0.00%	0.00%	0.00%	0.00%	0.00%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
Specialty Dining**

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 22,229	100.0%	\$ 23,517	100.0%	\$ 24,881	100.0%	\$ 26,325	100.0%	\$ 27,852	100.0%
Food	17,739	79.8%	18,803	80.0%	19,932	80.1%	21,127	80.3%	22,395	80.4%
Beverage	4,490	20.2%	4,714	20.0%	4,950	19.9%	5,197	19.7%	5,457	19.6%
COST OF SALES	\$ 6,669	30.0%	\$ 7,055	30.0%	\$ 7,464	30.0%	\$ 7,897	30.0%	\$ 8,356	30.0%
Food Cost	5,322	23.9%	5,641	24.0%	5,979	24.0%	6,338	24.1%	6,719	24.1%
Beverage Cost	1,347	6.1%	1,414	6.0%	1,485	6.0%	1,559	5.9%	1,637	5.9%
PAYROLL EXPENSE	\$ 8,891	40.0%	\$ 9,247	39.3%	\$ 9,617	38.7%	\$ 10,002	38.0%	\$ 10,402	37.3%
Department Payroll, Salary & Wages	5,557	25.0%	5,779	24.6%	6,011	24.2%	6,251	23.7%	6,501	23.3%
Payroll - Overtime, Taxes & Benefit	3,334	15.0%	3,468	14.7%	3,606	14.5%	3,751	14.2%	3,901	14.0%
COMPLIMENTARY EXPENSES	\$ 511	2.3%	\$ 527	2.2%	\$ 542	2.2%	\$ 559	2.1%	\$ 575	2.1%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 2,445	11.0%	\$ 2,494	11.2%	\$ 2,544	11.4%	\$ 2,595	11.7%	\$ 2,647	11.9%
Credit Card Commissions	445	2.0%	453	1.9%	463	1.9%	472	1.8%	481	1.7%
Outside Services	667	3.0%	680	2.9%	694	2.8%	708	2.7%	722	2.6%
Repair & Replacements	222	1.0%	227	1.0%	231	0.9%	236	0.9%	241	0.9%
Supplies	445	2.0%	453	1.9%	463	1.9%	472	1.8%	481	1.7%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	222	1.0%	227	1.0%	231	0.9%	236	0.9%	241	0.9%
Other Expenses	445	2.0%	453	1.9%	463	1.9%	472	1.8%	481	1.7%
TOTAL COSTS & EXPENSES	\$ 18,516	83.3%	\$ 19,323	82.2%	\$ 20,168	81.1%	\$ 21,052	80.0%	\$ 21,979	78.9%
GROSS OPERATING INCOME	\$ 3,712	16.7%	\$ 4,194	17.8%	\$ 4,714	18.9%	\$ 5,272	20.0%	\$ 5,873	21.1%
MANAGEMENT FEES	\$ 297	1.7%	\$ 319	1.7%	\$ 343	1.7%	\$ 369	1.7%	\$ 396	1.8%
Revenue	\$222	1.0%	\$235	1.0%	\$249	1.0%	\$263	1.0%	\$279	1.0%
Profit	74	2.0%	84	2.0%	94	2.0%	105	2.0%	117	2.0%
OPERATING INCOME	\$ 3,416	15.4%	\$ 3,875	16.5%	\$ 4,371	17.6%	\$ 4,903	18.6%	\$ 5,477	19.7%

ASSUMPTIONS:

Revenue

Day

Number of Seats (ea.)	600	600	600	600	600
Average Food Check (\$)	\$ 10.00	\$ 10.60	\$ 11.24	\$ 11.91	\$ 12.62
Average Beverage Check (\$)	\$ 3.00	\$ 3.15	\$ 3.31	\$ 3.47	\$ 3.65
Seat Turns (X / shift)	1.5	1.5	1.5	1.5	1.5
Days of Operation (per year)	365	365	365	365	365

Swing

Number of Seats (ea.)	600	600	600	600	600
Average Food Check (\$)	\$ 18.00	\$ 19.08	\$ 20.22	\$ 21.44	\$ 22.72
Average Beverage Check (\$)	\$ 3.00	\$ 3.15	\$ 3.31	\$ 3.47	\$ 3.65
Seat Turns (X / shift)	2.0	2.0	2.0	2.0	2.0
Days of Operation (per year)	365	365	365	365	365

Grave

Number of Seats (ea.)	600	600	600	600	600
Average Food Check (\$)	\$ 30.00	\$ 31.80	\$ 33.71	\$ 35.73	\$ 37.87
Average Beverage Check (\$)	\$ 10.00	\$ 10.50	\$ 11.03	\$ 11.58	\$ 12.16
Seat Turns (X / shift)	1.0	1.0	1.0	1.0	1.0
Days of Operation (per year)	365	365	365	365	365

Costs

Food Cost (% of food revenue)	30.00%	30.00%	30.00%	30.00%	30.00%
Beverage Cost (% of beverage revenue)	30.00%	30.00%	30.00%	30.00%	30.00%

Expenses

Food Check Escalation (% per year)		6.00%	6.00%	6.00%	6.00%
Beverage Check Escalation (% per year)		5.00%	5.00%	5.00%	5.00%
Payroll Expense Escalation (% payroll)		4.00%	4.00%	4.00%	4.00%
Complimentary Expense Escalation (% per year)		3.00%	3.00%	3.00%	3.00%
Promotional Expense Escalation (% per year)		1.00%	1.00%	1.00%	1.00%
Other Expense Escalation (% per year)		2.00%	2.00%	2.00%	2.00%
Mgt. Fee Revenue (% of total revenue)	1.00%	1.00%	1.00%	1.00%	1.00%
Mgt. Fee Profit (% of gross profit)	2.00%	2.00%	2.00%	2.00%	2.00%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Gourmet Dining

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 58,268	100.0%	\$ 61,628	100.0%	\$ 65,184	100.0%	\$ 68,945	100.0%	\$ 72,925	100.0%
Food	44,717	76.7%	47,400	76.9%	50,244	77.1%	53,259	77.2%	56,454	77.4%
Beverage	13,551	23.3%	14,228	23.1%	14,940	22.9%	15,687	22.8%	16,471	22.6%
COST OF SALES	\$ 17,480	30.0%	\$ 18,488	30.0%	\$ 19,555	30.0%	\$ 20,684	30.0%	\$ 21,878	30.0%
Food Cost	13,415	23.0%	14,220	23.1%	15,073	23.1%	15,978	23.2%	16,936	23.2%
Beverage Cost	4,065	7.0%	4,268	6.9%	4,482	6.9%	4,706	6.8%	4,941	6.8%
PAYROLL EXPENSE	\$ 23,307	40.0%	\$ 24,239	39.3%	\$ 25,209	38.7%	\$ 26,217	38.0%	\$ 27,266	37.4%
Department Payroll, Salary & Wages (% Rever	14,567	25.0%	15,150	24.6%	15,756	24.2%	16,386	23.8%	17,041	23.4%
Payroll - Overtime, Taxes & Benefit (% of Payrc	8,740	15.0%	9,090	14.7%	9,453	14.5%	9,831	14.3%	10,225	14.0%
COMPLIMENTARY EXPENSES	\$ 233	0.4%	\$ 240	0.4%	\$ 247	0.4%	\$ 255	0.4%	\$ 262	0.4%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 8,332	14.3%	\$ 8,499	14.6%	\$ 8,669	14.9%	\$ 8,842	15.2%	\$ 9,019	15.5%
Credit Card Commissions	1,165	2.0%	1,189	1.9%	1,212	1.9%	1,237	1.8%	1,261	1.7%
Outside Services	1,165	2.0%	1,189	1.9%	1,212	1.9%	1,237	1.8%	1,261	1.7%
Repair & Replacements	2,913	5.0%	2,972	4.8%	3,031	4.7%	3,092	4.5%	3,154	4.3%
Supplies	2,331	4.0%	2,377	3.9%	2,425	3.7%	2,473	3.6%	2,523	3.5%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	583	1.0%	594	1.0%	606	0.9%	618	0.9%	631	0.9%
Other Expenses	175	0.3%	178	0.3%	182	0.3%	186	0.3%	189	0.3%
TOTAL COSTS & EXPENSES	\$ 49,353	84.7%	\$ 51,467	83.5%	\$ 53,680	82.4%	\$ 55,998	81.2%	\$ 58,425	80.1%
GROSS OPERATING INCOME	\$ 8,915	15.3%	\$ 10,161	16.5%	\$ 11,503	17.6%	\$ 12,947	18.8%	\$ 14,500	19.9%
MANAGEMENT FEES	\$ 761	1.7%	\$ 820	1.3%	\$ 882	1.4%	\$ 948	1.4%	\$ 1,019	1.4%
Revenue	\$583	1.0%	\$616	1.0%	\$652	1.0%	\$689	1.0%	\$729	1.0%
Profit	178	2.0%	203	2.0%	230	2.0%	259	2.0%	290	2.0%
OPERATING INCOME	\$ 8,154	14.0%	\$ 9,342	15.2%	\$ 10,622	16.3%	\$ 11,999	17.4%	\$ 13,481	18.5%

ASSUMPTIONS:

Revenue

Day

Number of Seats (ea.)	495	495	495	495	495
Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Seat Turns (X / shift)	0.0	0.0	0.0	0.0	0.0
Days of Operation (per year)	365	365	365	365	365

Swing

Number of Seats (ea.)	495	495	495	495	495
Average Food Check (\$)	\$ 165.00	\$ 174.90	\$ 185.39	\$ 196.52	\$ 208.31
Average Beverage Check (\$)	\$ 50.00	\$ 52.50	\$ 55.13	\$ 57.88	\$ 60.78
Seat Turns (X / shift)	1.5	1.5	1.5	1.5	1.5
Days of Operation (per year)	365	365	365	365	365

Grave

Number of Seats (ea.)	495	495	495	495	495
Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Seat Turns (X / shift)	0.0	0.0	0.0	0.0	0.0
Days of Operation (per year)	365	365	365	365	365

Costs

Food Cost (% of food revenue)	30.00%	30.00%	30.00%	30.00%	30.00%
Beverage Cost (% of beverage revenue)	30.00%	30.00%	30.00%	30.00%	30.00%

Expenses

Food Check Escalation (% per year)		6.00%	6.00%	6.00%	6.00%
Beverage Check Escalation (% per year)		5.00%	5.00%	5.00%	5.00%
Payroll Expense Escalation (% payroll)		4.00%	4.00%	4.00%	4.00%
Complimentary Expense Escalation (% per year)		3.00%	3.00%	3.00%	3.00%
Promotional Expense Escalation (% per year)		1.00%	1.00%	1.00%	1.00%
Other Expense Escalation (% per year)		2.00%	2.00%	2.00%	2.00%
Mgt. Fee Revenue (% of total revenue)	1.00%	1.00%	1.00%	1.00%	1.00%
Mgt. Fee Profit (% of gross profit)	2.00%	2.00%	2.00%	2.00%	2.00%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Starbucks Coffee

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 1,789	100.0%	\$ 1,860	100.0%	\$ 1,934	104.0%	\$ 2,012	108.2%	\$ 2,092	112.5%
Food	1,789	100.0%	1,860	100.0%	1,934	104.0%	2,012	108.2%	2,092	112.5%
COST OF SALES	\$ 608	34.0%	\$ 632	34.0%	\$ 658	34.0%	\$ 684	34.0%	\$ 711	34.0%
Food Cost	608	34.0%	632	34.0%	658	35.4%	684	36.8%	711	38.2%
PAYROLL EXPENSE	\$ 357	20.0%	\$ 364	19.6%	\$ 372	19.2%	\$ 379	18.8%	\$ 387	18.5%
Department Payroll, Salary & Wages	250	14.0%	255	13.7%	261	13.5%	266	13.2%	271	13.0%
Payroll - Overtime, Taxes & Benefit	107	6.0%	109	5.9%	111	5.7%	113	5.6%	116	5.5%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 125	7.0%	\$ 126	7.1%	\$ 128	7.1%	\$ 129	7.2%	\$ 130	7.3%
Credit Card Commissions	36	2.0%	36	1.9%	36	1.9%	37	1.8%	37	1.8%
Outside Services	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%
Repair & Replacements	4	0.2%	4	0.2%	4	0.2%	4	0.2%	4	0.2%
Supplies	80	4.5%	81	4.4%	82	4.2%	83	4.1%	84	4.0%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%
Other Expenses	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%
TOTAL COSTS & EXPENSES	\$ 1,091	61.0%	\$ 1,123	60.4%	\$ 1,157	59.8%	\$ 1,192	59.3%	\$ 1,228	58.7%
GROSS OPERATING INCOME	\$ 698	39.0%	\$ 737	39.6%	\$ 777	40.2%	\$ 820	40.7%	\$ 864	41.3%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 698	39.0%	\$ 737	39.6%	\$ 777	40.2%	\$ 820	40.7%	\$ 864	41.3%

ASSUMPTIONS:

Soft Seating	14	14	14	14	14
Table Seating	36	36	36	36	36
Total Seating	50	50	50	50	50

Revenue

Day

Average Food Check (\$)	\$ 8.00	\$ 8.32	\$ 8.65	\$ 9.00	\$ 9.36
Seat Turns (X / shift)	6	6	6	6	6
Days of Operation (per year)	365	365	365	365	365

Swing

Average Food Check (\$)	\$ 10.00	\$ 10.40	\$ 10.82	\$ 11.25	\$ 11.70
Seat Turns (X / shift)	5	5	5	5	5
Days of Operation (per year)	365	365	365	365	365

Grave

Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Seat Turns (X / shift)	0	0	0	0	0
Days of Operation (per year)	365	365	365	365	365

Costs

Food Cost (% of food revenue)	34.00%	34.00%	34.00%	34.00%	34.00%
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Expenses

Food Check Escalation (% per year)		4.00%	4.00%	4.00%	4.00%
Payroll Expense Escalation (% payroll)		2.00%	2.00%	2.00%	2.00%
Complimentary Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Promotional Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Other Expense Escalation (% per year)		1.00%	1.00%	1.00%	1.00%
Mgt. Fee Revenue (% of total revenue)	0.00%	0.00%	0.00%	0.00%	0.00%
Mgt. Fee Profit (% of gross profit)	0.00%	0.00%	0.00%	0.00%	0.00%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
Pool Grill**

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 1,551	100.0%	\$ 1,629	100.0%	\$ 1,710	100.0%	\$ 1,796	100.0%	\$ 1,886	100.0%
Food	1,241	80.0%	1,303	80.0%	1,368	80.0%	1,437	80.0%	1,508	80.0%
Beverage	310	20.0%	326	20.0%	342	20.0%	359	20.0%	377	20.0%
COST OF SALES	\$ 465	30.0%	\$ 489	30.0%	\$ 513	30.0%	\$ 539	30.0%	\$ 566	30.0%
Food Cost	372	24.0%	391	24.0%	410	24.0%	431	24.0%	453	24.0%
Beverage Cost	93	6.0%	98	6.0%	103	6.0%	108	6.0%	113	6.0%
PAYROLL EXPENSE	\$ 621	40.0%	\$ 633	38.9%	\$ 646	37.7%	\$ 658	36.7%	\$ 672	35.6%
Department Payroll, Salary & Wages (% Reve	388	25.0%	396	24.3%	403	23.6%	412	22.9%	420	22.3%
Payroll - Overtime, Taxes & Benefit (% of Payr	233	15.0%	237	14.6%	242	14.2%	247	13.8%	252	13.4%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 152	9.8%	\$ 154	9.9%	\$ 155	10.0%	\$ 157	10.1%	\$ 158	10.2%
Credit Card Commissions	31	2.0%	31	1.9%	32	1.9%	32	1.8%	32	1.7%
Outside Services	31	2.0%	31	1.9%	32	1.9%	32	1.8%	32	1.7%
Repair & Replacements	47	3.0%	47	2.9%	47	2.8%	48	2.7%	48	2.6%
Supplies	31	2.0%	31	1.9%	32	1.9%	32	1.8%	32	1.7%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	8	0.5%	8	0.5%	8	0.5%	8	0.4%	8	0.4%
Other Expenses	5	0.3%	5	0.3%	5	0.3%	5	0.3%	5	0.3%
TOTAL COSTS & EXPENSES	\$ 1,238	79.8%	\$ 1,275	78.3%	\$ 1,314	76.8%	\$ 1,354	75.4%	\$ 1,396	74.0%
GROSS OPERATING INCOME	\$ 313	20.2%	\$ 354	21.7%	\$ 397	23.2%	\$ 442	24.6%	\$ 490	26.0%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 313	20.2%	\$ 354	21.7%	\$ 397	23.2%	\$ 442	24.6%	\$ 490	26.0%

ASSUMPTIONS:

Revenue

Day

Number of Seats (ea.)	85	85	85	85	85
Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Seat Turns (X / shift)	0.0	0.0	0.0	0.0	0.0
Days of Operation (per year)	365	365	365	365	365

