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American Institute of Certified Public Accountants. Gaming Industry Special Committee

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AICPA Audit and Accounting Guide

AUDITS OF CASINOS

*With Conforming Changes
as of May 1, 2001*

AMERICAN INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS

AICPA

AUDITS OF CASINOS With Conforming Changes as of May 1, 2001

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AICPA Audit and Accounting Guide

AUDITS OF CASINOS

***With Conforming Changes
as of May 1, 2001***

This edition of the AICPA Audit and Accounting Guide *Audits of Casinos*, which was originally issued in 1984, has been modified by the AICPA staff to include certain changes necessary because of the issuance of authoritative pronouncements since the Guide was originally issued (see page iv). The changes made in the current year are identified in a schedule in appendix G of the Guide. The changes do *not* include all those that might be considered necessary if the Guide were subjected to a comprehensive review and revision.

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NOTICE TO READERS

This audit and accounting guide presents recommendations of the AICPA Gaming Industry Special Committee on the application of generally accepted auditing standards to audits of financial statements of casinos. This guide also presents the committee's recommendations on and descriptions of financial accounting and reporting principles and practices for casinos. The AICPA Accounting Standards Executive Committee and members of the AICPA Auditing Standards Board have found this guide to be consistent with existing standards and principles covered by Rules 202 and 203 of the AICPA Code of Professional Conduct. AICPA members should be prepared to justify departures from this guide.

Gaming Industry Special Committee (1984)

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This guide reflects relevant guidance contained in authoritative pronouncements through May 1, 2001:

FASB Statement No. 140, Accounting for Transfers and Servicing of Financial Assets and Extinguishments of Liabilities

FASB Interpretation No. 44, Accounting for Certain Transactions involving Stock Compensation

FASB Technical Bulletin 97-1, Accounting under Statement 123 for Certain Employee Stock Purchase Plans with a Look-Back Option

EITF consensuses adopted through the April 2001 Emerging Issues Task Force (EITF) meeting

Practice Bulletin 15, Accounting by the Issuer of Surplus Notes

SAS No. 94, The Effect of Information Technology on the Auditor's Consideration of Internal Control in a Financial Statement Audit

SOP 01-2, Accounting and Reporting by Health and Welfare Benefit Plans

SSAE No. 10, Attestation Standards: Revision and Recodification

Preface

This audit and accounting guide has been prepared to assist the independent auditor in auditing and reporting on financial statements of casinos by describing those conditions or procedures unique to the industry and by illustrating the form and content of casino financial statements and related disclosures.

Casino gambling is spreading to most regions of the U.S. Many casinos are “going public” or have been acquired by public companies. The expansion of corporate ownership of casinos and the increased activity of state regulatory authorities are bringing about many changes in the operation of casinos, including increased awareness of effective controls.

Although many casinos operate as hotel-casinos, and, accordingly, their financial statements reflect such combined operations, the discussion in this guide pertains only to the casino operations. This guide does not address forms of legalized gambling other than casinos. During the period that this guide was developed, legalized casino gambling was conducted in Nevada and New Jersey, and the text was prepared based primarily on the operating practices in those states. Independent auditors should be alert for new or differing practices in other jurisdictions, including Puerto Rico and, when applicable, those outside the United States.

While generally accepted accounting principles and generally accepted auditing standards as they pertain to casinos are the same as those applicable to business entities in general, this guide is directed to those matters considered particularly pertinent or unique to the casino industry.

Many terms in this guide are unique to the casino industry. Those terms defined in appendix F, “Glossary,” are in italics the first time they appear in the guide.

Effective Date

The provisions of this guide shall be effective for audits of financial statements for periods ending on or after December 31, 1984.

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Chapter 1

Description of the Industry

History

1.01 Gambling has existed in every society, from the most primitive to the most complex. Gambling as we know it today has its roots in sixteenth-century Europe, when many games of chance that were forerunners of games now played in casinos throughout the world were developed. English colonists brought gambling to the New World in the seventeenth century. Gambling was severely restricted in Puritan New England; however, in New York and the southern colonies attitudes toward gambling were more lenient.

1.02 The modern era began in 1931 in Nevada, when the so-called wide-open gambling bill was passed. The passage of the bill was precipitated by (a) dissatisfaction with widespread illegal gambling, (b) the influence of the mining camp heritage, and (c) hopes for general enhancement of business within the state, which was suffering severely during the Depression.

1.03 Most of the nation felt that Nevada's experiment was doomed to failure, and, in fact, growth was slow during the initial ten years. The first major breakthrough occurred in 1937 with the opening of Harolds Club in Reno.

1.04 A turning point in Nevada's gaming history came in late 1946, when the Flamingo Hotel opened outside the Las Vegas city limits. The Flamingo's financial success prompted the development of several new hotel-casinos. Initially the casinos in Reno and Las Vegas catered mostly to local residents. However, with the introduction of the larger casinos, gambling became big business.

1.05 In 1950 a Senate committee conducted a study of Nevada casinos. As a result of its report, Nevada and the federal government expanded their control efforts. In 1959 the Nevada Gaming Commission was created as the state's authority in licensing and disciplinary matters, and the Gaming Control Board was established as the active operating regulatory authority over the daily activities of casinos.

1.06 Starting in the 1960s large corporations, some publicly held, became owners and operators of gambling properties.

1.07 In 1976 New Jersey voters passed a referendum allowing casino gambling in Atlantic City. It was hoped that casino gambling would contribute to the redevelopment of Atlantic City.

1.08 Other states are currently considering legalizing casino gambling. Most already have at least one other form of legalized gambling. These include on-track and off-track betting on horse racing, on-track betting on dog racing, state lotteries, and jai alai. Casino gambling is legal in many areas of the world. Some of the casinos in other parts of the world are owned by publicly held companies based in the United States. During the 1990's legalized gaming throughout the United States has taken on the additional forms of Riverboat

Gaming and Native American Gaming. In addition, with the expanded use of the Internet for conducting business transactions, Internet gaming companies have been formed in various parts of the world to provide on-line gaming over the Internet. The legality of such forms of gaming continues to be debated and challenged throughout the world. Most significant gaming corporations have of necessity been required to avoid such new business opportunities pending the resolution of such legal questions.

Regulatory Environment—Licensing and Taxation

1.09 The ownership and operation of gaming facilities in the United States are subject to a number of state or other local laws, regulations, and ordinances concerning the responsibility, financial stability, and character of casino operators and persons financially interested or involved in casino operations.

1.10 Casinos are licensed by state or other local gaming authorities. The licenses are not transferable and must be renewed periodically. The licensing authorities have broad discretion in granting and renewing licenses.

1.11 Officers, directors, and certain key employees of a casino must be licensed by the gaming authorities, and employees associated with gaming must obtain licenses or work permits. The gaming authorities have the power to require the casino to (a) suspend or dismiss officers, directors, or other key employees or (b) sever relationships with other persons who refuse to file appropriate applications or whom the authorities find unsuitable to act in such capacities. Certain jurisdictions require all employees of the casino and companies that service the casino industry to be licensed.

1.12 If it is determined that gaming laws have been violated, a casino's gaming license can be limited, conditioned, suspended, or revoked, and the casino and persons involved may be subject to fines at the discretion of the applicable licensing authorities.

1.13 No person may acquire control of a casino (whether by ownership of securities, agreement, or otherwise) without the prior approval of the gaming authorities. The authorities may require controlling stockholders, officers, directors, and other persons having a substantial relationship or involvement with the casino to be found suitable for that relationship or involvement or to be licensed. The gaming authorities have the power to investigate any principal security holder.

1.14 To be licensed, the casinos give up certain management rights and are subject to requirements that do not apply to business entities in general. For example, some jurisdictions legislate detailed provisions concerning (a) employment practices of casino operators, contractors for casino facilities, and others; (b) security standards, management control activities, accounting and cash control methods, and reports to gaming authorities; (c) advertising, standards for entertainment, and distribution of alcoholic beverages; and (d) the purchase of gaming equipment.

1.15 For the operating methods that the casinos will use, some jurisdictions prescribe (a) the rules of the games, including minimum and maximum wagers and the manner of selling and redeeming chips and (b) the manner of granting credit, the duration of credit, and the enforceability of gaming debts.

1.16 Casino operators are generally required to file with regulatory agencies reports describing, in narrative and diagrammatic form, detailed operating procedures for gaming and gaming-related activities. An accounting system and internal control¹ must be established before a casino's operations begin. The systems and any significant revisions to them are evaluated and reported on by an independent auditor and are subject to review by the regulatory agencies.

1.17 Casinos are generally charged a fee or tax, based on a percent of gross gaming revenue, by the state in which they operate. In some jurisdictions the establishment is granted a gaming license only after it remits a monthly fee that is collected three months in advance. A jurisdiction may also require a casino to pay a deposit to ensure that the locality receives the tax revenue even if the casino ceases to operate.