Swing

Number of Seats (ea.)	85	85	85	85	85
Average Food Check (\$)	\$ 20.00	\$ 21.00	\$ 22.05	\$ 23.15	\$ 24.31
Average Beverage Check (\$)	\$ 5.00	\$ 5.25	\$ 5.51	\$ 5.79	\$ 6.08
Seat Turns (X / shift)	2.0	2.0	2.0	2.0	2.0
Days of Operation (per year)	365	365	365	365	365

Grave

Number of Seats (ea.)	85	85	85	85	85
Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Seat Turns (X / shift)	0.0	0.0	0.0	0.0	0.0
Days of Operation (per year)	365	365	365	365	365

Costs

Food Cost (% of food revenue)	30.00%	30.00%	30.00%	30.00%	30.00%
Beverage Cost (% of beverage revenue)	30.00%	30.00%	30.00%	30.00%	30.00%

Expenses

Food Check Escalation (% per year)		5.00%	5.00%	5.00%	5.00%
Beverage Check Escalation (% per year)		5.00%	5.00%	5.00%	5.00%
Payroll Expense Escalation (% payroll)		2.00%	2.00%	2.00%	2.00%
Complimentary Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Promotional Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Other Expense Escalation (% per year)		1.00%	1.00%	1.00%	1.00%
Mgt. Fee Revenue (% of total revenue)	0.00%	0.00%	0.00%	0.00%	0.00%
Mgt. Fee Profit (% of gross profit)	0.00%	0.00%	0.00%	0.00%	0.00%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Private Pool

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 5,182	100.0%	\$ 5,418	100.0%	\$ 5,665	100.0%	\$ 5,923	100.0%	\$ 6,194	100.0%
Cover Charge	1,219	23.5%	1,280	23.6%	1,344	23.7%	1,411	23.8%	1,482	23.9%
Food	1,676	32.4%	1,760	32.5%	1,848	32.6%	1,941	32.8%	2,038	32.9%
Beverage	2,286	44.1%	2,377	43.9%	2,473	43.6%	2,571	43.4%	2,674	43.2%
COST OF SALES	\$ 983	19.0%	\$ 1,027	19.0%	\$ 1,074	19.0%	\$ 1,122	18.9%	\$ 1,173	18.9%
Food Cost	503	9.7%	528	10.2%	554	10.7%	582	11.2%	611	11.8%
Beverage Cost	480	9.3%	499	9.6%	519	10.0%	540	10.4%	562	10.8%
PAYROLL EXPENSE	\$ 1,385	26.7%	\$ 1,427	26.3%	\$ 1,470	25.9%	\$ 1,514	25.6%	\$ 1,559	25.2%
Department Payroll, Salary & Wages (% Rever	1,036	20.0%	1,067	19.7%	1,099	19.4%	1,132	19.1%	1,166	18.8%
Payroll - Overtime, Taxes & Benefit (% of Payrc	349	6.7%	359	6.6%	370	6.5%	381	6.4%	393	6.3%
COMPLIMENTARY EXPENSES	\$ 285	5.5%	\$ 285	5.3%	\$ 285	5.0%	\$ 285	4.8%	\$ 285	4.6%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	26	0.5%	26	0.5%	26	0.5%	26	0.4%	26	0.4%
Complimentary, Beverage	155	3.0%	155	2.9%	155	2.7%	155	2.6%	155	2.5%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	104	2.0%	104	1.9%	104	1.8%	104	1.7%	104	1.7%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 653	12.6%	\$ 653	12.6%	\$ 653	12.6%	\$ 653	12.6%	\$ 653	12.6%
Advertising	41	0.8%	41	0.8%	41	0.7%	41	0.7%	41	0.7%
Credit Card Commissions	93	1.8%	93	1.7%	93	1.6%	93	1.6%	93	1.5%
Commissions	21	0.4%	21	0.4%	21	0.4%	21	0.3%	21	0.3%
Communications	10	0.2%	10	0.2%	10	0.2%	10	0.2%	10	0.2%
Entertainment	311	6.0%	311	5.7%	311	5.5%	311	5.2%	311	5.0%
Other Expenses	26	0.5%	26	0.5%	26	0.5%	26	0.4%	26	0.4%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Outside Services	10	0.2%	10	0.2%	10	0.2%	10	0.2%	10	0.2%
Repair & Replacements	21	0.4%	21	0.4%	21	0.4%	21	0.3%	21	0.3%
Supplies	104	2.0%	104	1.9%	104	1.8%	104	1.7%	104	1.7%
Uniforms & Laundry	16	0.3%	16	0.3%	16	0.3%	16	0.3%	16	0.3%
TOTAL COSTS & EXPENSES	\$ 3,306	63.8%	\$ 3,392	62.6%	\$ 3,481	61.5%	\$ 3,574	60.3%	\$ 3,670	59.3%
GROSS OPERATING INCOME	\$ 1,875	36.2%	\$ 2,026	37.4%	\$ 2,184	38.5%	\$ 2,350	39.7%	\$ 2,524	40.7%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 1,875	36.2%	\$ 2,026	37.4%	\$ 2,184	38.5%	\$ 2,350	39.7%	\$ 2,524	40.7%

ASSUMPTIONS:

Chase Lounge Chair Guests	102	102	102	102	102
Day Bed Guests	20	20	20	20	20
Cabana Guests	64	64	64	64	64
Bar Guests	23	23	23	23	23
Lounge Guests	45	45	45	45	45
Total Pool Guests	254	254	254	254	254

Revenue Data

Day Shift

Cover Charge	\$ 10.00	\$ 10.50	\$ 11.03	\$ 11.58	\$ 12.16
Average Food Check (\$)	\$ 15.00	\$ 15.75	\$ 16.54	\$ 17.36	\$ 18.23
Average Beverage Check (\$)	\$ 25.00	\$ 26.00	\$ 27.04	\$ 28.12	\$ 29.25
Seat Turns (X / shift)	2	2	2	2	2
Days of Operation (per year)	120	120	120	120	120

Night Shift

Cover Charge	\$ 20.00	\$ 21.00	\$ 22.05	\$ 23.15	\$ 24.31
Average Food Check (\$)	\$ 25.00	\$ 26.25	\$ 27.56	\$ 28.94	\$ 30.39
Average Beverage Check (\$)	\$ 50.00	\$ 52.00	\$ 54.08	\$ 56.24	\$ 58.49

Private Pool

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
Seat Turns (X / shift)	1		1		1		1		1	
Days of Operation (per year)	120		120		120		120		120	
Cost Data										
Food Cost (% of food revenue)	30.0%		30.0%		30.0%		30.0%		30.0%	
Beverage Cost (% of beverage revenue)	21.0%		21.0%		21.0%		21.0%		21.0%	
Expense Data										
Cover Charge (% per year)	0.0%		5.0%		5.0%		5.0%		5.0%	
Food Check Escalation (% per year)	0.0%		5.0%		5.0%		5.0%		5.0%	
Beverage Check Escalation (% per year)	0.0%		4.0%		4.0%		4.0%		4.0%	
Payroll Expense Escalation (% payroll)	0.0%		3.0%		3.0%		3.0%		3.0%	
Complimentary Expense Escalation (% per year)	0.0%		0.0%		0.0%		0.0%		0.0%	
Promotional Expense Escalation (% per year)	0.0%		0.0%		0.0%		0.0%		0.0%	
Other Expense Escalation (% per year)	0.0%		0.0%		0.0%		0.0%		0.0%	
Mgt. Fee Revenue (% of total revenue)	0.0%		0.0%		0.0%		0.0%		0.0%	
Mgt. Fee Profit (% of gross profit)	0.0%		0.0%		0.0%		0.0%		0.0%	

**A MAJOR DEVELOPMENT PROJECT
SUB-DIVISIONAL INCOME STATEMENT
BEVERAGE SUMMARY**

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 35,013	100.0%	\$ 36,646	100.0%	\$ 38,356	100.0%	\$ 40,148	100.0%	\$ 42,024	100.0%
Casino Bars	14,783	42%	15,522	42%	16,298	42%	17,113	43%	17,968	43%
Casino Service Bars	60	0%	63	0%	66	0%	70	0%	73	0%
Nightclub	14,053	40%	14,720	40%	15,420	40%	16,154	40%	16,923	40%
Lobby Bar	1,971	6%	2,050	6%	2,132	6%	2,217	6%	2,306	5%
Pool Beverage Service	1,944	6%	2,022	6%	2,103	5%	2,187	5%	2,274	5%
Pool Bar	2,203	6%	2,269	6%	2,337	6%	2,407	6%	2,480	6%
COST OF SALES	\$ 4,558	13.0%	\$ 4,762	13.0%	\$ 4,976	13.0%	\$ 5,200	13.0%	\$ 5,434	12.9%
Casino Bars	2,070	14%	2,173	14%	2,282	14%	2,396	14%	2,516	14%
Casino Service Bars	20	34%	22	34%	23	34%	24	34%	25	34%
Nightclub	1,104	8%	1,154	8%	1,206	8%	1,261	8%	1,318	8%
Lobby Bar	493	25%	512	25%	533	25%	554	25%	576	25%
Pool Beverage Service	408	21%	425	21%	442	21%	459	21%	478	21%
Pool Bar	463	21%	477	21%	491	21%	506	21%	521	21%
PAYROLL EXPENSE	\$ 7,386	21.1%	\$ 7,601	20.7%	\$ 7,823	20.4%	\$ 8,050	20.1%	\$ 8,285	19.7%
Casino Bars	1,774	12%	1,827	12%	1,882	12%	1,938	11%	1,997	11%
Casino Service Bars	61	102%	63	99%	64	96%	65	94%	66	91%
Nightclub	3,935	28%	4,053	28%	4,174	27%	4,300	27%	4,429	26%
Lobby Bar	429	22%	442	22%	455	21%	469	21%	483	21%
Pool Beverage Service	582	30%	599	30%	617	29%	636	29%	655	29%
Pool Bar	606	28%	618	27%	630	27%	643	27%	656	26%
COMPLIMENTARY EXPENSES	\$ 773	2.2%	\$ 781	2.1%	\$ 788	2.1%	\$ 796	2.0%	\$ 804	1.9%
Casino Bars	0	0%	0	0%	0	0%	0	0%	0	0%
Casino Service Bars	0	0%	0	0%	0	0%	0	0%	0	0%
Nightclub	773	6%	781	5%	788	5%	796	5%	804	5%
Lobby Bar	0	0%	0	0%	0	0%	0	0%	0	0%
Pool Beverage Service	0	0%	0	0%	0	0%	0	0%	0	0%
Pool Bar	0	0%	0	0%	0	0%	0	0%	0	0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 5,006	14.3%	\$ 5,034	13.7%	\$ 5,062	13.2%	\$ 5,091	12.7%	\$ 5,120	12.2%
Casino Bars	1,892	13%	1,892	12%	1,892	12%	1,892	11%	1,892	11%
Casino Service Bars	1	1%	1	1%	1	1%	1	1%	1	1%
Nightclub	2,698	19%	2,725	19%	2,752	18%	2,780	17%	2,808	17%
Lobby Bar	191	10%	191	9%	191	9%	191	9%	191	8%
Pool Beverage Service	107	6%	107	5%	107	5%	107	5%	107	5%
Pool Bar	117	5%	118	5%	119	5%	120	5%	122	5%
TOTAL COSTS & EXPENSES	\$ 17,723	50.6%	\$ 18,178	49.6%	\$ 18,649	48.6%	\$ 19,137	47.7%	\$ 19,643	46.7%
GROSS OPERATING INCOME	\$ 17,290	49.4%	\$ 18,468	50.4%	\$ 19,707	51.4%	\$ 21,010	52.3%	\$ 22,381	53.3%
Casino Bars	9,047	61%	9,629	62%	10,242	63%	10,886	64%	11,564	64%
Casino Service Bars	(022)	-37%	(022)	-34%	(021)	-31%	(020)	-29%	(019)	-26%
Nightclub	5,543	39%	6,008	41%	6,499	42%	7,017	43%	7,564	45%
Lobby Bar	858	44%	904	44%	953	45%	1,003	45%	1,055	46%
Pool Beverage Service	847	44%	891	44%	937	45%	985	45%	1,035	46%
Pool Bar	1,018	46%	1,057	47%	1,097	47%	1,139	47%	1,182	48%
MANAGEMENT FEES	\$ 558	1.6%	\$ 595	1.6%	\$ 633	1.7%	\$ 674	1.7%	\$ 717	1.7%
Casino Bars	0	0%	0	0%	0	0%	0	0%	0	0%
Casino Service Bars	0	0%	0	0%	0	0%	0	0%	0	0%
Nightclub	558	4%	595	4%	633	4%	674	4%	717	4%
Lobby Bar	0	0%	0	0%	0	0%	0	0%	0	0%
Pool Beverage Service	0	0%	0	0%	0	0%	0	0%	0	0%
Pool Bar	0	0%	0	0%	0	0%	0	0%	0	0%
DEPARTMENTAL OPERATING INCOME	\$ 16,732	47.8%	\$ 17,873	48.8%	\$ 19,074	49.7%	\$ 20,336	50.7%	\$ 21,664	51.6%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Casino Bars

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 14,783	100.0%	\$ 15,522	100.0%	\$ 16,298	100.0%	\$ 17,113	100.0%	\$ 17,968	100.0%
Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Beverage	14,783	100.0%	15,522	100.0%	16,298	100.0%	17,113	100.0%	17,968	100.0%
COST OF SALES	\$ 2,070	14.0%	\$ 2,173	14.0%	\$ 2,282	14.0%	\$ 2,396	14.0%	\$ 2,516	14.0%
Food Cost	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Beverage Cost	2,070	14.0%	2,173	14.0%	2,282	14.0%	2,396	14.0%	2,516	14.0%
PAYROLL EXPENSE	\$ 1,774	12.0%	\$ 1,827	11.8%	\$ 1,882	11.5%	\$ 1,938	11.3%	\$ 1,997	11.1%
Department Payroll, Salary & Wages (% Reven	1,183	8.0%	1,218	7.8%	1,255	7.7%	1,292	7.6%	1,331	7.4%
Payroll - Overtime, Taxes & Benefit (% of Payrc	591	4.0%	609	3.9%	627	3.8%	646	3.8%	666	3.7%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 1,892	12.8%	\$ 1,892	12.8%	\$ 1,892	12.8%	\$ 1,892	12.8%	\$ 1,892	12.8%
Credit Card Commissions	296	2.0%	296	1.9%	296	1.8%	296	1.7%	296	1.6%
Outside Services	148	1.0%	148	1.0%	148	0.9%	148	0.9%	148	0.8%
Repair & Replacements	74	0.5%	74	0.5%	74	0.5%	74	0.4%	74	0.4%
Supplies	44	0.3%	44	0.3%	44	0.3%	44	0.3%	44	0.2%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	296	2.0%	296	1.9%	296	1.8%	296	1.7%	296	1.6%
Other Expenses	1,035	7.0%	1,035	6.7%	1,035	6.3%	1,035	6.0%	1,035	5.8%
TOTAL COSTS & EXPENSES	\$ 5,736	38.8%	\$ 5,892	38.0%	\$ 6,056	37.2%	\$ 6,226	36.4%	\$ 6,404	35.6%
GROSS OPERATING INCOME	\$ 9,047	61.2%	\$ 9,629	62.0%	\$ 10,242	62.8%	\$ 10,886	63.6%	\$ 11,564	64.4%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 9,047	61.2%	\$ 9,629	62.0%	\$ 10,242	62.8%	\$ 10,886	63.6%	\$ 11,564	64.4%

ASSUMPTIONS:

Bar Seating	75	75	75	75	75
Lounge Seating	225	225	225	225	225
Dining Seating	0	0	0	0	0
Total Seating	300	300	300	300	300

Revenue Data

Day Shift

Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ 10.00	\$ 10.50	\$ 11.03	\$ 11.58	\$ 12.16
Seat Turns (X / shift)	2	2	2	2	2
Days of Operation (per year)	365	365	365	365	365

Swing Shift

Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ 25.00	\$ 26.25	\$ 27.56	\$ 28.94	\$ 30.39
Seat Turns (X / shift)	4	4	4	4	4
Days of Operation (per year)	365	365	365	365	365

Grave Shift

Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ 15.00	\$ 15.75	\$ 16.54	\$ 17.36	\$ 18.23
Seat Turns (X / shift)	1	1	1	1	1
Days of Operation (per year)	365	365	365	365	365

Cost Data

Food Cost (% of food revenue)	0.0%	0.0%	0.0%	0.0%	0.0%
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Casino Bars

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
Beverage Cost (% of beverage revenue)	14.0%		14.0%		14.0%		14.0%		14.0%	
Expense Data										
Food Check Escalation (% per year)			0.0%		0.0%		0.0%		0.0%	
Beverage Check Escalation (% per year)			5.0%		5.0%		5.0%		5.0%	
Payroll Expense Escalation (% payroll)			3.0%		3.0%		3.0%		3.0%	
Complimentary Expense Escalation (% per year)			0.0%		0.0%		0.0%		0.0%	
Promotional Expense Escalation (% per year)			0.0%		0.0%		0.0%		0.0%	
Other Expense Escalation (% per year)			0.0%		0.0%		0.0%		0.0%	
Mgt. Fee Revenue (% of total revenue)	0.0%		0.0%		0.0%		0.0%		0.0%	
Mgt. Fee Profit (% of gross profit)	0.0%		0.0%		0.0%		0.0%		0.0%	

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Casino Service Bars

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 60	100.0%	\$ 63	100.0%	\$ 66	100.0%	\$ 70	100.0%	\$ 73	105.0%
Complimentary, Beverage	60	100.0%	63	100.0%	66	100.0%	70	100.0%	73	105.0%
COST OF SALES	\$ 20	34.0%	\$ 22	34.0%	\$ 23	34.0%	\$ 24	34.0%	\$ 25	34.0%
Beverage Cost	20	34.0%	22	35.7%	23	37.5%	24	39.4%	25	41.3%
PAYROLL EXPENSE	\$ 61	102.0%	\$ 63	99.1%	\$ 64	96.3%	\$ 65	93.5%	\$ 66	90.8%
Department Payroll, Salary & Wages (% Revenue)	36	60.0%	37	58.3%	38	56.6%	38	55.0%	39	53.4%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	25	42.0%	26	40.8%	26	39.6%	27	38.5%	27	37.4%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 1	1.3%	\$ 1	1.3%	\$ 1	1.3%	\$ 1	1.3%	\$ 1	1.3%
Credit Card Commissions	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Outside Services	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Repair & Replacements	0	0.2%	0	0.2%	0	0.2%	0	0.2%	0	0.2%
Supplies	1	1.0%	1	1.0%	1	0.9%	1	0.9%	1	0.8%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	0	0.1%	0	0.1%	0	0.1%	0	0.1%	0	0.1%
Other Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL COSTS & EXPENSES	\$ 83	137.3%	\$ 85	134.3%	\$ 87	131.4%	\$ 90	128.6%	\$ 92	125.9%
GROSS OPERATING INCOME	(\$ 22)	-37.3%	(\$ 22)	-34.3%	(\$ 21)	-31.4%	(\$ 20)	-28.6%	(\$ 19)	-25.9%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Mgt. Fee Revenue (% of total revenue)	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Mgt. Fee Profit (% of gross profit)	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	(\$ 22)	-37.3%	(\$ 22)	-34.3%	(\$ 21)	-31.4%	(\$ 20)	-28.6%	(\$ 19)	-25.9%

ASSUMPTIONS:

Total Gaming Positions	100	100	100	100	100
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Revenue

Day					
Average Beverage Check (\$)	\$ 4.00	\$ 4.20	\$ 4.41	\$ 4.63	\$ 4.86
Capture Rate (% gaming positions)	30.0%	30.0%	30.0%	30.0%	30.0%
Days of Operation (per year)	365	365	365	365	365
Annual Covers	10,950	10,950	10,950	10,950	10,950

Swing

Average Beverage Check (\$)	\$ 5.00	\$ 5.25	\$ 5.51	\$ 5.79	\$ 6.08
Capture Rate (% occupied rooms)	5.00%	5.00%	5.00%	5.00%	5.00%
Days of Operation (Per Yr.)	365	365	365	365	365
Annual Covers	1,825	1,825	1,825	1,825	1,825

Grave

Average Beverage Check (\$)	\$ 2.00	\$ 2.10	\$ 2.21	\$ 2.32	\$ 2.43
Capture Rate (% gaming positions)	10.00%	10.00%	10.00%	10.00%	10.00%
Days of Operation (per year)	365	365	365	365	365
Annual Covers	3,650	3,650	3,650	3,650	3,650

Costs

Beverage Cost (% of beverage revenue)	34.00%	34.00%	34.00%	34.00%	34.00%
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Expenses

Beverage Check Escalation (% per year)		5.00%	5.00%	5.00%	5.00%
Payroll Expense Escalation (% payroll)		2.00%	2.00%	2.00%	2.00%
Complimentary Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Promotional Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Other Expense Escalation (% per year)		0.00%	0.00%	0.00%	0.00%
Mgt. Fee Revenue (% of total revenue)	0.00%	0.00%	0.00%	0.00%	0.00%
Mgt. Fee Profit (% of gross profit)	0.00%	0.00%	0.00%	0.00%	0.00%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Nightclub

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 14,053	100.0%	\$ 14,720	100.0%	\$ 15,420	100.0%	\$ 16,154	100.0%	\$ 16,923	100.0%
Cover Charge	6,935	49.4%	7,282	49.5%	7,646	49.6%	8,028	49.7%	8,430	49.8%
Food	3,468	24.7%	3,606	24.5%	3,750	24.3%	3,900	24.1%	4,056	24.0%
Beverage	3,650	26.0%	3,833	26.0%	4,024	26.1%	4,225	26.2%	4,437	26.2%
COST OF SALES	\$ 1,104	7.9%	\$ 1,154	7.8%	\$ 1,206	7.8%	\$ 1,261	7.8%	\$ 1,318	7.8%
Food Cost	520	3.7%	541	3.7%	563	3.6%	585	3.6%	608	3.6%
Beverage Cost	584	4.2%	613	4.2%	644	4.2%	676	4.2%	710	4.2%
PAYROLL EXPENSE	\$ 3,935	28.0%	\$ 4,053	27.5%	\$ 4,174	27.1%	\$ 4,300	26.6%	\$ 4,429	26.2%
Department Payroll, Salary & Wages (% Rever	2,811	20.0%	2,895	19.7%	2,982	19.3%	3,071	19.0%	3,163	18.7%
Payroll - Overtime, Taxes & Benefit (% of Payrc	1,124	8.0%	1,158	7.9%	1,193	7.7%	1,228	7.6%	1,265	7.5%
COMPLIMENTARY EXPENSES	\$ 773	5.5%	\$ 781	5.3%	\$ 788	5.1%	\$ 796	4.9%	\$ 804	4.8%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	70	0.5%	71	0.5%	72	0.5%	72	0.4%	73	0.4%
Complimentary, Beverage	422	3.0%	426	2.9%	430	2.8%	434	2.7%	439	2.6%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	281	2.0%	284	1.9%	287	1.9%	290	1.8%	292	1.7%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 2,698	19.2%	\$ 2,725	19.4%	\$ 2,752	19.6%	\$ 2,780	19.8%	\$ 2,808	20.0%
Advertising	112	0.8%	114	0.8%	115	0.7%	116	0.7%	117	0.7%
Credit Card Commissions	253	1.8%	255	1.7%	258	1.7%	261	1.6%	263	1.6%
Commissions	56	0.4%	57	0.4%	57	0.4%	58	0.4%	58	0.3%
Communications	28	0.2%	28	0.2%	29	0.2%	29	0.2%	29	0.2%
Entertainment	1,757	12.5%	1,774	12.1%	1,792	11.6%	1,810	11.2%	1,828	10.8%
Outside Services	28	0.2%	28	0.2%	29	0.2%	29	0.2%	29	0.2%
Repair & Replacements	56	0.4%	57	0.4%	57	0.4%	58	0.4%	58	0.3%
Supplies	281	2.0%	284	1.9%	287	1.9%	290	1.8%	292	1.7%
Other Expenses	70	0.5%	71	0.5%	72	0.5%	72	0.4%	73	0.4%
Other Taxes and Licenses	14	0.1%	14	0.1%	14	0.1%	14	0.1%	15	0.1%
Uniforms & Laundry	42	0.3%	43	0.3%	43	0.3%	43	0.3%	44	0.3%
TOTAL COSTS & EXPENSES	\$ 8,510	60.6%	\$ 8,713	59.2%	\$ 8,921	57.9%	\$ 9,137	56.6%	\$ 9,359	55.3%
GROSS OPERATING INCOME	\$ 5,543	39.4%	\$ 6,008	40.8%	\$ 6,499	42.1%	\$ 7,017	43.4%	\$ 7,564	44.7%
MANAGEMENT FEES	\$ 558	4.0%	\$ 595	4.0%	\$ 633	4.1%	\$ 674	4.2%	\$ 717	4.2%
Revenue	281	2.0%	294	2.0%	308	2.0%	323	2.0%	338	2.0%
Profit	277	5.0%	300	5.0%	325	5.0%	351	5.0%	378	5.0%
OPERATING INCOME	\$ 4,985	35.5%	\$ 5,413	36.8%	\$ 5,866	38.0%	\$ 6,343	39.3%	\$ 6,847	40.5%

ASSUMPTIONS:

Table Seated Guests	200	200	200	200	200
Circulating Guests	250	250	250	250	250
VIP Guests	25	25	25	25	25
Total Guests	475	475	475	475	475

Revenue Data

Day Shift

Cover Charge (\$ per shift)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Seat Turns (X / shift)	0	0	0	0	0
Days of Operation (per year)	365	365	365	365	365

Swing Shift

Cover Charge (\$ per shift)	\$ 20.00	\$ 21.00	\$ 22.05	\$ 23.15	\$ 24.31
Average Food Check (\$)	\$ 10.00	\$ 10.40	\$ 10.82	\$ 11.25	\$ 11.70
Average Beverage Check (\$)	\$ 200.00	\$ 210.00	\$ 220.50	\$ 231.53	\$ 243.10
Seat Turns (X / shift)	2	2	2	2	2
Days of Operation (per year)	365	365	365	365	365

Nightclub

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
Grave Shift										
Cover Charge (\$ per shift)	\$ -		\$ -		\$ -		\$ -		\$ -	
Average Food Check (\$)	\$ -		\$ -		\$ -		\$ -		\$ -	
Average Beverage Check (\$)	\$ -		\$ -		\$ -		\$ -		\$ -	
Seat Turns (X / shift)	0		0		0		0		0	
Days of Operation (per year)	365		365		365		365		365	
Cost Data										
Food Cost (% of food revenue)	15.0%		15.0%		15.0%		15.0%		15.0%	
Beverage Cost (% of beverage revenue)	16.0%		16.0%		16.0%		16.0%		16.0%	
Expense Data										
Cover Charge Escalation (% per year)			5.0%		5.0%		5.0%		5.0%	
Food Check Escalation (% per year)			4.0%		4.0%		4.0%		4.0%	
Beverage Check Escalation (% per year)			5.0%		5.0%		5.0%		5.0%	
Payroll Expense Escalation (% payroll)			3.0%		3.0%		3.0%		3.0%	
Complimentary Expense Escalation (% per year)			1.0%		1.0%		1.0%		1.0%	
Promotional Expense Escalation (% per year)			1.0%		1.0%		1.0%		1.0%	
Other Expense Escalation (% per year)			1.0%		1.0%		1.0%		1.0%	
Mgt. Fee Revenue (% of total revenue)	2.0%		2.0%		2.0%		2.0%		2.0%	
Mgt. Fee Profit (% of gross profit)	5.0%		5.0%		5.0%		5.0%		5.0%	

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Lobby Bar

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 1,971	100.0%	\$ 2,050	100.0%	\$ 2,132	100.0%	\$ 2,217	100.0%	\$ 2,306	100.0%
Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Beverage	1,971	100.0%	2,050	100.0%	2,132	100.0%	2,217	100.0%	2,306	100.0%
COST OF SALES	\$ 493	25.0%	\$ 512	25.0%	\$ 533	25.0%	\$ 554	25.0%	\$ 576	25.0%
Food Cost	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Beverage Cost	493	25.0%	512	25.0%	533	25.0%	554	25.0%	576	25.0%
PAYROLL EXPENSE	\$ 429	21.8%	\$ 442	21.6%	\$ 455	21.3%	\$ 469	21.1%	\$ 483	20.9%
Department Payroll, Salary & Wages (% Reve	315	16.0%	325	15.8%	335	15.7%	345	15.5%	355	15.4%
Payroll - Overtime, Taxes & Benefit (% of Payr	114	5.8%	117	5.7%	120	5.6%	124	5.6%	128	5.5%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 191	9.7%	\$ 191	9.7%	\$ 191	9.7%	\$ 191	9.7%	\$ 191	9.7%
Credit Card Commissions	39	2.0%	39	1.9%	39	1.8%	39	1.8%	39	1.7%
Outside Services	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Repair & Replacements	4	0.2%	4	0.2%	4	0.2%	4	0.2%	4	0.2%
Supplies	20	1.0%	20	1.0%	20	0.9%	20	0.9%	20	0.9%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	30	1.5%	30	1.4%	30	1.4%	30	1.3%	30	1.3%
Other Expenses	99	5.0%	99	4.8%	99	4.6%	99	4.4%	99	4.3%
TOTAL COSTS & EXPENSES	\$ 1,113	56.5%	\$ 1,145	55.9%	\$ 1,179	55.3%	\$ 1,214	54.8%	\$ 1,250	54.2%
GROSS OPERATING INCOME	\$ 858	43.5%	\$ 904	44.1%	\$ 953	44.7%	\$ 1,003	45.2%	\$ 1,055	45.8%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 858	43.5%	\$ 904	44.1%	\$ 953	44.7%	\$ 1,003	45.2%	\$ 1,055	45.8%

ASSUMPTIONS:

Bar Seating	100	100	100	100	100
Lounge Seating	20	20	20	20	20
Dining Seating	0	0	0	0	0
Total Seating	120	120	120	120	120

Revenue Data

Day Shift

Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Seat Turns (X / shift)	0	0	0	0	0
Days of Operation (per year)	365	365	365	365	365

Swing Shift

Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ 15.00	\$ 15.60	\$ 16.22	\$ 16.87	\$ 17.55
Seat Turns (X / shift)	2	2	2	2	2
Days of Operation (per year)	365	365	365	365	365

Grave Shift

Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ 15.00	\$ 15.60	\$ 16.22	\$ 16.87	\$ 17.55
Seat Turns (X / shift)	1	1	1	1	1
Days of Operation (per year)	365	365	365	365	365

Cost Data

Food Cost (% of food revenue)	0.0%	0.0%	0.0%	0.0%	0.0%
Beverage Cost (% of beverage revenue)	25.0%	25.0%	25.0%	25.0%	25.0%

Expense Data

Food Check Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Beverage Check Escalation (% per year)		4.0%	4.0%	4.0%	4.0%
Payroll Expense Escalation (% payroll)		3.0%	3.0%	3.0%	3.0%
Complimentary Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Mgt. Fee Revenue (% of total revenue)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Profit (% of gross profit)	0.0%	0.0%	0.0%	0.0%	0.0%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
Pool Beverage Service**

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 1,944	100.0%	\$ 2,022	100.0%	\$ 2,103	100.0%	\$ 2,187	100.0%	\$ 2,274	100.0%
Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Beverage	1,944	100.0%	2,022	100.0%	2,103	100.0%	2,187	100.0%	2,274	100.0%
COST OF SALES	\$ 408	21.0%	\$ 425	21.0%	\$ 442	21.0%	\$ 459	21.0%	\$ 478	21.0%
Food Cost	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Beverage Cost	408	21.0%	425	21.0%	442	21.0%	459	21.0%	478	21.0%
PAYROLL EXPENSE	\$ 582	29.9%	\$ 599	29.6%	\$ 617	29.3%	\$ 636	29.1%	\$ 655	28.8%
Department Payroll, Salary & Wages (% Reve	408	21.0%	420	20.8%	433	20.6%	446	20.4%	459	20.2%
Payroll - Overtime, Taxes & Benefit (% of Payr	173	8.9%	179	8.8%	184	8.7%	189	8.7%	195	8.6%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 107	5.5%	\$ 107	5.5%	\$ 107	5.5%	\$ 107	5.5%	\$ 107	5.5%
Credit Card Commissions	39	2.0%	39	1.9%	39	1.8%	39	1.8%	39	1.7%
Outside Services	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%
Repair & Replacements	19	1.0%	19	1.0%	19	0.9%	19	0.9%	19	0.9%
Supplies	39	2.0%	39	1.9%	39	1.8%	39	1.8%	39	1.7%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	4	0.2%	4	0.2%	4	0.2%	4	0.2%	4	0.2%
Other Expenses	4	0.2%	4	0.2%	4	0.2%	4	0.2%	4	0.2%
TOTAL COSTS & EXPENSES	\$ 1,097	56.4%	\$ 1,131	55.9%	\$ 1,165	55.4%	\$ 1,202	55.0%	\$ 1,239	54.5%
GROSS OPERATING INCOME	\$ 847	43.6%	\$ 891	44.1%	\$ 937	44.6%	\$ 985	45.0%	\$ 1,035	45.5%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 847	43.6%	\$ 891	44.1%	\$ 937	44.6%	\$ 985	45.0%	\$ 1,035	45.5%

ASSUMPTIONS:

Chair Total 810 810 810 810 810

Revenue Data

Day Shift

Average Food Check (\$) \$ - \$ - \$ - \$ - \$ -
 Average Beverage Check (\$) \$ 10.00 \$ 10.40 \$ 10.82 \$ 11.25 \$ 11.70
 Seat Turns (X / shift) 0 0 0 0 0
 Days of Operation (per year) 120 120 120 120 120

Swing Shift

Average Food Check (\$) \$ - \$ - \$ - \$ - \$ -
 Average Beverage Check (\$) \$ 20.00 \$ 20.80 \$ 21.63 \$ 22.50 \$ 23.40
 Seat Turns (X / shift) 1 1 1 1 1
 Days of Operation (per year) 120 120 120 120 120