1.18 In addition to the gross revenue fee or tax, certain jurisdictions also impose numerous license fees on table games and coin-operated devices. County and city license fees are also common. The license fees are generally prepaid.

1.19 A wagering tax is levied by the federal government on *race and sports book* operators. This tax is based on a percent of the amount wagered by customers. The tax may be passed on to the customer by either increasing the amount the customer pays for a bet or deducting the amount from the customer's winnings. In addition, each race and sports book writer must pay an annual license fee.

1.20 In addition to the aforementioned fees and taxes, the operating costs of casino regulatory and investigatory agencies may be passed on to casinos in the form of fees.

Brief Descriptions of the Games

1.21 The jurisdiction in which the casino is located determines the types of games of chance that the casino may operate. A brief description of the games most likely to be found in a casino follows. More detailed descriptions of some of these games are included in appendix C, "Rules of the Games."

Table Games

1.22 As would be expected, table games are simply those that are played at a table and involve one or more players usually wagering against the casino bankroll. The table may include a *layout*—a diagram, usually on felt, with spaces for the bets to be placed. The house is represented by *dealers*, which is a general term that may include *stickpersons*, *boxpersons*, and *croupiers*. The most common table games are—

- *Craps*, a game in which two dice are thrown and various bets are accepted on the outcome.
- *Blackjack*, or *Twenty-One*, a card game in which the object is to draw cards whose total is higher than the dealer's total without going over 21.

¹ In some jurisdictions this is referred to as a *system of accounting and internal control*.

- *Roulette*, a game in which a ball is spun on a rotating wheel and drops into a numbered slot on the wheel. Bets are placed on which slot the ball will come to rest in.
- *Wheel of Fortune*, or *Big Six*, a game in which players bet on which number a large spinning wheel will stop at.
- *Baccarat*, a card game in which two hands, a player's hand and a banker's hand, are dealt. Wagers are made on which hand will be higher without exceeding 9.

Card Games

1.23 Card games such as *poker* and *panguingui (pan)* differ from table games in that the customers wager against each other rather than against the house. The revenue derived by the casino is merely a percentage *rake-off* or a *time buy-in*—a commission charged by the house for the privilege of playing in the establishment.

Slots and Other Coin-Operated Gaming Devices

1.24 Slots and other *coin-operated gaming devices* are machines in which the player generally deposits one or more coins for a chance to win a jackpot or other *payoff*. Payoffs may be based on the alignment of like symbols appearing on three or more narrow cylindrical drums, called reels, but there are many variations. These devices may also be machines that simulate other games, such as poker or blackjack, on a video screen. In addition, gaming manufacturers have offered multi-linked progressive systems to casinos. These systems provide the casino operator with the ability to provide significantly larger jackpot offerings in the casino and at the same time reduce the casino's risk for funding the jackpot since the administrator of the multi-linked progressive system is responsible for paying such jackpots from funds accumulated in a trust. The trust is established for the purpose of collecting from each participating casino their contractual portions of the drop from such machines and maintaining the trust sufficient to satisfy the previously awarded and current accrued progressive obligations. Typically, the progressive amount increases as a function of each coin played in any machine linked to the system.

Keno

1.25 A keno ticket has the numbers 1 through 80 on it. These numbers correspond to eighty numbered Ping-Pong-like balls contained in a special holding unit. Generally, twenty balls are then drawn randomly, and winning wagers are determined by how many numbers on the customer's ticket match those drawn.

Bingo

1.26 A *bingo* ticket has five rows of five numbers each. As numbers are selected at random by the casino, the players cover any corresponding numbers on their cards. The first customer to cover a specified row or design is the winner.

Race and Sports Book

1.27 Race and sports book is an operation in which the player places a bet on the outcome of a horse race or other sporting event.

Overview of Transactions in the Casino and the Casino Cage

Overview of Table Game Transactions

1.28 A simple illustration of a transaction cycle in a casino operation starts with the *casino cage* containing a specified amount of cash and a specified amount of *chips*² (*the house bankroll*). For a gaming table to have chips with which to operate, the chips are transferred from the casino cage, and a *fill slip* is prepared to record the transfer of the chips from the casino cage to the gaming table. A copy of the fill slip is deposited in the locked *drop box* attached to the gaming table. A player at a gaming table will generally be playing with chips acquired either in exchange for cash or on credit. If he is playing for cash, the cash is immediately placed in the drop box.

1.29 If the customer is playing on credit, he signs a credit instrument, in exchange for which he receives chips. A portion of this instrument form is ordinarily deposited in the drop box. The remaining portion of the instrument is ultimately transferred to the casino cage, where a *credit slip* is issued to the table issuing the instrument, thus placing the credit instrument in the custody of the casino cage and establishing *accountability* in the cage. Upon completion of play, the customer may take whatever chips he has remaining to the casino cage and use them to repay the credit and exchange any remaining chips for cash. (In certain jurisdictions, the procedures may be different; for example, credit instruments may be repaid at the table.)

1.30 At the change of a shift or the closing of a table, the gaming table returns all its chips to the cage, and the cage issues a credit for the amount of chips it received from the table. When the contents of the drop box are counted, the amount of *win* or loss is determined by totaling the amount of cash, the credit instruments issued, and the credit received for chips returned to the cage and by deducting the *fills* received from the cage. This net figure reflects the table win or loss. In most cases, however, the gaming table does not return all its chips to the cage. Instead, it maintains a *table inventory* of chips (which may be recorded on *openers* and *closers*), and thus, the increase or decrease in the table inventory during a shift also enters into the determination of table win or loss.

1.31 The following list summarizes the types of transactions at gaming tables that affect the inventory of chips:

- A transfer from the casino cage to a gaming table (documented by a fill slip)
- A transfer to the casino cage from a gaming table (documented by a credit slip)
- A transfer (sale) of chips to a customer from the table inventory in exchange for either currency or a credit instrument
- Gaming transactions which result in either an increase or decrease in the table inventory, depending on whether the casino wins or loses the bets placed

1.32 All the above transactions, except gaming transactions, are either recorded on a document (fill slip, credit slip, or credit instrument) or are exchanges (currency for chips).

² Gaming tables often have *tokens* and *plaques* in addition to chips. For simplicity, the term *chips* as used in this guide also includes tokens and plaques.

1.33 *Win or loss* is the change in the casino's net assets as a result of gaming transactions. The win or loss can be determined for each table in each shift as shown in the following illustration:

Cash in the drop box		\$ 6,000
Credit issued and outstanding		<u>3,000</u>
Total drop		9,000
Less: Beginning table inventory	\$ 14,000	
Chip transfers		
Fills	5,000	
Credits	<u>(1,000)</u>	
	18,000	
Ending table inventory	<u>(11,000)</u>	<u>7,000</u>
Win		<u><u>\$ 2,000</u></u>

1.34 The computation of the win or loss amounts, by table, for each shift, is made on the *master game report*, or *stiff sheet*. These results are summarized by game into shift totals and daily totals.

Overview of the Slot Machine Cycle

1.35 An operating cycle for the *slot machine* starts with the *hopper* of a machine being loaded with a predetermined amount of coins of the required denomination (*hopper load*), which may be segregated in the casino cage accountability. The initial or subsequent hopper loads, or *slot fills*, are obtained from a *slot booth*, the casino cage, or the vault, depending on the individual operation. A fill slip or other numerically controlled form of documentation is prepared to record the transfer of coins.

1.36 As the slot machine is played, the hopper fills up with coins inserted by the customers and the coins overflow into the *drop bucket*. Machine payoffs to the customers will decrease the hopper and will occasionally require a slot fill.

1.37 When a customer hits a jackpot other than those paid automatically by the machine, the jackpot is paid by the *change person* from his change bank, the slot booth cashier, or the casino cage, concurrent with the completion of a numerically controlled *jackpot payout slip*. The payout of jackpots over a specified amount, as determined by the casino management, requires supervisor approval.

1.38 The drop buckets, which are secured in cabinets beneath the machines, are periodically removed and the coins are collected. Each machine's coins are counted or weighed to determine the *slot drop*, which is then recorded. This procedure is called the *hard count*. Many slot machines are also now equipped with currency or bill acceptors. The bill acceptors are typically removed at or near the same time as the drop buckets and are counted by machine in a *slot soft count*.

1.39 Normally the *meters* on the machines are read in conjunction with the collection of the drop buckets. Meters may be read visually or electronically, depending on the system in operation. Machines have one or more meters, such as coins-in, handle pulls, drop, coins-out, jackpot, and progressive jackpot. From

the meter information, actual *hold percentages* can be computed and compared to the expected or *theoretical hold* percentages for each machine. Recorded drop-meter readings can be compared to the actual drop.

1.40 Win or loss is normally computed by machine, by denomination, and in total. Slot machine win or loss is equal to the drop less the fills and less any hand-paid jackpots.