Grave Shift

Average Food Check (\$) \$ - \$ - \$ - \$ - \$ -
 Average Beverage Check (\$) \$ - \$ - \$ - \$ - \$ -
 Seat Turns (X / shift) 0 0 0 0 0
 Days of Operation (per year) 120 120 120 120 120

Cost Data

Food Cost (% of food revenue) 0.0% 0.0% 0.0% 0.0% 0.0%
 Beverage Cost (% of beverage revenue) 21.0% 21.0% 21.0% 21.0% 21.0%

Expense Data

Food Check Escalation (% per year) 4.0% 4.0% 4.0% 4.0%
 Beverage Check Escalation (% per year) 4.0% 4.0% 4.0% 4.0%
 Payroll Expense Escalation (% payroll) 3.0% 3.0% 3.0% 3.0%
 Complimentary Expense Escalation (% per year) 0.0% 0.0% 0.0% 0.0%
 Promotional Expense Escalation (% per year) 0.0% 0.0% 0.0% 0.0%
 Other Expense Escalation (% per year) 0.0% 0.0% 0.0% 0.0%
 Mgt. Fee Revenue (% of total revenue) 0.0% 0.0% 0.0% 0.0%
 Mgt. Fee Profit (% of gross profit) 0.0% 0.0% 0.0% 0.0%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Pool Bar

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 2,203	100.0%	\$ 2,269	100.0%	\$ 2,337	100.0%	\$ 2,407	100.0%	\$ 2,480	100.0%
Food Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Beverage Revenue	2,203	100.0%	2,269	100.0%	2,337	100.0%	2,407	100.0%	2,480	100.0%
COST OF SALES	\$ 463	21.0%	\$ 477	21.0%	\$ 491	21.0%	\$ 506	21.0%	\$ 521	21.0%
Food Cost	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Beverage Cost	463	21.0%	477	21.0%	491	21.0%	506	21.0%	521	21.0%
PAYROLL EXPENSE	\$ 606	27.5%	\$ 618	27.2%	\$ 630	27.0%	\$ 643	26.7%	\$ 656	26.4%
Department Payroll, Salary & Wages (% Revenue)	441	20.0%	449	19.8%	458	19.6%	468	19.4%	477	19.2%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	165	7.5%	169	7.4%	172	7.4%	175	7.3%	179	7.2%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 117	5.3%	\$ 118	5.4%	\$ 119	5.4%	\$ 120	5.5%	\$ 122	5.5%
Credit Card Commissions	40	1.8%	40	1.8%	40	1.7%	41	1.7%	41	1.7%
Outside Services	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%
Repair & Replacements	4	0.2%	4	0.2%	4	0.2%	5	0.2%	5	0.2%
Supplies	66	3.0%	67	2.9%	67	2.9%	68	2.8%	69	2.8%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%
Other Expenses	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%
TOTAL COSTS & EXPENSES	\$ 1,185	53.8%	\$ 1,212	53.4%	\$ 1,240	53.1%	\$ 1,269	52.7%	\$ 1,298	52.3%
GROSS OPERATING INCOME	\$ 1,018	46.2%	\$ 1,057	46.6%	\$ 1,097	46.9%	\$ 1,139	47.3%	\$ 1,182	47.7%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 1,018	46.2%	\$ 1,057	46.6%	\$ 1,097	46.9%	\$ 1,139	47.3%	\$ 1,182	47.7%

ASSUMPTIONS:

Bar Seats	23	23	23	23	23
Lounge Seats	45	45	45	45	45
Number of Seats (ea.)	68	68	68	68	68

Revenue Data

Day Shift

Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ 30.00	\$ 30.90	\$ 31.83	\$ 32.78	\$ 33.77
Seat Turns (X / shift)	6	6	6	6	6
Days of Operation (per year)	180	180	180	180	180

Swing Shift

Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Seat Turns (X / shift)	0	0	0	0	0
Days of Operation (per year)	180	180	180	180	180

Grave Shift

Average Food Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Average Beverage Check (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Seat Turns (X / shift)	0	0	0	0	0
Days of Operation (per year)	180	180	180	180	180

Cost Data

Food Cost (% of food revenue)	0.0%	0.0%	0.0%	0.0%	0.0%
Beverage Cost (% of beverage revenue)	21.0%	21.0%	21.0%	21.0%	21.0%

Expense Data

Food Check Escalation (% per year)	0.0%	3.0%	3.0%	3.0%	3.0%
Beverage Check Escalation (% per year)	0.0%	3.0%	3.0%	3.0%	3.0%
Payroll Expense Escalation (% payroll)	0.0%	2.0%	2.0%	2.0%	2.0%
Complimentary Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)	0.0%	1.0%	1.0%	1.0%	1.0%
Mgt. Fee Revenue (% of total revenue)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Profit (% of gross profit)	0.0%	0.0%	0.0%	0.0%	0.0%

**A MAJOR DEVELOPMENT PROJECT
SUB-DIVISIONAL INCOME STATEMENT**

Convention Banquets

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 4,785	100.0%	\$ 4,977	100.0%	\$ 5,178	100.0%	\$ 5,387	100.0%	\$ 5,604	100.0%
Food	3,523	73.6%	3,665	73.6%	3,813	73.6%	3,967	73.6%	4,127	73.6%
Beverage	1,214	25.4%	1,263	25.4%	1,314	25.4%	1,367	25.4%	1,422	25.4%
Miscellaneous	47	1.0%	49	1.0%	51	1.0%	53	1.0%	55	1.0%
COST OF SALES	\$ 947	19.8%	\$ 986	19.8%	\$ 1,025	19.8%	\$ 1,067	19.8%	\$ 1,110	19.8%
Food Cost	705	14.7%	733	15.3%	763	15.9%	793	16.6%	825	17.2%
Beverage Cost	243	5.1%	253	5.3%	263	5.5%	273	5.7%	284	5.9%
PAYROLL EXPENSE	\$ 1,225	25.6%	\$ 1,249	25.1%	\$ 1,274	24.6%	\$ 1,300	24.1%	\$ 1,326	23.7%
Department Payroll, Salary & Wages	766	16.0%	781	15.7%	796	15.4%	812	15.1%	829	14.8%
Payroll - Overtime, Taxes & Benefit	459	9.6%	469	9.4%	478	9.2%	487	9.0%	497	8.9%
COMPLIMENTARY EXPENSES	\$ 19	0.4%	\$ 19	0.4%	\$ 20	0.4%	\$ 20	0.4%	\$ 20	0.4%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	14	0.3%	14	0.3%	15	0.3%	15	0.3%	15	0.3%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	5	0.1%	5	0.1%	5	0.1%	5	0.1%	5	0.1%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 301	6.3%	\$ 301	6.3%	\$ 301	6.3%	\$ 301	6.3%	\$ 301	6.3%
Credit Card Commissions	57	1.2%	57	1.2%	57	1.1%	57	1.1%	57	1.0%
Outside Services	38	0.8%	38	0.8%	38	0.7%	38	0.7%	38	0.7%
Repair & Replacements	5	0.1%	5	0.1%	5	0.1%	5	0.1%	5	0.1%
Supplies	124	2.6%	124	2.5%	124	2.4%	124	2.3%	124	2.2%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	67	1.4%	67	1.3%	67	1.3%	67	1.2%	67	1.2%
Other Expenses	10	0.2%	10	0.2%	10	0.2%	10	0.2%	10	0.2%
TOTAL COSTS & EXPENSES	\$ 1,545	32.3%	\$ 1,570	31.5%	\$ 1,595	30.8%	\$ 1,621	30.1%	\$ 1,647	29.4%
GROSS OPERATING INCOME	\$ 3,239	67.7%	\$ 3,407	68.5%	\$ 3,583	69.2%	\$ 3,766	69.9%	\$ 3,957	70.6%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 3,239	67.7%	\$ 3,407	68.5%	\$ 3,583	69.2%	\$ 3,766	69.9%	\$ 3,957	70.6%

ASSUMPTIONS:

Revenue Data

Main Ballroom

Number of Yearly Covers (ea.)	102,191	103,213	104,245	105,288	106,341
Average Food Check (\$)	\$ 30.00	\$ 30.90	\$ 31.83	\$ 32.78	\$ 33.77
Average Beverage Check (\$)	\$ 10.00	\$ 10.30	\$ 10.61	\$ 10.93	\$ 11.26

Jr. Ballroom

Number of Yearly Covers (ea.)	14,742	14,889	15,038	15,189	15,341
Average Food Check (\$)	\$ 25.00	\$ 25.75	\$ 26.52	\$ 27.32	\$ 28.14
Average Beverage Check (\$)	\$ 10.00	\$ 10.30	\$ 10.61	\$ 10.93	\$ 11.26

Meeting Rooms

Number of Yearly Covers (ea.)	4,451	4,495	4,540	4,586	4,632
Average Food Check (\$)	\$ 20.00	\$ 20.60	\$ 21.22	\$ 21.85	\$ 22.51
Average Beverage Check (\$)	\$ 10.00	\$ 10.30	\$ 10.61	\$ 10.93	\$ 11.26

Cost Data

Food Cost (% of food revenue)	20.00%	20.00%	20.00%	20.00%	20.00%
Beverage Cost (% of beverage revenue)	20.00%	20.00%	20.00%	20.00%	20.00%

Expense Data

Cover Escalation Escalation (% per year)	1.00%	1.00%	1.00%	1.00%
Food Check Escalation (% per year)	3.00%	3.00%	3.00%	3.00%
Beverage Check Escalation (% per year)	3.00%	3.00%	3.00%	3.00%
Payroll Expense Escalation (% payroll)	2.00%	2.00%	2.00%	2.00%

Convention Banquets

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
Complimentary Expense Escalation (% per year)			1.00%		1.00%		1.00%		1.00%	
Promotional Expense Escalation (% per year)			0.00%		0.00%		0.00%		0.00%	
Other Expense Escalation (% per year)			0.00%		0.00%		0.00%		0.00%	
Mgt. Fee Revenue (% of total revenue)	0.00%		0.00%		0.00%		0.00%		0.00%	
Mgt. Fee Profit (% of gross profit)	0.00%		0.00%		0.00%		0.00%		0.00%	
COVERS ANALYSIS										
			<u>Total Seating</u>		<u>SF /</u>		<u>Ave. Room</u>		<u>Ave. Guest</u>	
			<u>Area Available</u>		<u>Guest</u>		<u>Usage</u>		<u>Per Event</u>	
All Rooms			0							
Banquet Areas										
Main Ballroom			68,700		20.0		85.00%		2,920	
Jr. Ballroom			18,900		20.0		65.00%		614	
Meeting Rooms			7,650		16.5		40.00%		185	

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Leased Food Outlets

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 4,136	100.0%	\$ 4,260	100.0%	\$ 4,388	100.0%	\$ 4,520	100.0%	\$ 4,655	100.0%
Leased Food Outlet Revenue	4,136	100.0%	4,260	100.0%	4,388	100.0%	4,520	100.0%	4,655	100.0%
PAYROLL EXPENSE	\$ 480	11.6%	\$ 494	11.6%	\$ 509	11.6%	\$ 524	11.6%	\$ 540	11.6%
Department Payroll, Salary & Wages (% Revenue)	331	8.0%	341	8.0%	351	8.0%	362	8.0%	372	8.0%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	149	3.6%	153	3.6%	158	3.6%	163	3.6%	168	3.6%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 414	10.0%	\$ 414	10.0%	\$ 414	10.0%	\$ 414	10.0%	\$ 414	10.0%
Credit Card Commissions	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Outside Services	207	5.0%	207	4.9%	207	4.7%	207	4.6%	207	4.4%
Repair & Replacements	83	2.0%	83	1.9%	83	1.9%	83	1.8%	83	1.8%
Supplies	83	2.0%	83	1.9%	83	1.9%	83	1.8%	83	1.8%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Expenses	41	1.0%	41	1.0%	41	0.9%	41	0.9%	41	0.9%
TOTAL COSTS & EXPENSES	\$ 893	21.6%	\$ 908	21.3%	\$ 923	21.0%	\$ 938	20.8%	\$ 954	20.5%
GROSS OPERATING INCOME	\$ 3,243	78.4%	\$ 3,352	78.7%	\$ 3,465	79.0%	\$ 3,582	79.2%	\$ 3,702	79.5%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Gross Operating Income	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 3,243	78.4%	\$ 3,352	78.7%	\$ 3,465	79.0%	\$ 3,582	79.2%	\$ 3,702	79.5%

ASSUMPTIONS:

Leasable Area 37,600 37,600 37,600 37,600 37,600

Revenue Data

Average Lease Rate (\$ / sf / year) \$ 110.00 \$ 113.30 \$ 116.70 \$ 120.20 \$ 123.81
 Rental Escalation (% payroll) 3.0% 3.0% 3.0% 3.0%

Expense Data

Payroll Expense Escalation (% payroll) 0.0% 3.0% 3.0% 3.0% 3.0%
 Complimentary Expense Escalation (% per year) 0.0% 0.0% 0.0% 0.0% 0.0%
 Promotional Expense Escalation (% per year) 0.0% 0.0% 0.0% 0.0% 0.0%
 Other Expense Escalation (% per year) 0.0% 0.0% 0.0% 0.0% 0.0%
 Mgt. Fee Revenue (% of total revenue) 0.0% 0.0% 0.0% 0.0% 0.0%
 Mgt. Fee Profit (% of gross profit) 0.0% 0.0% 0.0% 0.0% 0.0%

**A MAJOR DEVELOPMENT PROJECT
DIVISIONAL INCOME STATEMENT- ENTERTAINMENT**

Main Theatre

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 125,840	100.0%	\$ 130,911	100.0%	\$ 136,187	100.0%	\$ 141,675	100.0%	\$ 147,385	100.0%
Main Theatre	125,840	100.0%	130,911	100.0%	136,187	100.0%	141,675	100.0%	147,385	100.0%
COST OF SALES	\$ 46,800	37.2%	\$ 47,970	36.6%	\$ 49,169	36.1%	\$ 50,398	35.6%	\$ 51,658	35.1%
Main Theatre	46,800	37.2%	47,970	36.6%	49,169	36.1%	50,398	35.6%	51,658	35.1%
PAYROLL EXPENSE	\$ 13,213	10.5%	\$ 13,477	10.3%	\$ 13,747	10.1%	\$ 14,022	9.9%	\$ 14,302	9.7%
Department Payroll, Salary & Wages (% Revenue)	8,809	7.0%	8,985	6.9%	9,165	6.7%	9,348	6.6%	9,535	6.5%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	4,404	3.5%	4,492	3.4%	4,582	3.4%	4,674	3.3%	4,767	3.2%
COMPLIMENTARY EXPENSES	\$ 881	0.7%	\$ 881	0.7%	\$ 881	0.6%	\$ 881	0.6%	\$ 881	0.6%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	126	0.1%	126	0.1%	126	0.1%	126	0.1%	126	0.1%
Complimentary, Beverage	126	0.1%	126	0.1%	126	0.1%	126	0.1%	126	0.1%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	629	0.5%	629	0.5%	629	0.5%	629	0.4%	629	0.4%
PROMOTIONAL EXPENSES	\$ 252	0.2%	\$ 252	0.2%	\$ 252	0.2%	\$ 252	0.2%	\$ 252	0.2%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	252	0.2%	252	0.2%	252	0.2%	252	0.2%	252	0.2%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 27,811	22.1%	\$ 27,811	22.1%	\$ 27,811	22.1%	\$ 27,811	22.1%	\$ 27,811	22.1%
Credit Card Commissions	8,935	7.1%	8,935	6.8%	8,935	6.6%	8,935	6.3%	8,935	6.1%
Outside Services	10,193	8.1%	10,193	7.8%	10,193	7.5%	10,193	7.2%	10,193	6.9%
Repair & Replacements	629	0.5%	629	0.5%	629	0.5%	629	0.4%	629	0.4%
Supplies	126	0.1%	126	0.1%	126	0.1%	126	0.1%	126	0.1%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Expenses	7,928	6.3%	7,928	6.1%	7,928	5.8%	7,928	5.6%	7,928	5.4%
TOTAL COSTS & EXPENSES	\$ 88,956	70.7%	\$ 90,391	69.0%	\$ 91,859	67.5%	\$ 93,364	65.9%	\$ 94,904	64.4%
GROSS PROFIT (LOSS)	\$ 36,884	29.3%	\$ 40,521	31.0%	\$ 44,328	32.5%	\$ 48,312	34.1%	\$ 52,481	35.6%
MANAGEMENT FEES	\$ 3,623	2.9%	\$ 3,834	2.9%	\$ 4,054	3.0%	\$ 4,283	3.0%	\$ 4,522	3.1%
Revenue	2,517	2.0%	2,618	2.0%	2,724	2.0%	2,834	2.0%	2,948	2.0%
Profit	1,107	3.0%	1,216	3.0%	1,330	3.0%	1,449	3.0%	1,574	3.0%
NET PROFIT	\$ 33,260	26.4%	\$ 36,687	28.0%	\$ 40,274	29.6%	\$ 44,029	31.1%	\$ 47,959	32.5%

ASSUMPTIONS:

Revenue Data

Number Of Seats	2,500	2,500	2,500	2,500	2,500
Ave. Ticket Price per Show	\$ 110.00	\$ 113.30	\$ 116.70	\$ 120.20	\$ 123.81
Attendance Rate	88.0%	88.9%	89.8%	90.7%	91.6%
Number of Days Open	260	260	260	260	260
Shows Per Day	2	2	2	2	2
Ticket Escalation (% per year)		3.0%	3.0%	3.0%	3.0%
Attendance Rate Escalation (% per year)		1.0%	1.0%	1.0%	1.0%

Cost Data

Cost of Show (\$/Show)	\$ 90,000.00	\$ 92,250.00	\$ 94,556.25	\$ 96,920.16	\$ 99,343.16
Cost of Show Escalation (% per year)	0.0%	2.5%	2.5%	2.5%	2.5%

Expense Data

Payroll Expense Escalation (% payroll)	0.0%	2.0%	2.0%	2.0%	2.0%
Complimentary Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Revenue (% of total revenue)	2.0%	2.0%	2.0%	2.0%	2.0%
Mgt. Fee Profit (% of gross profit)	3.0%	3.0%	3.0%	3.0%	3.0%

**A MAJOR DEVELOPMENT PROJECT
DIVISIONAL INCOME STATEMENT - AMUSEMENT & ATTRACTION**

Animal Attraction

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 5,439	100.0%	\$ 5,658	100.0%	\$ 5,886	100.0%	\$ 6,123	100.0%	\$ 6,370	100.0%
Revenue	5,439	100.0%	5,658	100.0%	5,886	100.0%	6,123	100.0%	6,370	100.0%
COST OF SALES	\$ 544	10.0%	\$ 566	10.0%	\$ 589	10.0%	\$ 612	10.0%	\$ 637	10.0%
Food Costs	544	10.0%	566	10.0%	589	10.0%	612	10.0%	637	10.0%
PAYROLL EXPENSE	\$ 1,142	21.0%	\$ 1,176	20.8%	\$ 1,212	20.6%	\$ 1,248	20.4%	\$ 1,285	20.2%
Department Payroll, Salary & Wages (% Revenue)	816	15.0%	840	14.9%	865	14.7%	891	14.6%	918	14.4%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	326	6.0%	336	5.9%	346	5.9%	357	5.8%	367	5.8%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 1,332	24.5%	\$ 1,332	24.5%	\$ 1,332	24.5%	\$ 1,332	24.5%	\$ 1,332	24.5%
Credit Card Commissions	98	1.8%	98	1.7%	98	1.7%	98	1.6%	98	1.5%
Outside Services	1,088	20.0%	1,088	19.2%	1,088	18.5%	1,088	17.8%	1,088	17.1%
Repair & Replacements	109	2.0%	109	1.9%	109	1.8%	109	1.8%	109	1.7%
Supplies	5	0.1%	5	0.1%	5	0.1%	5	0.1%	5	0.1%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	5	0.1%	5	0.1%	5	0.1%	5	0.1%	5	0.1%
Other Expenses	27	0.5%	27	0.5%	27	0.5%	27	0.4%	27	0.4%
TOTAL COSTS & EXPENSES	\$ 3,018	55.5%	\$ 3,075	54.3%	\$ 3,133	53.2%	\$ 3,193	52.1%	\$ 3,255	51.1%
GROSS PROFIT (LOSS)	\$ 2,420	44.5%	\$ 2,583	45.7%	\$ 2,753	46.8%	\$ 2,930	47.9%	\$ 3,115	48.9%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
NET PROFIT	\$ 2,420	44.5%	\$ 2,583	45.7%	\$ 2,753	46.8%	\$ 2,930	47.9%	\$ 3,115	48.9%

ASSUMPTIONS:

Revenue Data

Number Of Adults per Day	200	202	204	206	208
Number Of Children per Day	500	505	510	515	520
Adult Ticket Price	\$ 32.00	\$ 32.96	\$ 33.95	\$ 34.97	\$ 36.02
Children Ticket Price	\$ 17.00	\$ 17.51	\$ 18.04	\$ 18.58	\$ 19.13
Number of Days Open	365	365	365	365	365
Ticket Escalation (% per year)		3.0%	3.0%	3.0%	3.0%
Attendance Rate Escalation (% per year)		1.0%	1.0%	1.0%	1.0%

Cost Data

Food Costs	10.0%	10.0%	10.0%	10.0%	10.0%
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Expense Data

Payroll Expense Escalation (% payroll)	3.0%	3.0%	3.0%	3.0%	3.0%
Complimentary Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Revenue (% of total revenue)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Profit (% of gross profit)	0.0%	0.0%	0.0%	0.0%	0.0%

**A MAJOR DEVELOPMENT PROJECT
DIVISIONAL INCOME STATEMENT
RETAIL OPERATING SUMMARY**

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 7,595	100.0%	\$ 7,818	100.0%	\$ 8,048	100.0%	\$ 8,284	100.0%	\$ 8,527	100.0%
Owned Retail										
Gift Shop / Logo Wear	5,600	74%	5,768	74%	5,941	74%	6,119	74%	6,303	74%
Sundries	980	13%	1,005	13%	1,030	13%	1,055	13%	1,082	13%
Leased Retail	1,015	13%	1,046	13%	1,077	13%	1,109	13%	1,143	13%
COST OF SALES	\$ 2,313	30.5%	\$ 2,380	30.4%	\$ 2,450	30.4%	\$ 2,522	30.4%	\$ 2,595	30.4%
Owned Retail										
Gift Shop / Logo Wear	1,960	26%	2,019	26%	2,079	26%	2,142	26%	2,206	26%
Sundries	353	5%	362	5%	371	5%	380	5%	389	5%
Leased Retail	0	0%	0	0%	0	0%	0	0%	0	0%
PAYROLL EXPENSE	\$ 747	9.8%	\$ 770	9.8%	\$ 793	9.8%	\$ 816	9.9%	\$ 840	9.9%
Owned Retail										
Gift Shop / Logo Wear	536	7%	552	7%	569	7%	586	7%	603	7%
Sundries	94	1%	96	1%	99	1%	102	1%	105	1%
Leased Retail	118	2%	121	2%	125	2%	129	2%	133	2%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Owned Retail										
Gift Shop / Logo Wear	0	0%	0	0%	0	0%	0	0%	0	0%
Sundries	0	0%	0	0%	0	0%	0	0%	0	0%
Leased Retail	0	0%	0	0%	0	0%	0	0%	0	0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Owned Retail										
Gift Shop / Logo Wear	0	0%	0	0%	0	0%	0	0%	0	0%
Sundries	0	0%	0	0%	0	0%	0	0%	0	0%
Leased Retail	0	0%	0	0%	0	0%	0	0%	0	0%
OTHER EXPENSES	\$ 246	3.2%	\$ 247	3.2%	\$ 247	3.1%	\$ 248	3.0%	\$ 248	2.9%
Owned Retail										
Gift Shop / Logo Wear	123	2%	123	2%	123	2%	123	1%	123	1%
Sundries	22	0%	22	0%	22	0%	23	0%	23	0%
Leased Retail	102	1%	102	1%	102	1%	102	1%	102	1%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Owned Retail										
Gift Shop / Logo Wear	0	0%	0	0%	0	0%	0	0%	0	0%
Sundries	0	0%	0	0%	0	0%	0	0%	0	0%
Leased Retail	0	0%	0	0%	0	0%	0	0%	0	0%
TOTAL COSTS & EXPENSES	\$ 3,307	43.5%	\$ 3,397	43.4%	\$ 3,490	43.4%	\$ 3,585	43.3%	\$ 3,684	43.2%
OPERATING INCOME	\$ 4,289	56.5%	\$ 4,421	56.6%	\$ 4,558	56.6%	\$ 4,699	56.7%	\$ 4,843	56.8%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Gift Shop / Logo Wear

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 5,600	100.0%	\$ 5,768	100.0%	\$ 5,941	100.0%	\$ 6,119	100.0%	\$ 6,303	100.0%
Gift Shop / Logo Wear	5,600	100.0%	5,768	100.0%	5,941	100.0%	6,119	100.0%	6,303	100.0%
COST OF SALES	\$ 1,960	35.0%	\$ 2,019	35.0%	\$ 2,079	35.0%	\$ 2,142	35.0%	\$ 2,206	35.0%
Costs	1,960	35.0%	2,019	35.0%	2,079	35.0%	2,142	35.0%	2,206	35.0%
PAYROLL EXPENSE	\$ 536	9.6%	\$ 552	9.6%	\$ 569	9.6%	\$ 586	9.6%	\$ 603	9.6%
Department Payroll, Salary & Wages (% Revenue)	370	6.6%	381	6.6%	392	6.6%	404	6.6%	416	6.6%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	166	3.0%	171	3.0%	176	3.0%	182	3.0%	187	3.0%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 123	2.2%	\$ 123	2.2%	\$ 123	2.2%	\$ 123	2.2%	\$ 123	2.2%
Credit Card Commissions	112	2.0%	112	1.9%	112	1.9%	112	1.8%	112	1.8%
Outside Services	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Repair & Replacements	6	0.1%	6	0.1%	6	0.1%	6	0.1%	6	0.1%
Supplies	6	0.1%	6	0.1%	6	0.1%	6	0.1%	6	0.1%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL COSTS & EXPENSES	\$ 2,619	46.8%	\$ 2,694	46.7%	\$ 2,771	46.6%	\$ 2,851	46.6%	\$ 2,932	46.5%
GROSS OPERATING INCOME	\$ 2,981	53.2%	\$ 3,074	53.3%	\$ 3,170	53.4%	\$ 3,269	53.4%	\$ 3,370	53.5%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Gross Operating Income	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 2,981	53.2%	\$ 3,074	53.3%	\$ 3,170	53.4%	\$ 3,269	53.4%	\$ 3,370	53.5%

ASSUMPTIONS:

Total Gross Area	5,600	5,600	5,600	5,600	5,600
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Revenue Data

Revenue / gross sf / year	\$ 1,000.00	\$ 1,030.00	\$ 1,060.90	\$ 1,092.73	\$ 1,125.51
Revenue Escalation (% revenue)		3.0%	3.0%	3.0%	3.0%

Cost Data

Cost of Sales (% revenue)	35.00%	35.00%	35.00%	35.00%	35.00%
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Expense Data

Payroll Expense Escalation (% payroll)		3.0%	3.0%	3.0%	3.0%
Complimentary Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Mgt. Fee Revenue (% of total revenue)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Profit (% of gross profit)	0.0%	0.0%	0.0%	0.0%	0.0%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
Sundries**

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 980	100.0%	\$ 1,005	100.0%	\$ 1,030	100.0%	\$ 1,055	100.0%	\$ 1,082	100.0%
Sundries Revenue	980	100.0%	1,005	100.0%	1,030	100.0%	1,055	100.0%	1,082	100.0%
COST OF SALES	\$ 353	36.0%	\$ 362	36.0%	\$ 371	36.0%	\$ 380	36.0%	\$ 389	36.0%
Costs	353	36.0%	362	36.0%	371	36.0%	380	36.0%	389	36.0%
PAYROLL EXPENSE	\$ 94	9.6%	\$ 96	9.6%	\$ 99	9.6%	\$ 102	9.6%	\$ 105	9.7%
Department Payroll, Salary & Wages (% Revenue)	65	6.6%	66	6.6%	68	6.6%	70	6.6%	72	6.7%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	29	3.0%	30	3.0%	31	3.0%	32	3.0%	32	3.0%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 22	2.2%	\$ 22	2.2%	\$ 22	2.3%	\$ 23	2.3%	\$ 23	2.4%
Credit Card Commissions	20	2.0%	20	2.0%	20	2.0%	21	2.0%	21	2.0%
Outside Services	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Repair & Replacements	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%
Supplies	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL COSTS & EXPENSES	\$ 468	47.8%	\$ 480	47.8%	\$ 492	47.8%	\$ 505	47.8%	\$ 517	47.8%
GROSS OPERATING INCOME	\$ 512	52.2%	\$ 525	52.2%	\$ 538	52.2%	\$ 551	52.2%	\$ 564	52.2%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Gross Operating Income	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 512	52.2%	\$ 525	52.2%	\$ 538	52.2%	\$ 551	52.2%	\$ 564	52.2%

ASSUMPTIONS:

Total Gross Area 1,400 1,400 1,400 1,400 1,400

Revenue Data

Revenue / gross sf / year \$ 700.00 \$ 717.50 \$ 735.44 \$ 753.82 \$ 772.67
Revenue Escalation (% revenue) 0.0% 2.5% 2.5% 2.5% 2.5%

Cost Data

Cost of Sales (% revenue) 36.00% 36.00% 36.00% 36.00% 36.00%

Expense Data

Payroll Expense Escalation (% payroll) 0.0% 2.8% 2.8% 2.8% 2.8%
Complimentary Expense Escalation (% per year) 0.0% 0.0% 0.0% 0.0% 0.0%
Promotional Expense Escalation (% per year) 0.0% 0.0% 0.0% 0.0% 0.0%
Other Expense Escalation (% per year) 0.0% 2.0% 2.0% 2.0% 2.0%
Mgt. Fee Revenue (% of total revenue) 0.0% 0.0% 0.0% 0.0% 0.0%
Mgt. Fee Profit (% of gross profit) 0.0% 0.0% 0.0% 0.0% 0.0%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Leased Retail

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 1,015	100.0%	\$ 1,046	100.0%	\$ 1,077	100.0%	\$ 1,109	100.0%	\$ 1,143	100.0%
Leased Retail Revenue	1,015	100.0%	1,046	100.0%	1,077	100.0%	1,109	100.0%	1,143	100.0%
PAYROLL EXPENSE	\$ 118	11.6%	\$ 121	11.6%	\$ 125	11.6%	\$ 129	11.6%	\$ 133	11.6%
Department Payroll, Salary & Wages (% Revenue)	81	8.0%	84	8.0%	86	8.0%	89	8.0%	91	8.0%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	37	3.6%	38	3.6%	39	3.6%	40	3.6%	41	3.6%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 102	10.0%	\$ 102	10.0%	\$ 102	10.0%	\$ 102	10.0%	\$ 102	10.0%
Credit Card Commissions	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Outside Services	51	5.0%	51	4.9%	51	4.7%	51	4.6%	51	4.4%
Repair & Replacements	20	2.0%	20	1.9%	20	1.9%	20	1.8%	20	1.8%
Supplies	20	2.0%	20	1.9%	20	1.9%	20	1.8%	20	1.8%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Expenses	10	1.0%	10	1.0%	10	0.9%	10	0.9%	10	0.9%
TOTAL COSTS & EXPENSES	\$ 219	21.6%	\$ 223	21.3%	\$ 226	21.0%	\$ 230	20.8%	\$ 234	20.5%
GROSS OPERATING INCOME	\$ 796	78.4%	\$ 823	78.7%	\$ 851	79.0%	\$ 879	79.2%	\$ 909	79.5%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Gross Operating Income	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 796	78.4%	\$ 823	78.7%	\$ 851	79.0%	\$ 879	79.2%	\$ 909	79.5%

ASSUMPTIONS:

Leasable Area	14,100	14,100	14,100	14,100	14,100
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Revenue Data

Average Lease Rate (\$ / sf / year)	\$ 72.00	\$ 74.16	\$ 76.38	\$ 78.68	\$ 81.04
Rental Escalation (% payroll)		3.0%	3.0%	3.0%	3.0%

Expense Data

Payroll Expense Escalation (% payroll)		3.0%	3.0%	3.0%	3.0%
Complimentary Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Mgt. Fee Revenue (% of total revenue)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Profit (% of gross profit)	0.0%	0.0%	0.0%	0.0%	0.0%