Overview of the Cage and General Ledger Control

1.41 At the end of each shift the casino cage prepares a reconciliation, or accountability, of cash and cash equivalents in its possession. These may be summarized on a daily basis. This report includes the casino's inventory of currency, coins, credit instruments, and gaming chips and is reconciled to either an imprest balance maintained by the cage or, as is more often the case, the accountability at the end of the preceding period.

1.42 The change in the inventory levels of cash and cash equivalents is, in part, a function of the gaming transactions. For example, the cash inventory is affected by (a) the cash collected from table drop boxes and slot machine drop buckets and transferred to the cage, (b) payments received for credit instruments, and (c) funds transferred to or from bank accounts. Funds in excess of the anticipated currency and coin requirements for the next day's activity or in excess of the imprest balance maintained by the cage are deposited in bank accounts. The total of the credit instruments under the cage's control fluctuates due to instruments received from gaming tables and payments received at the cage. The amount of chips in the cage accountability changes due to the chips in the customers' possession (*chip float*).

1.43 In addition to cage accountability over cash and cash equivalents in its possession, general ledger control is also maintained. The general ledger control accounts at the period's end should agree with the cage's daily summaries.

Chapter 2

Accounting and Financial Reporting

2.01 Most of the accounting and financial reporting practices of the gaming industry are essentially the same as those of other industries. However, some accounting and financial matters are peculiar to the gaming industry and are explained in this guide.

Casino Revenue Recognition¹

2.02 Casino revenue is reported on the accrual basis. Revenue recognized and reported by a casino is generally defined as the win from gaming activities, that is, the difference between gaming wins and losses, not the total amount wagered.

Promotional Allowances

2.03 Promotional allowances (*complimentaries*, or *comps*) represent goods and services, which would be accounted for as revenue if sold, that a casino gives to customers as an inducement to gamble at that establishment. Examples are rooms, food, beverages, entertainment, and parking. The cost of providing promotional allowances is included in costs and expenses.

2.04 The retail amount of promotional allowances is often disclosed in the financial statements. This disclosure, if made, is preferably made in the financial statement notes. However, the retail amount of promotional allowances may be included in gross revenues and offset by deducting it from gross revenues on the face of the income statement. The retail amount of promotional allowances should not be included in gross revenues and charged to operating expenses because that would overstate both revenues and expenses.

Accounts Receivable

2.05 Many casinos grant credit to their gaming customers. The credit instruments include *markers* or *IOUs*, postdated or *hold checks*, *counter checks*, and returned checks held for deposit or other settlement by the customer. Credit play is accounted for on the accrual basis, with revenues and receivables from customers being recorded. The related casino revenue taxes based on the receivables are also accrued.

Preopening,^{*} Licensing, and Major Entertainment Production Costs

2.06 Some or all costs related to licensing costs and costs of major entertainment productions are either charged to expense as incurred or deferred and

¹ EITF Issue No. 00-14, *Accounting for Certain Sales Incentives*, and EITF Issue No. 00-22, *Accounting for "Points" and Certain Time-Based or Volume-Based Sales Incentive Offers, and Offers for Free Products or Services to Be Delivered in the Future*, address the recognition, measurement, and income statement classification for certain sales incentives and membership loyalty programs, such as prearranged discounts given to customers on the repayment of credit extended, slot club promotional programs, and other incentive based offerings.

* Statement of Position (SOP) 98-5, *Reporting on the Costs of Start-Up Activities*, amends this guide to require that preopening costs be charged to expense as incurred. SOP 98-5 is included in appendix D of this guide.

amortized. Preopening costs should be charged to expense as incurred. Licensing and major entertainment production costs should only be deferred and amortized where it is probable that they will benefit future periods. The costs of major entertainment productions are usually amortized over the period that management believes the productions will run. Other licensing costs should also be amortized over their periods of expected future benefit.

Income Taxes

2.07 Financial statement reporting for casinos differs from income tax reporting, resulting in deferred income taxes when (a) recognition of casino receivables is used for financial statements and the “when collected” method is used for income tax reporting, (b) costs are deferred for financial statements and are charged to expense for income tax reporting, and (c) progressive slot jackpots are accrued based on meter readings for financial statements and are charged against revenue when paid for income tax reporting.

Slot Club Promotional Systems

2.08 For marketing and customer tracking purposes, casinos typically offer slot club promotional programs wherein a patron registers with the casino and receives a magnetic card that is inserted into a card reader connected to the slot machine. When properly inserted into the card reader, the customer is able to accumulate “points” for each amount played on the slot machine. A customer usually may redeem such points for cash, gifts, food and beverage, hotel rooms or other goods and services. Cash received by the customer is typically but not necessarily put back into slot machines. The casino believes it is better able to track customer play and at the same time give incentives to its repeat and loyal customers.

Base Jackpots

2.09 *Base jackpots* are charged to revenue ratably over the period of play expected to precede payout; however, if immaterial, they are charged to revenue when established. Any portion of the base jackpot not charged to revenue when the jackpot is paid is charged to revenue at that time.

2.10 Normally, *progressive slot machines* contain base jackpots that increase at a progressive rate based on the number of coins played. (For example, each time a one-dollar coin is played, the amount of the jackpot is increased by five cents.) The accrual of the liability and the reduction of revenue as the amount of the jackpot increases results in recognition of liabilities and matching of costs and revenues.

Participating Slot Machines

2.11 In some operations, the casino pays a percentage of the win of participating slot machines to slot machine lessors. In those cases the win is usually recorded as revenue, and the participating fee is shown as an expense.

Accounting for Gaming Chips

2.12 Gaming chips are accounted for from the time the casino receives them even though the casino may not issue them immediately, but, instead,

hold them in reserve. When a customer exchanges cash for gaming chips, the casino has a liability as long as those chips are not redeemed or won by the house. That liability is established by determining the difference between the total chips placed in service and the actual inventory of chips in custody or under the control of the casino. The chip liability is adjusted periodically to reflect an estimate of chips that will never be redeemed (for example, chips that have been lost, taken as souvenirs, and so on).

Customer Deposits

2.13 Customers sometimes deposit funds (*front money*) with a casino in advance, intending to draw on those funds later for gaming. Those deposits are recorded as a liability.

Race and Sports Book Operations

2.14 Some casinos accept wagers on the outcome of horse races and professional or amateur sporting events. The amount received is recorded as a liability until the final outcome of the event when the payoffs, if any, can be determined. FASB Statement No. 5, *Accounting for Contingencies*, requires disclosure if unusual circumstances that may jeopardize the casino's license exist.

Gaming Regulations and Licensing

2.15 Continuity of the company's casino operations is subject to the applicable regulatory agency's granting or continuing the company's license.

Industry Segment Information*

2.16 Operations of a company with a casino property that also includes a hotel, restaurant, parking garage, and the like are generally considered as one industry segment. The operating revenues of each are generally separately determinable. However, because of the natural interdependence of such operations, an allocation of costs among them to determine relative contributions to income (operating profit) would be largely arbitrary and, therefore, not meaningful. However, casino companies operating in various legal jurisdictions may have geographic segments and should therefore report such information.

* FASB Statement No. 131, *Disclosures about Segments of an Enterprise and Related Information*, establishes standards for the way that public business enterprises report information about operating segments. It also establishes standards for related disclosures about products and services, geographic areas, and major customers.

Chapter 3

Audit Planning

General Considerations

3.01 As expressed in Statement on Auditing Standards (SAS) No. 22, *Planning and Supervision*, audit planning involves developing an overall strategy for the expected conduct and scope of the audit. The extensiveness of planning varies with the size and complexity of the entity and the auditor's knowledge of the entity's business.

3.02 The auditor should understand the unique aspects of the gaming industry and should be aware of potential problem areas that may exist in a company engaged in casino operations. For example, experience has shown that a greater possibility of fraud exists in operations where there are people handling large amounts of cash. Some planning matters identified in SAS No. 22 and the related considerations involved in an audit of a casino are described in this chapter.

3.03 The auditor should become familiar with regulations and reporting requirements of regulatory authorities, as well as the authorities' involvement in the casino's control environment, before fieldwork starts.

3.04 The auditor should read recent communications with regulatory agencies. If there are any investigations being made by government enforcement agencies, the auditor should be aware of the stage of any such investigation and management's and counsel's expectations of the outcome. These matters should generally be described by management in its representation letter* to the auditor.

3.05 Regulations require many casinos to have internal audit staffs. In applying SAS No. 65, *The Auditor's Consideration of the Internal Audit Function in an Audit of Financial Statements*, the auditor should be aware that the work of internal auditors in this industry may differ from that in other industries. A significant portion of the internal auditor's work involves observation of casino activities, and, accordingly, the auditor should consider the difficulties associated with examining documentary evidence of the internal auditor's work.

Special Considerations

Timing

3.06 Tests of controls over accountability and casino revenue should normally be performed periodically during the year. Generally, these audit procedures include observations of compliance with controls, such as those

* SAS No. 85, *Management Representations*, as amended by SAS No. 89, *Audit Adjustments*, establishes a requirement that an auditor, performing an audit in accordance with generally accepted auditing standards, obtain written representations for all financial statements and periods covered by the auditor's report. The Statement also provides guidance concerning the representations to be obtained, along with an illustrative management representation letter.

relating to the casino cage, count rooms, *pit*, and other casino operating procedures. Specifically, these audit procedures normally include the observation of (a) the collection of drop boxes and drop buckets and slot machine bill acceptors; (b) cage and count room procedures; (c) fill, credit, and credit instrument procedures; and (d) other casino procedures.

3.07 The observation of the cash count, the principal substantive test regarding existence of cash, is usually done as of the balance sheet date, but the count may be performed at an earlier or later time in some instances. If the observation is done at an interim date, the auditor should perform substantive tests that are sufficient to provide a reasonable basis to extend the observation-based conclusions to the balance sheet date. The absence of controls that provide assurance about the completeness of the recording of transactions and the physical movement of assets may impair the effectiveness of those substantive tests (see SAS No. 1, section 310, *Relationship Between the Auditor's Appointment and Planning*, as amended by SAS No. 45, *Omnibus Statement on Auditing Standards—1983*, "Substantive Tests Prior to the Balance Sheet Date").

3.08 In normal circumstances, when an auditor is appointed to perform an audit close to a company's year-end, although the timing of the observation of inventory is critical, audit work that might normally have been performed on an interim basis may be shifted to year-end. However, when auditing the financial statements of a casino, retroactive satisfaction about compliance with certain controls, particularly those relating to casino revenues, usually cannot be obtained. These controls are those that do not produce a trail of documentary evidence or those that are particularly susceptible to noncompliance and thus result in errors or fraud. If the auditor is not able to carry out observational tests of compliance during a substantial part of the period covered by his audit, the scope of his audit may be limited and his opinion may be appropriately qualified or disclaimed.

Accounts Receivable

3.09 The audit procedures for casino receivables require special care by the auditor and cooperation from the client so that customers are not alienated and the scope of the audit is not restricted. Since the response to positive confirmation of transactions and account balances might be low, the auditor should be prepared to use alternative methods of determining the existence and proper valuation of casino receivables.

3.10 In some jurisdictions regulatory agency auditors also confirm casino receivables, and therefore consideration may be given to coordinating confirmation requests if possible or practical.

Staffing

3.11 Ideally, the selection of the audit staff is based on such criteria as experience in the industry, knowledge of casino operations, and, if applicable, related hotel and food service knowledge. Training programs and briefing sessions should be considered.

Branch Offices

3.12 The client may have out-of-town reservation offices and agents that hold cash and original casino receivable documents. The auditor should consider

whether such locations need to be visited to perform tests of controls and other substantive procedures relating to cash and for inspection of receivable documents.

Other

3.13 The auditor should be aware of the casino's promotional programs, such as coupon redemptions, *junkets*, promotional allowances, and other give-away programs. The nature, timing, and extent of audit procedures regarding them will depend on the type of programs in use and their significance.

Chapter 4

Consideration of Internal Control

4.01 Gaming operations are subject to a greater-than-normal risk of loss as a result of employee or customer dishonesty because (a) it is not practical to record all individual table game transactions, (b) cash receipts or equivalents are not recorded until they are removed from the drop boxes and counted, and (c) the revenues produced are not from the sale of products or services that are readily measurable. Management is responsible for reducing such risks to the extent practicable without significant impediment to play and within the limits of reasonable cost by establishing and maintaining internal control, including control activities for the supervision of employees. (Appendix A illustrates management control objectives of certain casino operations.)

4.02 The broad area of casino controls covers controls over authorization, accountability, and safekeeping. These controls take the form of paper safeguards, physical safekeeping, and human safeguards. Transactions are normally subject to being witnessed, recounted, validated, analyzed, initialed, or a combination of these.

4.03 Paper controls include forms and other documentation that are originated, checked, and followed through the process or system with appropriate approval steps or check points along the way. Financial reports and statistical yardsticks are vital to analyzing, evaluating, and comparing results and trends.

4.04 Physical safeguards include electronic surveillance or monitoring equipment, table drop boxes, safes, vaults, count room equipment, control over access to gaming equipment and supplies, control over keys, slot machine meters, and other mechanical devices used as part of internal control.

4.05 Locked security devices are used to accumulate and safeguard cash before the initial count of cash and the assumption of custody by the casino cashier. However, the controls in effect prior to the placement of cash in these devices at the gaming tables are largely those of direct supervision and observation of personnel, sometimes called people-watching-people checks. If casino personnel carry out their assigned duties of supervision and observation, satisfactory control can be achieved over this aspect of operations.

4.06 Systems of people watching people, including the *eye in the sky* and closed circuit television, are major components in casino internal control. To support these visual control techniques, the movement of cash should be standardized.

4.07 Human controls include continued supervision or accountability for transactions involving the purchase and redemption of chips, gaming transactions, accounts receivable transactions (credit instruments), currency counts and deposit preparation, and interpretation of financial and operating reports. As in any sound internal control, segregation of duties is of paramount importance in the overall control considerations.

Electronic Data Processing (EDP) Applications

4.08 Many aspects of a casino's accounting system may be computerized. Common computer applications include credit systems, slot machine systems, master game reports, and keno systems.*

Consideration of Internal Control

4.09 The auditor is interested not only in whether a casino has earned as much revenue as is reported in financial statements, but also in whether the statements report as much revenue as was actually earned; that is, he is interested in the completeness assertion as well as the existence assertion described in SAS No. 31, *Evidential Matter*, as amended by SAS No. 48, *The Effects of Computer Processing on the Audit of Financial Statements* and SAS No. 80, *Amendment to Statement on Auditing Standards No. 31*.^{*} In making these judgments, he places a great deal of reliance on internal control.

4.10 Because of the lack of physical evidence supporting the completeness of the amounts to be reported as gaming revenues, the auditor normally relies on controls to support a reduction in the assessed level of control risk. If the auditor is unable to obtain sufficient competent evidential matter about the effectiveness of both the design and operation of controls that are relevant to financial statement assertions concerning gaming revenues to support an assessed level of control risk that allows the auditor to conclude that the risk of material misstatement of the balance has not been reduced to an acceptable level, the auditor may have a scope limitation and, if so, should modify his opinion accordingly. This scope limitation may exist even though procedures such as analyses of variations in operating ratios are used in auditing casinos (see chapter 5) because these procedures often do not provide sufficient evidential matter in the absence of effective controls over gaming revenues.

Tests of Controls

4.11 An important phase of the auditor's consideration of internal control is testing of controls in order to obtain evidential matter about the effectiveness of the design and operation of controls and whether they support lower assessed levels of control risk. These are the tests an auditor undertakes to provide reasonable assurance that procedures on which he plans to rely to support an assessment of control risk at less than the maximum level are being applied as prescribed. The application of some controls leaves a trail of documentary evidence, and their design and operation can be tested by the inspection of (a) revenue and other transaction documents and records and (b) reconciliations and reports for the appropriate signatures, initials, or stamps. On the other hand, performance of other duties, such as critical people-to-people checks, frequently leaves no audit trail of documentary evidence, and tests of such controls take the form of corroborative inquiries and actual observation of routine operations.

* SAS No. 80, *Amendment to Statement on Auditing Standards No. 31*, Evidential Matter, provides guidance to auditors in auditing the financial statements of entities for which significant information is transmitted, processed, maintained, or accessed electronically. In addition, the AICPA Auditing Standards Board issued SAS No. 94, *The Effect of Information Technology on the Auditor's Consideration of Internal Control in a Financial Statement Audit* (AICPA, *Professional Standards*, vol. 1, AU sec. 319). SAS No. 94 amends SAS No. 55, as amended, to provide guidance to auditors about the effect of information technology on internal control and on the auditor's understanding of internal control and assessment of control risk. SAS No. 94 is effective for audits of financial statements for periods beginning on or after June 1, 2001 with earlier application permitted.

4.12 In audits of other types of entities, the extent of actual observation of routine operations and corroborative inquiries is normally confined to the periods during which the auditor is present on the client's premises to conduct other phases of his audit. This practice has proven effective in ordinary circumstances, but because of the importance of people-to-people checks in casino operations, the extent of tests of controls not involving a trail of documentary evidence is usually greater than in most other audits.

4.13 Since the auditor's tests of controls attempt to determine whether the controls are actually in effect, his observation of casino floor operations should not be announced in advance, and some phases of the observation may be undisclosed. In a similar fashion, observation of operations in the casino cage and count room should not be announced in advance even though casino security procedures will usually prevent them from being undisclosed.