**A MAJOR DEVELOPMENT PROJECT
DIVISIONAL INCOME STATEMENT
OTHER OPERATING SUMMARY**

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 33,547	90.2%	\$ 34,256	90.1%	\$ 34,990	90.0%	\$ 35,747	89.9%	\$ 36,530	89.9%
Wedding Chapel	2,390	7%	2,473	7%	2,560	7%	2,649	7%	2,742	8%
Exercise / Salon / spa	4,342	13%	4,515	13%	4,696	13%	4,884	14%	5,079	14%
Business Center	986	3%	1,020	3%	1,056	3%	1,093	3%	1,131	3%
Convention Services Rental	6,283	19%	6,283	18%	6,283	18%	6,283	18%	6,283	17%
Swimming Pool - Hotel Guest	1,536	5%	1,597	5%	1,661	5%	1,728	5%	1,797	5%
Conservatory	3,650	11%	3,797	11%	3,950	11%	4,109	11%	4,275	12%
Other Miscellaneous Income	11,070	33%	11,181	33%	11,293	32%	11,406	32%	11,520	32%
Leased Other Outlets	3,290	10%	3,389	10%	3,490	10%	3,595	10%	3,703	10%
COST OF SALES	\$ 438	1.3%	\$ 444	1.3%	\$ 450	1.3%	\$ 455	1.3%	\$ 461	1.3%
Wedding Chapel	0	0%	0	0%	0	0%	0	0%	0	0%
Exercise / Salon / spa	60	0%	62	0%	64	0%	66	0%	68	0%
Business Center	0	0%	0	0%	0	0%	0	0%	0	0%
Convention Services Rental	0	0%	0	0%	0	0%	0	0%	0	0%
Swimming Pool - Hotel Guest	0	0%	0	0%	0	0%	0	0%	0	0%
Conservatory	0	0%	0	0%	0	0%	0	0%	0	0%
Other Miscellaneous Income	378	1%	382	1%	386	1%	390	1%	393	1%
Leased Other Outlets	0	0%	0	0%	0	0%	0	0%	0	0%
PAYROLL EXPENSE	\$ 7,722	23.0%	\$ 7,873	23.0%	\$ 8,028	22.9%	\$ 8,188	22.9%	\$ 8,353	22.9%
Wedding Chapel	243	1%	243	1%	243	1%	243	1%	243	1%
Exercise / Salon / spa	2,553	8%	2,629	8%	2,708	8%	2,790	8%	2,873	8%
Business Center	512	2%	527	2%	543	2%	559	2%	576	2%
Convention Services Rental	554	2%	554	2%	554	2%	554	2%	554	2%
Swimming Pool - Hotel Guest	800	2%	824	2%	849	2%	874	2%	900	2%
Conservatory	711	2%	728	2%	746	2%	765	2%	784	2%
Other Miscellaneous Income	1,968	6%	1,974	6%	1,980	6%	1,986	6%	1,992	5%
Leased Other Outlets	382	1%	393	1%	405	1%	417	1%	430	1%
COMPLIMENTARY EXPENSES	\$ 367	1.1%	\$ 367	1.1%	\$ 367	1.0%	\$ 367	1.0%	\$ 367	1.0%
Wedding Chapel	0	0%	0	0%	0	0%	0	0%	0	0%
Exercise / Salon / spa	9	0%	9	0%	9	0%	9	0%	9	0%
Business Center	0	0%	0	0%	0	0%	0	0%	0	0%
Convention Services Rental	358	1%	358	1%	358	1%	358	1%	358	1%
Swimming Pool - Hotel Guest	0	0%	0	0%	0	0%	0	0%	0	0%
Conservatory	0	0%	0	0%	0	0%	0	0%	0	0%
Other Miscellaneous Income	0	0%	0	0%	0	0%	0	0%	0	0%
Leased Other Outlets	0	0%	0	0%	0	0%	0	0%	0	0%
PROMOTIONAL EXPENSES	\$ 25	0.1%	\$ 25	0.1%	\$ 25	0.1%	\$ 25	0.1%	\$ 25	0.1%
Convention Services Rental	25	0%	25	0%	25	0%	25	0%	25	0%
OTHER EXPENSES	\$ 13,298	39.6%	\$ 13,470	39.3%	\$ 13,645	39.0%	\$ 13,824	38.7%	\$ 14,006	38.3%
Wedding Chapel	1,152	3%	1,152	3%	1,152	3%	1,152	3%	1,152	3%
Exercise / Salon / spa	543	2%	543	2%	543	2%	543	2%	543	1%
Business Center	241	1%	246	1%	251	1%	256	1%	261	1%
Convention Services Rental	2,381	7%	2,381	7%	2,381	7%	2,381	7%	2,381	7%
Swimming Pool - Hotel Guest	207	1%	212	1%	216	1%	220	1%	224	1%
Conservatory	7,890	24%	8,047	23%	8,208	23%	8,372	23%	8,540	23%
Other Miscellaneous Income	554	2%	560	2%	565	2%	570	2%	575	2%
Leased Other Outlets	329	1%	329	1%	329	1%	329	1%	329	1%
MANAGEMENT FEES	\$ 92	0.3%	\$ 96	0.3%	\$ 101	0.3%	\$ 105	0.3%	\$ 110	0.3%
Revenue Based Fee	68	0%	71	0%	74	0%	78	0%	82	0%
Operating Income Based Fee	25	0%	25	0%	26	0%	27	0%	28	0%
TOTAL COSTS & EXPENSES	\$ 21,942	65.4%	\$ 22,275	65.0%	\$ 22,616	64.6%	\$ 22,965	64.2%	\$ 23,322	63.8%
OPERATING INCOME	\$ 11,605	34.6%	\$ 11,982	35.0%	\$ 12,374	35.4%	\$ 12,783	35.8%	\$ 13,208	36.2%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Wedding Chapel

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 2,390	100.0%	\$ 2,473	100.0%	\$ 2,560	100.0%	\$ 2,649	100.0%	\$ 2,742	100.0%
Wedding Chapel Revenue	2,366	99.0%	2,449	99.0%	2,535	99.0%	2,623	99.0%	2,715	99.0%
Revenue, Miscellaneous	24	1.0%	24	1.0%	25	1.0%	26	1.0%	27	1.0%
COST OF SALES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Wedding Chapel Costs	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PAYROLL EXPENSE	\$ 243	10.2%	\$ 243	9.8%	\$ 243	9.5%	\$ 243	9.2%	\$ 243	8.9%
Department Payroll, Salary & Wages (% Rever	198	8.3%	198	8.0%	198	7.7%	198	7.5%	198	7.2%
Payroll - Overtime, Taxes & Benefit (% of Payrc	45	1.9%	45	1.8%	45	1.7%	45	1.7%	45	1.6%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 1,152	48.2%	\$ 1,152	48.2%	\$ 1,152	48.2%	\$ 1,152	48.2%	\$ 1,152	48.2%
Credit Card Commissions	41	1.7%	41	1.6%	41	1.6%	41	1.5%	41	1.5%
Outside Services	836	35.0%	836	33.8%	836	32.7%	836	31.6%	836	30.5%
Repair & Replacements	12	0.5%	12	0.5%	12	0.5%	12	0.5%	12	0.4%
Supplies	239	10.0%	239	9.7%	239	9.3%	239	9.0%	239	8.7%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Expenses	24	1.0%	24	1.0%	24	0.9%	24	0.9%	24	0.9%
TOTAL COSTS & EXPENSES	\$ 1,395	58.4%	\$ 1,395	56.4%	\$ 1,395	54.5%	\$ 1,395	52.6%	\$ 1,395	50.9%
GROSS OPERATING INCOME	\$ 995	41.6%	\$ 1,079	43.6%	\$ 1,165	45.5%	\$ 1,255	47.4%	\$ 1,347	49.1%
MANAGEMENT FEES	\$ 68	2.8%	\$ 71	2.9%	\$ 74	2.9%	\$ 78	2.9%	\$ 82	3.0%
Revenue Based Fee	48	2.0%	49	2.0%	51	2.0%	53	2.0%	55	2.0%
Operating Income Based Fee	20	0.8%	22	0.9%	23	0.9%	25	0.9%	27	1.0%
OPERATING INCOME	\$ 927	38.8%	\$ 1,007	40.7%	\$ 1,091	42.6%	\$ 1,177	44.4%	\$ 1,266	46.2%

ASSUMPTIONS:

Number of Chapels	3	3	3	3	3
Average Seats Per Chapel	64	0	0	0	0

Revenue Data

Number of Ceremonies Per Day	4	4	4	4	4
Days of Operation Per Year	260	260	260	260	260
Average Ceremony Revenue	\$ 2,600.00	\$ 2,691.00	\$ 2,785.19	\$ 2,882.67	\$ 2,983.56
Ceremony Revenue Escalation	0.0%	3.5%	3.5%	3.5%	3.5%

Expense Data

Payroll Expense Escalation (% payroll)	0.0%	3.0%	3.0%	3.0%	3.0%
Complimentary Expense Escalation (% per ye	0.0%	0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Revenue (% of total revenue)	2.0%	2.0%	2.0%	2.0%	2.0%
Mgt. Fee Profit (% of gross profit)	2.0%	2.0%	2.0%	2.0%	2.0%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Exercise / Salon / spa

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 4,342	100.0%	\$ 4,515	100.0%	\$ 4,696	100.0%	\$ 4,884	100.0%	\$ 5,079	100.0%
Spa Retail Revenue	200	4.6%	208	4.6%	216	4.6%	225	4.6%	234	4.6%
Spa Entrance Fee	3	0.1%	3	0.1%	3	0.1%	3	0.1%	3	0.1%
Spa Services	4,139	95.3%	4,305	95.3%	4,477	95.3%	4,656	95.3%	4,842	95.3%
COST OF SALES	\$ 60	1.4%	\$ 62	1.4%	\$ 64	1.4%	\$ 66	1.3%	\$ 68	1.3%
Cost of Retail and F&B	60	1.4%	62	1.4%	64	1.4%	66	1.3%	68	1.3%
PAYROLL EXPENSE	\$ 2,553	58.8%	\$ 2,629	58.2%	\$ 2,708	57.7%	\$ 2,790	57.1%	\$ 2,873	56.6%
Department Payroll, Salary & Wages (% Rever	2,084	48.0%	2,146	47.5%	2,211	47.1%	2,277	46.6%	2,346	46.2%
Payroll - Overtime, Taxes & Benefit (% of Payrc	469	10.8%	483	10.7%	497	10.6%	512	10.5%	528	10.4%
COMPLIMENTARY EXPENSES	\$ 9	0.2%	\$ 9	0.2%	\$ 9	0.2%	\$ 9	0.2%	\$ 9	0.2%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	9	0.2%	9	0.2%	9	0.2%	9	0.2%	9	0.2%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 543	12.5%	\$ 543	12.5%	\$ 543	12.5%	\$ 543	12.5%	\$ 543	12.5%
Credit Card Commissions	87	2.0%	87	1.9%	87	1.8%	87	1.8%	87	1.7%
Outside Services	4	0.1%	4	0.1%	4	0.1%	4	0.1%	4	0.1%
Repair & Replacements	4	0.1%	4	0.1%	4	0.1%	4	0.1%	4	0.1%
Supplies	434	10.0%	434	9.6%	434	9.2%	434	8.9%	434	8.5%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	9	0.2%	9	0.2%	9	0.2%	9	0.2%	9	0.2%
Other Expenses	4	0.1%	4	0.1%	4	0.1%	4	0.1%	4	0.1%
TOTAL COSTS & EXPENSES	\$ 3,164	72.9%	\$ 3,243	71.8%	\$ 3,324	70.8%	\$ 3,407	69.8%	\$ 3,492	68.8%
GROSS OPERATING INCOME	\$ 1,177	27.1%	\$ 1,272	28.2%	\$ 1,372	29.2%	\$ 1,477	30.2%	\$ 1,587	31.2%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Gross Operating Income	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 1,177	27.1%	\$ 1,272	28.2%	\$ 1,372	29.2%	\$ 1,477	30.2%	\$ 1,587	31.2%

ASSUMPTIONS:

Maximum Hotel Guests	5,400	5,400	5,400	5,400	5,400
Hotel Guest Capture Rate	1.0%	1.0%	1.0%	1.0%	1.0%
Hotel Guests Using Spa	54	54	54	54	54
Other Guests Using Spa	20	20	20	20	20
Total Spa Guests Daily	74	74	74	74	74

Revenue Data

Massage & Bodyworks					
% Of Guests	55.0%	55.0%	55.0%	55.0%	55.0%
Average Guest Charge	\$ 215.00	\$ 223.60	\$ 232.54	\$ 241.85	\$ 251.52
Skin Care					
% Of Guests	16.0%	16.0%	16.0%	16.0%	16.0%
Average Guest Charge	\$ 163.00	\$ 169.52	\$ 176.30	\$ 183.35	\$ 190.69
Hair					
% Of Guests	4.0%	4.0%	4.0%	4.0%	4.0%
Average Guest Charge	\$ 80.00	\$ 83.20	\$ 86.53	\$ 89.99	\$ 93.59
Makeup					
% Of Guests	1.0%	1.0%	1.0%	1.0%	1.0%
Average Guest Charge	\$ 49.00	\$ 50.96	\$ 53.00	\$ 55.12	\$ 57.32
Nails					
% Of Guests	10.0%	10.0%	10.0%	10.0%	10.0%
Average Guest Charge	\$ 49.00	\$ 50.96	\$ 53.00	\$ 55.12	\$ 57.32
Fitness					

Exercise / Salon / spa

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
% Of Guests	1.0%		1.0%		1.0%		1.0%		1.0%	
Average Guest Charge	\$ 10.00		\$ 10.40		\$ 10.82		\$ 11.25		\$ 11.70	
Retail										
% Of Guests	10.0%		10.0%		10.0%		10.0%		10.0%	
Average Guest Charge	\$ 74.00		\$ 76.96		\$ 80.04		\$ 83.24		\$ 86.57	
F&B										
% Of Guests	1.0%		1.0%		1.0%		1.0%		1.0%	
Average Guest Charge	\$ 3.00		\$ 3.12		\$ 3.24		\$ 3.37		\$ 3.51	
Members										
% Of Guests	1.0%		1.0%		1.0%		1.0%		1.0%	
Average Guest Charge	\$ 10.00		\$ 10.40		\$ 10.82		\$ 11.25		\$ 11.70	
Other										
% Of Guests	1.0%		1.0%		1.0%		1.0%		1.0%	
Average Guest Charge	\$ 19.00		\$ 19.76		\$ 20.55		\$ 21.37		\$ 22.23	
Days of Operation (per year)	365		365		365		365		365	
Revenue Escalation (% per year)			4.0%		4.0%		4.0%		4.0%	
Cost Data										
Cost of Retail and F&B	30.0%		30.0%		30.0%		30.0%		30.0%	
Cost Escalation			3.0%		3.0%		3.0%		3.0%	
Expense Data										
Payroll Expense Escalation (% payroll)			3.0%		3.0%		3.0%		3.0%	
Complimentary Expense Escalation (% per year)			0.0%		0.0%		0.0%		0.0%	
Promotional Expense Escalation (% per year)			0.0%		0.0%		0.0%		0.0%	
Other Expense Escalation (% per year)			0.0%		0.0%		0.0%		0.0%	
Mgt. Fee Revenue (% of total revenue)	0.0%		0.0%		0.0%		0.0%		0.0%	
Mgt. Fee Profit (% of gross profit)	0.0%		0.0%		0.0%		0.0%		0.0%	

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Business Center

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 986	100.0%	\$ 1,020	100.0%	\$ 1,056	100.0%	\$ 1,093	100.0%	\$ 1,131	100.0%
Business Center Revenue	986	100.0%	1,020	100.0%	1,056	100.0%	1,093	100.0%	1,131	100.0%
COST OF SALES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Business Center Cost	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PAYROLL EXPENSE	\$ 512	51.9%	\$ 527	51.7%	\$ 543	51.4%	\$ 559	51.2%	\$ 576	51.0%
Department Payroll, Salary & Wages (% Revenue)	404	41.0%	416	40.8%	429	40.6%	442	40.4%	455	40.2%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	108	10.9%	111	10.9%	114	10.8%	118	10.8%	121	10.7%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 241	24.5%	\$ 246	25.0%	\$ 251	25.5%	\$ 256	26.0%	\$ 261	26.5%
Credit Card Commissions	20	2.0%	20	2.0%	21	1.9%	21	1.9%	21	1.9%
Outside Services	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Repair & Replacements	10	1.0%	10	1.0%	10	1.0%	10	1.0%	11	0.9%
Supplies	15	1.5%	15	1.5%	15	1.5%	16	1.4%	16	1.4%
Communications	108	11.0%	111	10.8%	113	10.7%	115	10.5%	117	10.4%
Uniforms & Laundry	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Expenses	89	9.0%	90	8.9%	92	8.7%	94	8.6%	96	8.5%
TOTAL COSTS & EXPENSES	\$ 753	76.4%	\$ 774	75.8%	\$ 794	75.2%	\$ 816	74.6%	\$ 838	74.1%
GROSS OPERATING INCOME	\$ 232	23.6%	\$ 246	24.2%	\$ 261	24.8%	\$ 277	25.4%	\$ 293	25.9%
MANAGEMENT FEES	\$ 24	2.5%	\$ 25	2.5%	\$ 26	2.5%	\$ 27	2.5%	\$ 28	2.5%
Revenue	20	2.0%	20	2.0%	21	2.0%	22	2.0%	23	2.0%
Gross Operating Income	5	0.5%	5	0.5%	5	0.5%	6	0.5%	6	0.5%
OPERATING INCOME	\$ 208	21.1%	\$ 221	21.7%	\$ 235	22.3%	\$ 250	22.8%	\$ 265	23.4%

ASSUMPTIONS:

Maximum Hotel Guests	5,400	5,400	5,400	5,400	5,400
Hotel Guest Capture Rate	2.0%	2.0%	2.0%	2.0%	2.0%
Hotel Guests Using Business Center	108	108	108	108	108
Other Guests Using Business Center	0	0	0	0	0
Total Business Center Guests	108	108	108	108	108

Revenue Data

Average Revenue Per Guest	\$ 25.00	\$ 25.88	\$ 26.78	\$ 27.72	\$ 28.69
Days of Operation Per Year	365	365	365	365	365
Revenue Escalation	0.0%	3.5%	3.5%	3.5%	3.5%