4.14 In addition, these observations should be carried out at various times throughout the period under audit. Letters of introduction to casino personnel should be obtained, and arrangements should be made for prompt access to restricted areas during such visits in order to maintain the element of surprise. The precise number of visits is a matter of professional judgment. However, the length and frequency of observation normally exceed those in audits of entities in other industries and should provide the auditor with reasonable assurance that control activities were applied as prescribed during the period under audit.

Chapter 5

Analytical Procedures

5.01 Because of the lack of documentation regarding casino revenues and the resulting inability to apply tests of details, analytical procedures are unusually important in testing casino revenues. As expressed in SAS No. 56, *Analytical Procedures*, a basic premise underlying the application of analytical procedures is that relationships among data may reasonably be expected by the auditor to exist and continue in the absence of known conditions to the contrary. The auditor's application of analytical procedures may indicate the need to vary the extent of other auditing procedures.

5.02 In performing analytical procedures, the auditor may analyze data from various shifts or months, or current data can be compared with prior periods' data or with internal or other available statistical data. Some factors that can be considered when applying analytical procedures include the following:

Table Games (by type)

- Win-to-drop percent
- Win per table
- Drop per table
- Comparison to statistical probability curves (regression analysis)

Slot Machines (by denomination)

- Win-to-handle percent
- Comparison of theoretical win to actual win
- Win per machine
- *Handle* per machine

Keno

- Win-to-write percent

Race and Sports Book

- Win-to-write percent

Relationships With Other Departments

- Hotel
- Conventions
- Entertainment

Relationships With Outside Conditions

- Traffic flow
- Weather
- Special events

5.03 The following are some common factors that may affect such comparisons:

Overall Factors

- Economic conditions

- Variations from industry statistics
 - Types of clientele
 - Size of operations
 - Wager limits
- Seasonality of operations
- Lack of sufficient volume
- Promotional programs
- Turnover of personnel
- Changes in competition
- Change in clientele

Table Games

- Changes in rules of the games
- Use of more decks or dealing devices
- Change in volume of credit play

Slot Machines

- Large jackpots
- Reliability of meters and readings taken
- Changes in machines or theoretical percentages
- Mechanical failures

Keno

- Changes in payout schedules
- Large payouts

Race and Sports Book

- Layoff of bets
- Adjustments of point spreads
- Limits on odds

5.04 Meaningful comparison of win-to-drop percentages for table games among casino companies can be difficult since, among other factors, some casinos include only net credit play (credit extended less payment received at the tables), rather than total credit issued, in computing drop. Win-to-drop percentages do not reflect the percentages of the total table game wagers won by the casino because drop is not the total of all wagers (an amount that is not practical to determine). The win-to-drop percentage may be affected by drop that did not generate a corresponding gaming activity. For instance, a player may purchase chips, thus creating drop, but decide not to play. This is sometimes referred to as *false drop*.

5.05 The extent of credit play and how it is recorded will also affect the comparability of ratios among casinos. If the players are permitted to pay off or make a partial payment on the credit instruments at the tables and only the resultant net credit amount is recorded as drop, the win-to-drop percentage is higher than if the players are not permitted to make a payment on the credit instruments at the tables. More extensive use of credit may cause a lower win-to-drop percentage.

5.06 Other factors that affect comparability of win-to-drop percentages are the type and experience of customers, the use of promotional items such as "lucky bucks," the differences in rules of the games, and the betting limits that are in effect.

5.07 Statistical information for the gaming industry may fluctuate more than some other industries because games are based on chance. Short-term fluctuations are not unusual, but variations over a longer term generally will not deviate from an expected range unless there have been changes in the nature or policies of the casino. Variations from an expected range should be investigated. To facilitate prompt investigation, there should be regular communication between the auditor and casino management during the year.

Chapter 6

Cash Balances and Revenue Cutoff

Introduction

6.01 A casino company's cash comprises four components:

- General bank accounts and imprest accounts, such as payroll
- Special-purpose bank accounts, such as field office accounts, that may be recorded on the general ledger individually or as part of the casino cage accountability
- Cash and cash equivalents on hand and in branch offices
- Amounts in drop boxes, gaming devices, and so on

Bank accounts normally present no unique auditing problems. This discussion is therefore directed to the remaining elements.

Components of Casino Cage Accountability

6.02 Certain assets and liabilities included in cage accountability are normally recorded on the general ledger individually; the remainder are recorded, net, in a single account. For purposes of this discussion, cash in banks, receivables, and chips in service (liability) are assumed to be recorded in separate general ledger accounts, with the balance of cage assets and liabilities being initially recorded in the casino cash-on-hand account and later reclassified. The casino cash-on-hand account normally comprises the following components:

- Currency and coins
- House chips, including reserve chips
- Personal checks, cashier's checks, and traveler's checks for deposit
- *Customer deposits*, often called customer, or front, money (The related cash is usually commingled with the casino's cash, and the customer deposits total is treated as a liability.)
- Chips of other casinos (Regulations normally prohibit acceptance of *foreign chips*; nevertheless, they may be present in the casino cage in small amounts and, in effect, represent receivables from the issuing casinos.)
- Chips on tables
- Gaming device loads (coins put into machines when they are placed in service)
- Fills and credits (These documents are treated as assets and liabilities, respectively, of the casino cage during a business day because they evidence the transfer, in or out, of assets. When win or loss is recorded at the end of the business day, they are removed from accountability.)

Some of the items listed above would be physically located outside the casino cage (for example, at change booths or in the coin room, the race and sports book, the keno desk, or branch offices).

6.03 For financial statement presentation, certain amounts are reclassified unless immaterial. Chips on hand are offset against chips in service; the

net liability represents chips held by customers. Customer deposits are reclassified to a current liability account. Foreign chips are reclassified as receivables.

Casino Cage Procedures

6.04 Transactions of the casino cage include (a) undocumented even exchanges of assets—cash for chips and (b) documented transfers of assets—chips for fill slips, credit slips for chips or credit instruments, cash or chips for credit instruments, or customer money receipts for cash or chips. Even exchanges are controlled by the use of imprest funds within the casino cage accountability and by supervisory observation. Documented transfers are controlled by multiple participation in transactions, and they are evidenced by the participants' signatures on documents as well as by supervisory observation.

6.05 Components of cage accountability are counted at the end of each shift. The count is made jointly by the outgoing and incoming custodians of a particular component, sometimes observed by a supervisor, and recorded on a *cash count sheet*. The count total is then reconciled to accountability at the beginning of the shift. Reconciling items may include win or loss determined by count of gaming proceeds transferred from the count rooms, deposits to or transfers from bank accounts, customer deposits, and amounts paid out for promotional items.

Tests of Accountability

6.06 Tests of casino cage accountability are similar to those performed for a bank or other financial institution. The most important aspect is simultaneous audit control of all accountability components to prevent a double count or substitution among the various assets. The components of casino cage accountability, including receivables, are usually counted simultaneously; and such a count is usually done at the balance sheet date, although in those instances in which conditions justify it (see chapter 3), the counts may be made at an earlier or later date. In some instances conditions may justify testing of receivables at a different date from other components of accountability. If the count is at a date other than the balance sheet date, changes in balances between the count and the balance sheet date should be subjected to analytical procedures and tests of details.

6.07 The casino count procedures may be both complex and time-consuming. The count may be performed while the casino is in operation, normally at the changing of a shift. Because timing is of particular importance, the observation of the casino count procedures should be adequately planned by the auditor. It is important to know the types of items that constitute the total cage accountability, their locations, and the custodians. The auditor should also determine if there is any cash in the casino cage that is not included in the cage accountability.

6.08 The number of staff assigned to a cash count is also a consideration. There should be enough auditors to simultaneously control all material components of the accountability until they are counted.

6.09 Auditing procedures for cash and chips consist primarily of observation of the casino's normal closing procedures, that is, counting and recording of assets. Currency counting procedures, however, do not normally include counting each bill, but rather counting and testing bundles of bills. The auditor will normally want to fan bundles of large bills to determine that all are of the same denomination. Coins and chips will normally be similarly tested.

6.10 The count of reserve chips is often a time-consuming process and can usually be made at a less busy time, provided the container in which these chips are located can be sealed or otherwise controlled by the auditor.

6.11 Customer money receipts are usually sequentially prenumbered so that outstanding receipts and the related dollar amounts can be determined by referring to a log accounting for used and unused receipts on hand.

6.12 Personal checks, cashier's checks, and traveler's checks for deposit should be examined on a test basis and totaled. Checks for deposit should be kept under audit control until they are delivered to the bank or picked up by armored car. The auditor may also wish to have his client advise the bank to notify the auditor directly of any dishonored or returned items from that deposit.