Expense Data

Payroll Expense Escalation (% payroll)		3.0%	3.0%	3.0%	3.0%
Complimentary Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)		2.0%	2.0%	2.0%	2.0%
Mgt. Fee Revenue (% of total revenue)	2.0%	2.0%	2.0%	2.0%	2.0%
Mgt. Fee Profit (% of gross profit)	2.0%	2.0%	2.0%	2.0%	2.0%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
Convention Services Rental**

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 6,283	100.0%	\$ 6,283	100.0%	\$ 6,283	100.0%	\$ 6,283	100.0%	\$ 6,283	100.0%
Licensing & Rental Revenues										
Conventions	4,217	67.1%	4,217	67.1%	4,217	67.1%	4,217	67.1%	4,217	67.1%
Concerts	965	15.4%	965	15.4%	965	15.4%	965	15.4%	965	15.4%
Weekends	1,101	17.5%	1,101	17.5%	1,101	17.5%	1,101	17.5%	1,101	17.5%
PAYROLL EXPENSE	\$ 554	8.8%	\$ 554	8.8%	\$ 554	8.8%	\$ 554	8.8%	\$ 554	8.8%
Department Payroll, Salary & Wages	503	8.0%	503	8.0%	503	8.0%	503	8.0%	503	8.0%
Payroll - Overtime, Taxes & Benefit	51	0.8%	51	0.8%	51	0.8%	51	0.8%	51	0.8%
COMPLIMENTARY EXPENSES	\$ 358	5.7%	\$ 358	5.7%	\$ 358	5.7%	\$ 358	5.7%	\$ 358	5.7%
Complimentary, Rooms	19	0.3%	19	0.3%	19	0.3%	19	0.3%	19	0.3%
Complimentary, Food	207	3.3%	207	3.3%	207	3.3%	207	3.3%	207	3.3%
Complimentary, Beverage	75	1.2%	75	1.2%	75	1.2%	75	1.2%	75	1.2%
Complimentary, Entertainment	57	0.9%	57	0.9%	57	0.9%	57	0.9%	57	0.9%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 25	0.4%	\$ 25	0.4%	\$ 25	0.4%	\$ 25	0.4%	\$ 25	0.4%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	6	0.1%	6	0.1%	6	0.1%	6	0.1%	6	0.1%
Other Promotional Expenses	19	0.3%	19	0.3%	19	0.3%	19	0.3%	19	0.3%
OTHER EXPENSES	\$ 2,381	37.9%	\$ 2,381	37.9%	\$ 2,381	37.9%	\$ 2,381	37.9%	\$ 2,381	37.9%
Advertising	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Credit Card Commissions	101	1.6%	101	1.6%	101	1.6%	101	1.6%	101	1.6%
Commissions	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Communications	6	0.1%	6	0.1%	6	0.1%	6	0.1%	6	0.1%
Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Expenses	2,199	35.0%	2,199	35.0%	2,199	35.0%	2,199	35.0%	2,199	35.0%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Outside Services	63	1.0%	63	1.0%	63	1.0%	63	1.0%	63	1.0%
Repair & Replacements	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Supplies	13	0.2%	13	0.2%	13	0.2%	13	0.2%	13	0.2%
Uniforms & Laundry	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
TOTAL COSTS & EXPENSES	\$ 3,319	52.8%	\$ 3,319	52.8%	\$ 3,319	52.8%	\$ 3,319	52.8%	\$ 3,319	52.8%
GROSS OPERATING INCOME	\$ 2,965	47.2%	\$ 2,965	47.2%	\$ 2,965	47.2%	\$ 2,965	47.2%	\$ 2,965	47.2%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Gross Operating Income	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 2,965	47.2%	\$ 2,965	47.2%	\$ 2,965	47.2%	\$ 2,965	47.2%	\$ 2,965	47.2%

ASSUMPTIONS:

RENTAL ANALYSIS

	<u>Ave. Event Size</u>	<u># of Events</u>	<u>Ave. Days / Event</u>	<u>Days / Event</u>	<u>Ave. Days / Move In/Out</u>
Available Floor Space	0				
Convention					
Large Event - Average	114,925	12	3	36	3
Medium Event - Average	87,884	18	3	54	2
Small Event - Average	54,082	5	3	15	1
Totals		35		105	6
Concerts					
Large Event - Average	114,925	8	2	16	2
Weekends					
Medium Event - Average	87,884	12	2	18	1
Small Event - Average	54,082	24	1	24	0
Totals		36		42	
Rental Fees - Event Day (\$ / sf)					
Convention					
Large Event - Average	\$ 0.30	\$ 0.30	\$ 0.30	\$ 0.30	\$ 0.30
Medium Event - Average	\$ 0.32	\$ 0.32	\$ 0.32	\$ 0.32	\$ 0.32

Convention Services Rental

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
Small Event - Average	\$ 0.35		\$ 0.35		\$ 0.35		\$ 0.35		\$ 0.35	
Concerts										
Large Event - Average	\$ 0.35		\$ 0.35		\$ 0.35		\$ 0.35		\$ 0.35	
Weekends										
Medium Event - Average	\$ 0.35		\$ 0.35		\$ 0.35		\$ 0.35		\$ 0.35	
Small Event - Average	\$ 0.35		\$ 0.35		\$ 0.35		\$ 0.35		\$ 0.35	
Rental Fees - Move In/Out Day (\$ / sf)										
Convention										
Large Event - Average	\$ 0.15		\$ 0.15		\$ 0.15		\$ 0.15		\$ 0.15	
Medium Event - Average	\$ 0.16		\$ 0.16		\$ 0.16		\$ 0.16		\$ 0.16	
Small Event - Average	\$ 0.17		\$ 0.17		\$ 0.17		\$ 0.17		\$ 0.17	
Concerts										
Large Event - Average	\$ 0.18		\$ 0.18		\$ 0.18		\$ 0.18		\$ 0.18	
Weekends										
Medium Event - Average	\$ 0.17		\$ 0.17		\$ 0.17		\$ 0.17		\$ 0.17	
Small Event - Average	\$ 0.17		\$ 0.17		\$ 0.17		\$ 0.17		\$ 0.17	
Expense Data										
Rental Escalation (% per year)			0.00%		0.00%		0.00%		0.00%	
Payroll Expense Escalation (% payroll)			0.00%		0.00%		0.00%		0.00%	
Complimentary Expense Escalation (% per year)			0.00%		0.00%		0.00%		0.00%	
Promotional Expense Escalation (% per year)			0.00%		0.00%		0.00%		0.00%	
Other Expense Escalation (% per year)			0.00%		0.00%		0.00%		0.00%	
Mgt. Fee Revenue (% of total revenue)	0.00%		0.00%		0.00%		0.00%		0.00%	
Mgt. Fee Profit (% of gross profit)	0.00%		0.00%		0.00%		0.00%		0.00%	

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Swimming Pool - Hotel Guest

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 1,536	70.3%	\$ 1,597	70.3%	\$ 1,661	70.3%	\$ 1,728	70.3%	\$ 1,797	70.3%
Cabana Revenue	456	29.7%	474	29.7%	493	29.7%	513	29.7%	533	29.7%
Misc. Pool Revenue	1,080	70.3%	1,123	70.3%	1,168	70.3%	1,215	70.3%	1,263	70.3%
PAYROLL EXPENSE	\$ 800	52.1%	\$ 824	51.6%	\$ 849	51.1%	\$ 874	50.6%	\$ 900	50.1%
Department Payroll, Salary & Wages (% Revenue)	614	40.0%	633	39.6%	652	39.2%	671	38.9%	692	38.5%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	186	12.1%	191	12.0%	197	11.9%	203	11.7%	209	11.6%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 207	13.5%	\$ 212	13.8%	\$ 216	14.0%	\$ 220	14.3%	\$ 224	14.6%
Credit Card Commissions	28	1.8%	28	1.8%	29	1.7%	29	1.7%	30	1.7%
Outside Services	77	5.0%	78	4.9%	80	4.8%	82	4.7%	83	4.6%
Repair & Replacements	15	1.0%	16	1.0%	16	1.0%	16	0.9%	17	0.9%
Supplies	77	5.0%	78	4.9%	80	4.8%	82	4.7%	83	4.6%
Other Taxes and Licenses	3	0.2%	3	0.2%	3	0.2%	3	0.2%	3	0.2%
Uniforms & Laundry	3	0.2%	3	0.2%	3	0.2%	3	0.2%	3	0.2%
Other Expenses	5	0.3%	5	0.3%	5	0.3%	5	0.3%	5	0.3%
TOTAL COSTS & EXPENSES	\$ 1,007	65.6%	\$ 1,036	67.4%	\$ 1,064	69.3%	\$ 1,094	71.2%	\$ 1,125	73.2%
GROSS OPERATING INCOME	\$ 529	34.4%	\$ 562	35.2%	\$ 597	35.9%	\$ 634	36.7%	\$ 672	37.4%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Gross Operating Income	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 529	34.4%	\$ 562	35.2%	\$ 597	35.9%	\$ 634	36.7%	\$ 672	37.4%

ASSUMPTIONS:

Chaise Lounge Total	810	810	810	810	810
Number of Day Beds	10	10	10	10	10
Total Lounge Guests	820	820	820	820	820
Number of Standard Cabanas	10	10	10	10	10
Number of Private Cabanas	6	6	6	6	6
Guests Per Cabana	5	5	5	5	5
Days of Operation (per year)	150	150	150	150	150

Revenue Data

Standard Cabana Rental					
Daily Rental (\$)	\$ 200.00	\$ 208.00	\$ 216.32	\$ 224.97	\$ 233.97
Occupancy Rate (%)	80.0%	80.0%	80.0%	80.0%	80.0%
Private Cabana Rental					
Daily Rental (\$)	\$ 300.00	\$ 312.00	\$ 324.48	\$ 337.46	\$ 350.96
Occupancy Rate (%)	80.0%	80.0%	80.0%	80.0%	80.0%
Misc. Sales & Rentals					
Daily Revenue / Pool Guest (\$)	\$ 10.00	\$ 10.40	\$ 10.82	\$ 11.25	\$ 11.70
Occupancy Rate (%)	80.0%	80.0%	80.0%	80.0%	80.0%
Revenue Escalation (% per year)		4.0%	4.0%	4.0%	4.0%

Expense Data

Payroll Expense Escalation (% payroll)		3.0%	3.0%	3.0%	3.0%
Complimentary Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)		0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)		2.0%	2.0%	2.0%	2.0%
Mgt. Fee Revenue (% of total revenue)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Profit (% of gross profit)	0.0%	0.0%	0.0%	0.0%	0.0%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Conservatory

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 3,650	100.0%	\$ 3,797	100.0%	\$ 3,950	100.0%	\$ 4,109	100.0%	\$ 4,275	100.0%
Ticket Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Misc. Revenue	3,650	100.0%	3,797	100.0%	3,950	100.0%	4,109	100.0%	4,275	100.0%
COST OF SALES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Costs	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PAYROLL EXPENSE	\$ 711	19.5%	\$ 728	19.2%	\$ 746	18.9%	\$ 765	18.6%	\$ 784	18.3%
Department Payroll, Salary & Wages (% Revenue)	490	15.0%	502	13.2%	515	13.0%	528	12.8%	541	12.7%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	221	6.0%	226	6.0%	232	5.9%	237	5.8%	243	5.7%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 7,890	216.2%	\$ 8,047	220.5%	\$ 8,208	224.9%	\$ 8,372	229.4%	\$ 8,540	234.0%
Credit Card Commissions	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Outside Services	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Repair & Replacements	750	2.0%	765	20.1%	780	19.8%	796	19.4%	812	19.0%
Supplies	250	0.1%	255	6.7%	260	6.6%	265	6.5%	271	6.3%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Expenses	6,890	0.5%	7,027	185.1%	7,168	181.5%	7,311	177.9%	7,457	174.4%
TOTAL COSTS & EXPENSES	\$ 8,600	235.6%	\$ 8,776	231.1%	\$ 8,955	226.7%	\$ 9,138	222.4%	\$ 9,324	218.1%
GROSS PROFIT (LOSS)	(\$ 4,950)	-135.6%	(\$ 4,978)	-131.1%	(\$ 5,005)	-126.7%	(\$ 5,028)	-122.4%	(\$ 5,049)	-118.1%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Profit	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
NET PROFIT	(\$ 4,950)	-135.6%	(\$ 4,978)	-131.1%	(\$ 5,005)	-126.7%	(\$ 5,028)	-122.4%	(\$ 5,049)	-118.1%

ASSUMPTIONS:

Revenue Data

Number Of Visitors per Day	10,000	10,100	10,201	10,303	10,406
Ticket Price per Visitor	\$ -	\$ -	\$ -	\$ -	\$ -
Misc. Revenue per Day per Visitor	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
Number of Days Open	365	365	365	365	365
Ticket Escalation (% per year)		3.0%	3.0%	3.0%	3.0%
Attendance Rate Escalation (% per year)		1.0%	1.0%	1.0%	1.0%

Expense Data

Payroll Expense Escalation (% payroll)	0.0%	2.5%	2.5%	2.5%	2.5%
Complimentary Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)	0.0%	2.0%	2.0%	2.0%	2.0%
Mgt. Fee Revenue (% of total revenue)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Profit (% of gross profit)	0.0%	0.0%	0.0%	0.0%	0.0%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT
Other Miscellaneous Income**

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 11,070	100.0%	\$ 11,181	100.0%	\$ 11,293	100.0%	\$ 11,406	100.0%	\$ 11,520	100.0%
Owned										
In-Room Mini-Bar	909	8.2%	918	8.2%	927	8.2%	936	8.2%	946	8.2%
PBX	909	8.2%	918	8.2%	927	8.2%	936	8.2%	946	8.2%
Valet / Parking	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Concessions										
In-Room Movies	909	8.2%	918	8.2%	927	8.2%	936	8.2%	946	8.2%
Valet / Laundry	182	1.6%	184	1.6%	185	1.6%	187	1.6%	189	1.6%
ATM	6,799	61.4%	6,867	61.4%	6,936	61.4%	7,005	61.4%	7,075	61.4%
Misc. Revenue	1,363	12.3%	1,377	12.3%	1,391	12.3%	1,405	12.3%	1,419	12.3%
COST OF SALES	\$ 378	3.4%	\$ 382	3.4%	\$ 386	3.4%	\$ 390	3.4%	\$ 393	3.4%
In-Room Mini-Bar	364	3.3%	367	3.3%	371	3.3%	375	3.3%	378	3.3%
PBX	15	0.1%	15	0.1%	15	0.1%	15	0.1%	15	0.1%
PAYROLL EXPENSE	\$ 1,968	17.8%	\$ 1,974	17.7%	\$ 1,980	17.5%	\$ 1,986	17.4%	\$ 1,992	17.3%
In-Room Mini-Bar	150	26.0%	151	26.0%	153	26.0%	155	26.0%	156	26.0%
PBX	454	50.0%	459	50.0%	464	50.0%	468	50.0%	473	50.0%
Valet / Parking	1,363	12.3%	1,363	12.2%	1,363	12.1%	1,363	12.0%	1,363	11.8%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
OTHER EXPENSES	\$ 554	5.0%	\$ 560	5.0%	\$ 565	5.0%	\$ 570	5.0%	\$ 575	5.0%
In-Room Mini-Bar	150	1.4%	151	1.4%	153	1.4%	155	1.4%	156	1.4%
PBX	364	3.3%	367	3.3%	371	3.3%	375	3.3%	378	3.3%
Valet / Parking	41	0.4%	41	0.4%	41	0.4%	41	0.4%	41	0.4%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
TOTAL COSTS & EXPENSES	\$ 2,900	26.2%	\$ 2,915	26.3%	\$ 2,930	26.5%	\$ 2,945	26.6%	\$ 2,961	26.7%
OPERATING INCOME	\$ 8,170	73.8%	\$ 8,266	73.9%	\$ 8,363	74.1%	\$ 8,460	74.2%	\$ 8,559	74.3%

ASSUMPTIONS:

Total Occupied Rooms Per Day	2,490	2,490	2,490	2,490	2,490
Total Gaming Positions	6,209	6,209	6,209	6,209	6,209

Revenue Data

Owned Revenue

In-Room Mini-Bar					
Average Daily Rev. / Occupied Room	\$ 1.00	\$ 1.01	\$ 1.02	\$ 1.03	\$ 1.04
PBX					
Average Daily Rev. / Occupied Room	\$ 1.00	\$ 1.01	\$ 1.02	\$ 1.03	\$ 1.04
Valet / Parking					
Average Daily Rev. / Occupied Room	\$ -	\$ -	\$ -	\$ -	\$ -

Concessions Revenue

In-Room Movies					
Average Daily Rev. / Occupied Room	\$ 1.00	\$ 1.01	\$ 1.02	\$ 1.03	\$ 1.04
Valet / Laundry					
Average Daily Rev. / Occupied Room	\$ 0.20	\$ 0.20	\$ 0.20	\$ 0.21	\$ 0.21
ATM					
Average Daily Rev. / Occupied Room	\$ 3.00	\$ 3.03	\$ 3.06	\$ 3.09	\$ 3.12
Misc. Revenue					
Average Daily Rev. / Occupied Room	\$ 1.50	\$ 1.52	\$ 1.53	\$ 1.55	\$ 1.56