Cutoff Procedures

6.13 Most casino revenue, unlike revenue of most other businesses, is not recorded in the accounting records at the time a transaction occurs. The results of customer wagers are recorded when the win for each table, machine, and so on is determined, that is, at the time the drop box contents or other receipts are counted. This count may be several hours after the wagers were made and at a time other than at shift end. Therefore, in addition to cash and equivalents already included in the casino cage accountability at the time of the count, proceeds of gaming activities for the final shift on the count date should be tested to establish the existence of the cash and credit instruments. The auditor should obtain reasonable assurance that proceeds of gaming activities not included in the casino cage accountability are not used to cover a shortage.

6.14 Many casinos operate twenty-four hours a day. Since play is continuous, it is not often practical to establish precisely the same cutoff times for the casino cage count and for all games and machines. To remove the contents of all gaming devices and to remove drop boxes at table games, for instance, usually requires several hours. An important consideration for the casino and the auditor is reasonable assurance that revenue is recorded properly and that the cutoff plan is adequate and consistent from year to year, to minimize revenue fluctuations related to cutoff. Particular care should be taken if the final day of the year is a busy day, such as New Year's Eve.

Table Games

6.15 At the time of the cutoff the auditor may wish to witness the inventorying of chips and tokens at the tables. As is usually done at each shift change, play is momentarily stopped at each table as this inventory is taken. Immediately after the inventory is taken and before play resumes, the drop box is removed from the table and taken to the count room. The auditor may wish to observe the inventory and record inventory test counts in order to later trace them to count documentation. He may also wish to observe the removal of drop boxes until they are stored and locked in the count room.

6.16 A proper cutoff of credit instrument balances at the time of the count is also necessary. The auditor's primary consideration in this regard should be that credit instrument balances, including credit extended for which credit instruments have not been issued, are determined as of the same time that the revenue is cut off. Instruments in the casino pit at the time of the count may not be physically transferred to the casino cage and exchanged for credit slips until several hours after the cutoff. These credit slips, however, will be retro-

actively recorded as of the time of the count, and the related instruments will be included in accountability as of that time. To establish that instrument transactions are recorded in the proper accounting period, the auditor may wish to remain in the pit until all instruments from the closed shift are transferred.

Coin-Operated Gaming Devices

6.17 If the count of coin-operated gaming devices is at a later date than the cutoff and a portion of this drop is to be included in revenue (by proration), the auditor may wish to observe the removal of drop buckets, the reading of machine meters, and the transfer of the drop buckets to the coin room. He may also wish to determine that there is a proper cutoff of gaming device fills, manual jackpot payout vouchers, and progressive slot machine jackpot liabilities, both in the casino cage and in any change booths or other locations where such records may be kept.

Other Games

6.18 Keno and bingo cutoff testing requires observation of closing procedures at the keno and bingo desks. These procedures include a count of all cash on hand and the preparation of a request for credit or fill for the difference between the amount of cash on hand and the imprest amount of cash. The credit or fill will be included in casino cage accountability as of the time of the count. Since the desk was returned to its imprest amount as of that hour, win or loss for the game will be net of credits and fills, including credits or fills during the shift.

6.19 Race and sports book cutoff and testing are similar to that for keno and bingo, although to determine win or loss, revenues are adjusted for the net change in wagers with results that have not been determined.

6.20 Card room operating procedures will dictate appropriate cutoff procedures and testing. The cutoff and revenue (rake) determination will normally be similar to that for table games.

Count Procedures

6.21 The count of proceeds for the final shift preceding the cutoff time will normally be made during business hours of the following business day. Count procedures, all of which would normally be observed by the auditor, are as follows:

- The drop boxes are removed from the locked area in which they are stored.
- The cash contents of a box are removed, counted, and recorded; other documents are removed and recorded.
- Documents in the box—fill slips, credit slips, opening and closing table inventory slips, and in some cases credit instrument stubs or copies—are compared to lists or copies of such documents prepared by casino cage personnel. (These procedures may be performed by accounting department personnel rather than by the count team.)

All procedures are performed by the count team for each box before the next box is opened. The procedures are repeated until the contents of all boxes have been counted.

6.22 Once cash proceeds are counted and recorded by the count team and documents removed from the drop box are checked, win or loss can be determined. This determination is made by either the count team or the accounting department and is done using a form called the master game report (stiff sheet).

6.23 When the count team completes its work, members of the team sign the count sheet, the count proceeds are transferred to the casino cage, and the count sheet and documents removed from the drop boxes are transferred to the accounting department.

6.24 The count of gaming device proceeds is made in a similar manner, with proceeds from each machine recorded separately. Coins are normally counted by a coin machine or weighed. For this count the auditor should also consider whether the count machines or weighing devices are accurate. Procedures should be in effect to ensure that any other funds present in the count room are segregated from gaming device proceeds.

Chapter 7

Receivables

Background

7.01 In the gaming industry, granting casino credit and collecting the resulting receivables are high-risk areas. The unique procedures involved in the approval of credit limits, the issuance of credit instruments, and the control over and collection of such instruments have long been a concern to operators, auditors, and regulators.

7.02 Although the characteristics of the gaming industry may sometimes require that the auditor use innovative methods to attain audit satisfaction, these characteristics do not reduce the need for confirmation of receivables or reduce the auditor's responsibility for satisfying himself concerning the existence and collectibility of receivables.

7.03 The auditor should understand the casino's policies for granting credit and the regulatory requirements in the jurisdiction. Credit may be extended to customers either in the casino pit or at the casino cage. Casino receivables are usually represented by executed instruments acknowledging receipt of credit, which is usually extended in the form of gaming chips. The credit instruments include markers, or IOUs; counter checks; postdated or currently dated hold checks; and returned checks.

Accounting for Casino Receivables

7.04 Several methods have been employed to determine the net amount to be reported as casino receivables. These methods have evolved from various operating practices. The key element in the selection and use of any of these methods is that the net receivable amount reported for financial statement purposes should represent the best estimate of the net realizable value of all casino receivables, considering potential bad debt and collection costs.

7.05 Occasionally, foreign customers will pay credit instruments in the currencies of their home countries whether or not the instruments are denominated in those currencies. Accordingly, potential foreign exchange losses should be considered when evaluating such receivables, even if the credit instrument is denominated in U.S. dollars. Any restrictions on foreign currency transactions should also be considered in the estimation of net realizable value of receivables.

Legal Status

7.06 The legal status of various types of casino receivables may differ, depending on the jurisdiction. It is generally legal to *collect* a casino receivable in any jurisdiction, although it may not be possible to *enforce* collection in the courts.

Control Activities

7.07 Casino receivables are controllable, and procedures can be implemented to establish control over authorization (that is, extending credit and setting credit limits) and to create an appropriate trail of documentary evidence for this phase of credit operations. No attempt is made here to describe satisfactory procedures in detail. In general, the procedures should require ei-

ther that an initial record of accountability is created when credit is extended to customers or that sufficient documentation of credit extension is established through the use of prenumbered, multipart forms.

7.08 Regardless of the form of instrument evidencing a casino receivable and the place of origination (pit or casino cage), certain controls over the issuance and collection of casino receivables are characteristic of effective internal control. The following controls are relevant regardless of the method of processing data (real time, batch, or manual) that is used for recording transactions:

- Accountability for receivables should be established at the time chips are advanced to patrons or as soon thereafter as is practical.
- Responsibility for the custody of instruments evidencing casino receivables, the accountability for them, and the receipt of collections should be separated as soon as practical.
- Tabulation of the receivable amount should be performed at either the end of each shift or the end of each day, and it should be compared to recorded accountability.
- Periodic examination of the instruments, preferably on a surprise basis, should be made by someone independent of the custodial function.
- Accounts submitted for write-off should be investigated by an employee independent of credit granting, custodial functions, and collection through contact with the patron. Approvals of write-offs will generally be made by the credit manager, the casino manager, the controller, and the chief operating officer, although this may vary depending on the amounts involved.

Confirmation

7.09 SAS No. 67, *The Confirmation Process*, provides guidance about the confirmation process in audits performed in accordance with generally accepted auditing standards. The discussion that follows here supplements SAS No. 67 for matters characteristic of, or unique to, casino receivables.

7.10 Because casino documents may be in several locations and the amounts may be included in more than one accountability, an essential element of audit planning is identification of these locations and areas of accountability and maintaining control of them at the confirmation date. Control of credit instruments held in the pit is particularly difficult, as advances and collections may be taking place at any or all tables at the cutoff time on the confirmation date. Care must be exercised to ensure a proper cutoff of receivables and any related chips and cash.

7.11 Factors that affect the nature, timing, and extent of confirmation procedures include the following:

- *The effectiveness of internal control.* Documents supporting casino receivables may be found in several locations, and segments of the receivable balance may be included in more than one area of accountability, such as the casino pit, casino cage, branch offices, or collection agencies. Because there is a possibility that assets from one area might be used to cover shortages in another, it is generally advisable to consider all casino receivables as one population to be confirmed as of a single date. Controls may be different for each area; accordingly, the effectiveness of internal control for each should be considered separately.

- *The possibility of disputes and the possibility that debtors will be unable to confirm the information requested.* The possibility of disputes and the possible inability to confirm information are greater than normal in casino operations because customers do not generally receive copies of documents evidencing indebtedness; they rely primarily on their own records, if any, or on their memories.
- *Customers' knowledge of components of account balances.* Confirmation procedures may be directed to account balances or to individual items included in such balances. While casino customers' balances may include several separately executed instruments, it is likely that the customers will be able to confirm only their account balances. They do not generally know, nor do they usually have records of, the individual components of their balances.

7.12 Casino customers may be more sensitive to contact about their accounts than customers in other businesses. Customers' true names may not be on the credit files (generally, though, such records are maintained), or the record of their true names may be kept elsewhere. Customers may have requested that they not receive mail or, perhaps, not be contacted at all regarding their accounts. Such situations require care by the auditor and cooperation from management so that the casino customers are not alienated and so that the auditor can satisfactorily confirm the accounts, thus avoiding a possible significant limitation on the scope of his audit.

7.13 When confirming casino receivables, it is important that the accounts confirmed include items that have been written off and items settled for less than face value during the period under audit.

Mail Circularization

7.14 A customer's credit file usually includes (a) a credit application completed, at least partially, by the customer; (b) notations of credit verification; (c) transactions history; and (d) documentation of collection efforts. In some instances the file may contain no further evidence of the validity of addresses, and despite the casino's best efforts, the addresses may be out of date. Unless there is an indication in the file, casino employees, rather than the auditor, should usually determine whether mail should be sent to the customer's home or to his business address. For the auditor to satisfy himself about the validity of the address and to reduce the number of confirmation requests returned by the postal service, he should consider independent substantiation of the address by use of the telephone directory or a name-to-address cross-reference directory and by use of registered mail. For foreign residents the auditor should consider the postal service procedures that may be applicable, such as whether undeliverable mail is returned to its sender.

Telephone Confirmation

7.15 Telephone contacts are normally limited to situations in which management or customers have indicated that there be no mail contact regarding the accounts or when customers have not replied to mail requests. Because telephone contacts do not produce any external evidence of confirmation, the auditor should exercise particular care to document these telephone conversations. The auditor should also consider independent verification of the telephone number called; this can normally be done by use of the telephone directory or directory assistance. In addition, when a client employee is involved in placing the call (for introduction purposes), the auditor should ascertain that the proper number is called.

Face-to-Face Contact

7.16 Personal contact either at or away from the casino is normally necessary only when management or the customer have indicated that no mail contact and, perhaps, no telephone contact be made. The auditor's primary concern with such contacts should be satisfaction regarding the customer's identity and documentation of the confirmation.

Alternative Procedures When No Reply Is Received

7.17 The primary documentary evidence of a casino receivable is the executed credit instrument. Normally the auditor applies alternative procedures only after he has determined that no reply to his confirmation request is likely to be received. However, when the casino customer pays his account, the instrument is generally returned to him, and sometimes the casino may not retain a copy. It is therefore advisable to examine the executed instruments for all accounts selected for circularization at the confirmation date. In the gaming industry the alternative procedure of reviewing subsequent cash receipts is of limited usefulness for establishing the existence of receivables because payments are often made in the form of currency, personal checks, chips, and cash equivalents. The casino retains little or no documentation for such payments. To overcome this problem, the auditor may request that copies of checks, money orders, and so on be made to permit subsequent review and identification of collections of specific patrons' accounts. The auditor may also arrange to be notified if a large collection is being received when he is on the client's premises so that he may observe the collection.

Branch Offices

7.18 Many casinos have branch offices located in major domestic and foreign cities. These offices are regional centers and may be responsible for certain casino activities, including the collection of credit instruments from customers. Since the staff in such offices is usually small, there is little, if any, segregation of duties among cash collection, record keeping, and records and cash transmission functions. In such instances the branch may maintain the original credit instrument and casino receivable records that duplicate certain records of the casino accounting system. The credit instruments located at the branches are subject to the tests previously described. Accordingly, the auditor's visits to selected branch offices should be scheduled concurrently with the performance of tests of all credit instruments to ensure an accurate cutoff. Another objective of the visit is to determine whether the branch is remitting the collection proceeds promptly. The procedures related to this objective would include tests of cash on hand and in banks, as described in chapter 3. In addition, the controls related to collection procedures, credit instrument safekeeping, and communication of significant credit data between the branch and the casino should be tested.

Allowance for Doubtful Accounts

7.19 Credit customers may reside in jurisdictions where collection of gaming obligations is not legally enforceable. This condition, together with the substantial number of customers with outstanding debts and the longer collection cycle experienced by casinos when compared to that of other industries, should be addressed when the auditor evaluates the collectibility of gaming credit instruments.

7.20 Practices used in establishing allowances for doubtful accounts include (a) review of individual accounts; (b) use of ageing criteria (for example, automatic inclusion of account balances in the allowance when a specified age is reached; the auditor should be alert to the effects on ageing when current credit instruments merely replace older ones); and (c) application of statistical experience factors. A combination of the specific review of major account balances and the application of statistical experience factors to the various ageing categories of receivable balances is the most common method of establishing the allowance. Subsequent collections are usually reviewed for large account balances in order to further test the adequacy of the allowance.

7.21 FASB Statement No. 114, *Accounting by Creditors for Impairment of a Loan*, as amended by FASB Statement No. 118, *Accounting by Creditors for Impairment of a Loan—Income Recognition and Disclosures*, addresses the accounting by creditors for impairment of certain loans. It is applicable to all creditors and to all loans (examples include, but are not limited to, accounts receivable with terms exceeding one year and notes receivable), uncollateralized as well as collateralized, except large groups of smaller-balance homogeneous loans that are collectively evaluated for impairment, loans that are measured at fair value or at the lower of cost or fair value, leases, and debt securities as defined in FASB Statement No. 115, *Accounting for Certain Investments in Debt and Equity Securities*. It applies to all loans that are restructured in a troubled debt restructuring involving a modification of terms. FASB Statement No. 114 requires that impaired loans that are within its scope be measured based on the present value of expected future cash flows discounted at the loan's effective interest rate or, as a practical expedient, at the loan's observable market price or the fair value of the collateral if the loan is collateral dependent. FASB Statement No. 114 amends FASB Statement No. 5 to clarify that a creditor should evaluate the collectibility of both contractual interest and contractual principal of all receivables when assessing the need for a loss accrual. Statement No. 114 also amends FASB Statement No. 15, *Accounting by Debtors and Creditors for Troubled Debt Restructurings*, to require a creditor to measure all loans that are restructured in a troubled debt restructuring involving a modification of terms in accordance with FASB Statement No. 114.

Tests of Controls

7.22 To support an assessment of control risk at less than the maximum level, the auditor performs tests of controls. Significant controls related to authorization, transaction processing, classification, evaluation, and physical safeguarding should be tested. Often, tests of compliance with applicable regulatory criteria will also be made.

Chapter 8

Illustrative Financial Statements

8.01 The sample financial statements of a hotel-casino¹ that follow are illustrative only and are not intended to establish requirements for reporting. In addition, the amounts shown are not intended to indicate any customary relationship among accounts.

8.02 The notes to the financial statements indicate the subject matter unique to casinos that is generally disclosed, but such disclosures should be modified to suit individual circumstances as well as materiality considerations. These sample financial statements may not include all disclosures and presentation items promulgated, nor do they represent minimum standards or requirements. Preparers and auditors of SEC-registrant financial statements should be aware that there may be certain disclosures required to be made in addition to those required by generally accepted accounting principles. Those additional requirements are not presented in these illustrative financial statements because they are not otherwise required by generally accepted accounting principles. In addition to the illustrative notes that are presented, the notes to financial statements of a casino should include any other appropriate disclosures required by generally accepted accounting principles. Such disclosures might include, among other items, information concerning related-party transactions, subsequent events, pension plans, postretirement benefits other than pensions, postemployment benefits, stock options, lease commitments, extraordinary items, accounting changes, off-balance-sheet risks, concentrations of credit risk, the fair value of financial instruments, and other matters that are not unique to casinos.

8.03 The sample financial statements and notes follow in paragraphs 8.05 through 8.08.

¹ This guide does not discuss accounting and auditing for the hotel industry. The inclusion of the hotel in the sample financial statements is for illustrative purposes only.

8.04

Independent Auditor's Report

The Stockholders and Board of Directors
ABC Casinos, Inc.

We have audited the accompanying balance sheets of ABC Casinos, Inc. as of December 31, 20X2 and 20X1, and the related statements of income and retained earnings and cash flows for the years then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of ABC Casinos, Inc. as of [at] December 31, 20X2 and 20X1, and the results of its operations and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

[Firm Signature]
Certified Public Accountants

City, State
February 18, 20X3

8.05

ABC Casino, Inc.