Revenue Escalation (% per year) 1.00% 1.00% 1.00% 1.00%

Cost Data

Owned Revenue

In-Room Mini-Bar					
% of Mini-Bar Revenue	\$ 0.40	\$ 0.40	\$ 0.40	\$ 0.40	\$ 0.40
PBX					
Average Daily Rev. / Occupied Room	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02	\$ 0.02

Other Miscellaneous Income

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
Other Expenses										
In-Room Mini-Bar										
% of Mini-Bar Revenue	16.50%		16.50%		16.50%		16.50%		16.50%	
PBX										
% of PBX Revenue	40.00%		40.00%		40.00%		40.00%		40.00%	
Valet / Parking										
% of Payroll	3.00%		3.00%		3.00%		3.00%		3.00%	

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Leased Other Outlets

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Rev	YEAR 2	% Rev	YEAR 3	% Rev	YEAR 4	% Rev	YEAR 5	% Rev
REVENUE	\$ 3,290	100.0%	\$ 3,389	100.0%	\$ 3,490	100.0%	\$ 3,595	100.0%	\$ 3,703	100.0%
Leased Other Revenue	3,290	100.0%	3,389	100.0%	3,490	100.0%	3,595	100.0%	3,703	100.0%
PAYROLL EXPENSE	\$ 382	11.6%	\$ 393	11.6%	\$ 405	11.6%	\$ 417	11.6%	\$ 430	11.6%
Department Payroll, Salary & Wages (% Revenue)	263	8.0%	271	8.0%	279	8.0%	288	8.0%	296	8.0%
Payroll - Overtime, Taxes & Benefit (% of Payroll)	118	3.6%	122	3.6%	126	3.6%	129	3.6%	133	3.6%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 329	10.0%	\$ 329	10.0%	\$ 329	10.0%	\$ 329	10.0%	\$ 329	10.0%
Credit Card Commissions	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Outside Services	165	5.0%	165	4.9%	165	4.7%	165	4.6%	165	4.4%
Repair & Replacements	66	2.0%	66	1.9%	66	1.9%	66	1.8%	66	1.8%
Supplies	66	2.0%	66	1.9%	66	1.9%	66	1.8%	66	1.8%
Other Taxes and Licenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Uniforms & Laundry	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Expenses	33	1.0%	33	1.0%	33	0.9%	33	0.9%	33	0.9%
TOTAL COSTS & EXPENSES	\$ 711	21.6%	\$ 722	21.3%	\$ 734	21.0%	\$ 746	20.8%	\$ 759	20.5%
GROSS OPERATING INCOME	\$ 2,579	78.4%	\$ 2,667	78.7%	\$ 2,756	79.0%	\$ 2,849	79.2%	\$ 2,944	79.5%
MANAGEMENT FEES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Revenue	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Gross Operating Income	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OPERATING INCOME	\$ 2,579	78.4%	\$ 2,667	78.7%	\$ 2,756	79.0%	\$ 2,849	79.2%	\$ 2,944	79.5%

ASSUMPTIONS:

Leasable Area	32,900	32,900	32,900	32,900	32,900
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Revenue Data

Average Lease Rate (\$ / sf / year)	\$ 100.00	\$ 103.00	\$ 106.09	\$ 109.27	\$ 112.55
Rental Escalation (% payroll)	0.0%	3.0%	3.0%	3.0%	3.0%

Expense Data

Payroll Expense Escalation (% payroll)	0.0%	3.0%	3.0%	3.0%	3.0%
Complimentary Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Revenue (% of total revenue)	0.0%	0.0%	0.0%	0.0%	0.0%
Mgt. Fee Profit (% of gross profit)	0.0%	0.0%	0.0%	0.0%	0.0%

A MAJOR DEVELOPMENT PROJECT
DIVISIONAL INCOME STATEMENT
Advertising, General & Administrative

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Exp	YEAR 2	% Exp	YEAR 3	% Exp	YEAR 4	% Exp	YEAR 5	% Exp
PAYROLL EXPENSE	\$ 61,276	99.6%	\$ 63,453	38.0%	\$ 65,700	37.8%	\$ 68,033	37.5%	\$ 70,455	37.3%
General & Administrative	40,708	66%	41,930	25%	43,187	25%	44,483	25%	45,818	24%
Advertising	2,421	4%	2,533	2%	2,650	2%	2,772	2%	2,900	2%
Property Operations	18,147	29%	18,990	11%	19,863	11%	20,778	11%	21,737	12%
COMPLIMENTARY EXPENSES	\$ 37	0.1%	\$ 38	0.0%	\$ 40	0.0%	\$ 41	0.0%	\$ 42	0.0%
General & Administrative	34	0%	35	0%	36	0%	37	0%	38	0%
Advertising	3	0%	4	0%	4	0%	4	0%	4	0%
Property Operations	0	0%	0	0%	0	0%	0	0%	0	0%
PROMOTIONAL EXPENSES	\$ 8	0.0%	\$ 8	0.0%	\$ 9	0.0%	\$ 9	0.0%	\$ 9	0.0%
General & Administrative	7	0%	8	0%	8	0%	8	0%	8	0%
Advertising	1	0%	1	0%	1	0%	1	0%	1	0%
Property Operations	0	0%	0	0%	0	0%	0	0%	0	0%
OTHER EXPENSES	\$ 218	0.4%	\$ 103,469	62.0%	\$ 108,225	62.2%	\$ 113,207	62.4%	\$ 118,428	62.7%
General & Administrative	206	0%	212	0%	218	0%	225	0%	232	0%
Advertising	12	0%	12	0%	13	0%	14	0%	14	0%
Property Operations	0	0%	103,244	62%	107,993	62%	112,968	62%	118,182	63%
OPERATING EXPENSES	\$ 61,539	100.0%	\$ 166,968	100.0%	\$ 173,973	100.0%	\$ 181,290	100.0%	\$ 188,934	100.0%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Advertising

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Exp.	YEAR 2	% Exp.	YEAR 3	% Exp.	YEAR 4	% Exp.	YEAR 5	% Exp.
PAYROLL EXPENSE	\$ 2,421	99.3%	\$ 2,533	99.3%	\$ 2,650	99.3%	\$ 2,772	99.3%	\$ 2,900	99.3%
Total Payroll	2,421	99.3%	2,533	99.3%	2,650	99.3%	2,772	99.3%	2,900	99.3%
COMPLIMENTARY EXPENSES	\$ 3	0.1%	\$ 4	0.1%	\$ 4	0.1%	\$ 4	0.1%	\$ 4	0.1%
Complimentary, Rooms	1	0.04%	1	0.04%	1	0.04%	1	0.04%	1	0.04%
Complimentary, Food	0	0.02%	1	0.02%	1	0.02%	1	0.02%	1	0.02%
Complimentary, Beverage	0	0.01%	0	0.01%	0	0.01%	0	0.01%	0	0.01%
Complimentary, Entertainment	0	0.01%	0	0.01%	0	0.01%	0	0.01%	0	0.01%
Complimentary, Other	2	0.07%	2	0.07%	2	0.07%	2	0.07%	2	0.07%
PROMOTIONAL EXPENSES	\$ 1	0.0%	\$ 1	0.0%	\$ 1	0.0%	\$ 1	0.0%	\$ 1	0.0%
Special Events	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
CE - Leased Inhouse Facilities	0	0.01%	0	0.01%	0	0.01%	0	0.01%	0	0.01%
Other Promotional Expenses	0	0.02%	1	0.02%	1	0.02%	1	0.02%	1	0.02%
OTHER EXPENSES	\$ 12	0.5%	\$ 12	0.5%	\$ 13	0.5%	\$ 14	0.5%	\$ 14	0.5%
Advertising, Trade Publications	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Consumer Magazines	1	0.03%	1	0.03%	1	0.03%	1	0.03%	1	0.03%
Local Newspaper	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Radio & Television	2	0.09%	2	0.09%	3	0.09%	3	0.09%	3	0.09%
Outdoor Advertising	2	0.08%	2	0.08%	2	0.08%	2	0.08%	2	0.08%
Art Preparation	0	0.02%	0	0.02%	0	0.02%	0	0.02%	0	0.02%
Advertising, Production	0	0.01%	0	0.01%	0	0.01%	0	0.01%	0	0.01%
Communications	0	0.01%	0	0.01%	0	0.01%	0	0.01%	0	0.01%
Outside Services	3	0.11%	3	0.11%	3	0.11%	3	0.11%	3	0.11%
Repair & Replacements	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Supplies	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Other Expenses	3	0.14%	3	0.14%	4	0.14%	4	0.14%	4	0.14%
OPERATING EXPENSES	\$ 2,437	100.0%	\$ 2,550	100.0%	\$ 2,668	100.0%	\$ 2,790	100.0%	\$ 2,919	100.0%

ASSUMPTIONS:

0.00% \$1,761,836,914 \$1,843,649,686 \$1,928,447,403 \$2,017,293,461 \$2,110,385,287

Payroll Data (% of total revenue)

Total Property Operations Payroll 0.14% 0.14% 0.14% 0.14% 0.14%

Other Expenses (% revenue)

Advertising, Trade Publications 0.00%
Consumer Magazines 0.03%
Local Newspaper 0.00%
Radio & Television 0.09%
Outdoor Advertising 0.08%
Art Preparation 0.02%
Advertising, Production 0.01%
Communications 0.01%
Outside Services 0.11%
Repair & Replacements 0.00%
Supplies 0.00%
Other Expenses 0.14%
0.49%

Expense Data

Complimentary Expense Escalation (% per year) 3.00% 3.00% 3.00% 3.00%
Promotional Expense Escalation (% per year) 2.00% 2.00% 2.00% 2.00%
Other Expense Escalation (% per year) 2.50% 2.50% 2.50% 2.50%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

General & Administrative

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Exp.	YEAR 2	% Exp.	YEAR 3	% Exp.	YEAR 4	% Exp.	YEAR 5	% Exp.
PAYROLL EXPENSE	\$ 40,708	99.4%	\$ 41,930	99.4%	\$ 43,187	99.4%	\$ 44,483	99.4%	\$ 45,818	99.4%
Total Payroll	40,708	99.4%	41,930	99.4%	43,187	99.4%	44,483	99.4%	45,818	99.4%
COMPLIMENTARY EXPENSES	\$ 34	0.1%	\$ 35	0.1%	\$ 36	0.1%	\$ 37	0.1%	\$ 38	0.1%
Complimentary, Rooms	11	0.03%	11	0.03%	12	0.03%	12	0.03%	12	0.03%
Complimentary, Food	15	0.04%	16	0.04%	16	0.04%	17	0.04%	17	0.04%
Complimentary, Beverage	2	0.00%	2	0.00%	2	0.00%	2	0.00%	2	0.00%
Complimentary, Entertainment	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Complimentary, Other	5	0.01%	6	0.01%	6	0.01%	6	0.01%	6	0.01%
PROMOTIONAL EXPENSES	\$ 7	0.0%	\$ 8	0.0%	\$ 8	0.0%	\$ 8	0.0%	\$ 8	0.0%
Special Events	4	0.01%	4	0.01%	4	0.01%	4	0.01%	4	0.01%
CE - Leased Inhouse Facilities	3	0.01%	4	0.01%	4	0.01%	4	0.01%	4	0.01%
Other Promotional Expenses	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
OTHER EXPENSES	\$ 206	0.5%	\$ 212	0.5%	\$ 218	0.5%	\$ 225	0.5%	\$ 232	0.5%
Bad Debt	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Communications	5	0.01%	5	0.01%	5	0.01%	5	0.01%	5	0.01%
Credit Card Commissions	2	0.00%	2	0.00%	2	0.00%	2	0.00%	2	0.00%
Linen & Laundry	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Outside Services	68	0.17%	71	0.17%	73	0.17%	75	0.17%	77	0.17%
Repair & Replacement	6	0.01%	6	0.01%	6	0.01%	6	0.01%	6	0.01%
Supplies	45	0.11%	46	0.11%	48	0.11%	49	0.11%	51	0.11%
Uniforms & Laundry'	3	0.01%	3	0.01%	3	0.01%	3	0.01%	3	0.01%
Other Expenses	78	0.19%	80	0.19%	83	0.19%	85	0.19%	88	0.19%
OPERATING EXPENSES	\$ 40,955	100.0%	\$ 42,184	100.0%	\$ 43,450	100.0%	\$ 44,753	100.0%	\$ 46,096	100.0%

ASSUMPTIONS:

Total Revenue (From Consolidated Income Statement) \$1,761,836,914 \$1,843,649,686 \$1,928,447,403 \$2,017,293,461 \$2,110,385,287

Payroll Data (% of total revenue)

Total Departmental Expense	2.31%	2.31%	2.31%	2.31%	2.31%
Environmental Services	0.99%				
Executive/Legal	0.16%				
Finance	0.27%				
Human Resources	0.07%				
Management Information Service	0.02%				
Purchasing	0.03%				
Receiving & Warehouse	0.08%				
Risk Management	0.02%				
Security	0.56%				
Uniform Control	0.12%				

Other Expenses (% revenue)

Bad Debt	0.00%
Communications	0.01%
Credit Card Commissions	0.00%
Linen & Laundry	0.00%
Outside Services	0.17%
Repair & Replacement	0.01%
Supplies	0.11%
Uniforms & Laundry'	0.01%
Other Expenses	0.19%

Expense Data

Payroll Expense Escalation (% payroll)	0.00%	3.00%	3.00%	3.00%	3.00%
Complimentary Expense Escalation (% per year)	0.00%	2.00%	2.00%	2.00%	2.00%
Promotional Expense Escalation (% per year)	0.00%	2.00%	2.00%	2.00%	2.00%
Other Expense Escalation (% per year)	0.00%	2.00%	2.00%	2.00%	2.00%

**A MAJOR DEVELOPMENT PROJECT
DEPARTMENTAL INCOME STATEMENT**

Property Operations

(IN THOUSANDS EXCEPT ASSUMPTIONS)

DESCRIPTION	YEAR 1	% Exp.	YEAR 2	% Exp.	YEAR 3	% Exp.	YEAR 4	% Exp.	YEAR 5	% Exp.
PAYROLL EXPENSE	\$ 18,147	100.0%	\$ 18,990	15.5%	\$ 19,863	15.5%	\$ 20,778	15.5%	\$ 21,737	15.5%
Total Payroll	18,147	100.0%	18,990	15.5%	19,863	15.5%	20,778	15.5%	21,737	15.5%
COMPLIMENTARY EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Complimentary, Rooms			0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Food			0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Beverage			0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Entertainment			0	0.0%	0	0.0%	0	0.0%	0	0.0%
Complimentary, Other			0	0.0%	0	0.0%	0	0.0%	0	0.0%
PROMOTIONAL EXPENSES	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%	\$ 0	0.0%
Special Events	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
CE - Leased Inhouse Facilities	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Promotional Expenses	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
OTHER EXPENSES	\$ 0	0.0%	\$ 103,244	84.5%	\$ 107,993	84.5%	\$ 112,968	84.5%	\$ 118,182	84.5%
Property Taxes			29,683	24.3%	31,048	24.3%	32,478	24.3%	33,977	24.3%
Utilities - Electric			0	0.0%	0	0.0%	0	0.0%	0	0.0%
Utilities - Natural Gas			25,442	20.8%	26,613	20.8%	27,839	20.8%	29,123	20.8%
Utilities - Fuel			25,442	20.8%	26,613	20.8%	27,839	20.8%	29,123	20.8%
Utilities - Water			2,765	2.3%	2,893	2.3%	3,026	2.3%	3,166	2.3%
Utilities - Waste Removal			2,765	2.3%	2,893	2.3%	3,026	2.3%	3,166	2.3%
Utilities - Sewage			2,765	2.3%	2,893	2.3%	3,026	2.3%	3,166	2.3%
Insurance			0	0.0%	0	0.0%	0	0.0%	0	0.0%
Other Expenses			369	0.3%	386	0.3%	403	0.3%	422	0.3%
Communications			2,765	2.3%	2,893	2.3%	3,026	2.3%	3,166	2.3%
Outside Services			1,291	1.1%	1,350	1.1%	1,412	1.1%	1,477	1.1%
Repair & Replacements			9,403	7.7%	9,835	7.7%	10,288	7.7%	10,763	7.7%
Supplies			553	0.5%	579	0.5%	605	0.5%	633	0.5%
OPERATING EXPENSES	\$ 18,147	100.0%	\$ 122,234	100.0%	\$ 127,856	100.0%	\$ 133,747	100.0%	\$ 139,919	100.0%

ASSUMPTIONS:

Total Revenue (From Consolidated In	\$1,761,836,914	\$1,843,649,686	\$1,928,447,403	\$2,017,293,461	\$2,110,385,287
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Payroll Data (% of total revenue)

Total Property Operations Payroll	1.03%	1.03%	1.03%	1.03%	1.03%
Maintenance / Horticulture					
Technical Services					

Expense Data

Complimentary Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%
Promotional Expense Escalation (% per year)	0.0%	0.0%	0.0%	0.0%
Other Expense Escalation (% per year)	2.5%	2.5%	2.5%	2.5%

NOTES