Balance Sheets

<u>Assets</u>	December 31	
	<u>20X2</u>	<u>20X1</u>
Current assets		
Cash and cash equivalents	\$ 2,678,300	\$ 2,287,100
Marketable securities	1,000,000	500,000
Accounts receivable, less allowance for uncollectible accounts of \$500,000 and \$470,000	1,800,100	1,695,200
Other current assets	<u>240,700</u>	<u>229,100</u>
Total current assets	<u>5,719,100</u>	<u>4,711,400</u>
Property and equipment, at cost		
Land	2,201,100	2,201,100
Buildings	27,602,300	27,602,300
Furniture and equipment	<u>9,581,100</u>	<u>8,995,200</u>
Total	39,384,500	38,798,600
Less accumulated depreciation	<u>9,000,600</u>	<u>7,803,500</u>
Net property and equipment	<u>30,383,900</u>	<u>30,995,100</u>
Other assets and deferred charges	<u>1,300,000</u>	<u>1,200,000</u>
Total assets	<u><u>\$37,403,000</u></u>	<u><u>\$36,906,500</u></u>

<i>Liabilities and Stockholders' Equity</i>	December 31	
	<u>20X2</u>	<u>20X1</u>
Current liabilities		
Current portion of long-term debt	\$ 1,000,000	\$ 1,200,000
Accounts payable	928,600	839,200
Deferred income taxes	450,075	375,000
Income taxes payable	150,000	161,000
Other	344,400	207,600
Total current liabilities	<u>2,873,075</u>	<u>2,782,800</u>
Long-term debt, less current portion	15,800,000	16,300,000
Deferred income taxes	618,125	501,000
Total liabilities	<u>19,291,200</u>	<u>19,583,800</u>
Stockholders' equity		
Common stock (\$1 par value 1,000,000 shares authorized, issued, and outstanding)	1,000,000	1,000,000
Capital in excess of par value	6,495,800	6,495,800
Retained earnings	10,616,000	9,826,900
Total stockholders' equity	<u>18,111,800</u>	<u>17,322,700</u>
Total liabilities and stockholders' equity	<u>\$ 37,403,000</u>	<u>\$ 36,906,500</u>

The accompanying notes are an integral part of the financial statements.

8.06

ABC Casino, Inc.

Statements of Income and Retained Earnings

	Year ended December 31	
	<u>20X2</u>	<u>20X1</u>
Revenue		
Casino	\$12,802,300	\$11,532,100
Room	2,100,600	1,827,200
Food and Beverage	1,990,900	1,781,800
Total revenues	<u>16,893,800</u>	<u>15,141,100</u>
Costs and expenses		
Operating departments	7,712,100	6,817,600
Selling, general, and administrative	3,021,900	2,707,700
Interest	2,050,300	1,935,300
Depreciation and amortization	1,900,200	1,692,100
Total costs and expenses	<u>14,684,500</u>	<u>13,152,700</u>
Income before income taxes	2,209,300	1,988,400
Provision for income taxes	<u>970,200</u>	<u>818,000</u>
Net income * (\$1.24 and \$1.17 basic earnings per share)**	1,239,100	1,170,400
Retained earnings, January 1	9,826,900	9,106,500
Dividends (\$.45 per share in each year)	<u>(450,000)</u>	<u>(450,000)</u>
Retained earnings, December 31	<u>\$10,616,000</u>	<u>\$ 9,826,900</u>

The accompanying notes are an integral part of the financial statements.

* FASB Statement No. 130, *Reporting Comprehensive Income*, establishes standards for the reporting and display of comprehensive income and its components. The Statement requires that all items that are required to be recognized under accounting standards as components of comprehensive income be reported in a financial statement that is displayed with the same prominence as other financial statements. The Statement does not require a specific format for that financial statement but requires that an enterprise display an amount representing total comprehensive income for the period in that financial statement. The Statement does not apply to an enterprise that has no items of other comprehensive income in any period presented.

** FASB Statement No. 128, *Earnings per Share*, establishes standards for computing and presenting earnings per share (EPS) and applies to entities with publicly held common stock or potential common stock. It requires dual presentation of basic and diluted EPS on the face of the income statement for all entities with complex capital structures and requires a reconciliation of the numerator and denominator of the basic EPS computation to the numerator and denominator of the diluted EPS computation.

8.07

ABC Casino, Inc.
Statements of Cash Flows

	Years ended December 31	
	20X2	20X1
Cash flows from operating activities:		
Net income	\$1,239,100	\$1,170,400
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	1,900,200	1,692,100
Provisions for losses on accounts receivable	30,000	20,000
Deferred income taxes	192,200	205,500
Change in noncash assets and liabilities:		
Accounts receivable	(134,900)	(134,400)
Other assets	(111,600)	27,500
Accounts payable	89,400	38,500
Income taxes	(11,000)	(18,300)
Other liabilities	136,800	74,200
Net cash provided by operating activities	3,330,200	3,075,500
Cash flows from investing activities:		
Purchases of marketable securities	(500,000)	(500,000)
Proceeds from sale of furniture & equipment	6,200	437,300
Payments for purchases	(1,295,200)	(435,200)
Net cash used by investing activities	(1,789,000)	(497,900)
Cash flows from financing activities:		
Repayment of long-term debt	(700,000)	(1,000,000)
Dividends	(450,000)	(450,000)
Net cash used in financing activities	(1,150,000)	(1,450,000)
Net increase in cash and cash equivalents	391,200	1,127,600
Cash and cash equivalents at beginning of year	2,287,100	1,159,500
Cash and cash equivalents at end of year	\$ 2,678,300	\$ 2,287,100
Supplemental disclosure of cash flow data:		
Cash paid during the years for:		
Interest (net of amounts capitalized)	\$ 1,500,000	\$ 1,320,000
Income taxes	\$ 789,000	\$ 634,300

The accompanying notes are an integral part of the financial statements.

8.08

ABC Casino, Inc.
NOTES TO FINANCIAL STATEMENTS

1. *Nature of Operations and Summary of Significant Accounting Policies*

Nature of operations. The company provides gaming and lodging services through the ownership and operation of casino-hotel resorts in Atlantic City, New Jersey and in Las Vegas, Nevada. The major source of the company's revenues is derived from gaming operations.

Use of estimates. The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash equivalents. The company considers all highly liquid debt instruments purchased with a maturity of three months or less when purchased to be cash equivalents.

Casino revenue. Casino revenue is the net win from gaming activities, which is the difference between gaming wins and losses.

Property and equipment. Depreciation and amortization of property and equipment are computed using the straight-line method over the estimated useful lives of the related assets. Leasehold improvements are amortized over the life of the related asset or the life of the lease, whichever is shorter.

Long-lived assets. Long-lived assets to be held and used are reviewed for impairment whenever events or changes in circumstances indicate that the related carrying amount may not be recoverable. When required, impairment losses on assets to be held and used are recognized based on the fair value of the asset. Certain long-lived assets to be disposed of are reported at the lower of carrying amount or fair value less cost to sell.

Marketable securities. Management determines the appropriate classification of its investments in debt and equity securities at the time of purchase and reevaluates such determination at each balance sheet date. Debt securities for which the Company does not have the intent or ability to hold to maturity are classified as available for sale, along with the Company's investment in equity securities. Securities classified as available for sale are carried at fair value, with unrealized gains and losses, if any, reported, net of tax, in other comprehensive income until realized.

The amortized cost of debt securities classified as available for sale is adjusted for amortization of premiums and accretion of discounts to maturity. Such amortization and interest are included in interest income. Realized gains and losses are included in other income or expense. The cost of securities sold is based on the specific identification method.

Preopening costs. Certain costs incurred in connection with the development and opening of the casino have been charged to expense as incurred.

Income taxes. Provisions for income taxes are based on taxes payable or refundable for the current year and deferred taxes on temporary differences between the amount of taxable income and pretax financial income and between the tax bases of assets and liabilities and their reported amounts

in the financial statements. Deferred tax assets and liabilities are included in the financial statements at currently enacted income tax rates applicable to the period in which the deferred tax assets and liabilities are expected to be realized or settled as prescribed in FASB Statement No. 109, *Accounting for Income Taxes*. As changes in tax laws or rate are enacted, deferred tax assets and liabilities are adjusted through the provision for income taxes.

Basic earnings per share. Basic earnings per share of common stock were computed by dividing income available to common stockholders, by the weighted average number of common shares outstanding for the year. Diluted earnings per share are not presented because the Company has issued no dilutive potential common shares.

2. Accounts Receivable

Accounts receivable comprise the following:

<u>20X2</u>	<u>Gaming</u>	<u>Other</u>	<u>Total</u>
Accounts receivable	\$2,050,100	\$250,000	\$2,300,100
Less allowance	<u>440,000</u>	<u>60,000</u>	<u>500,000</u>
Net	<u>\$1,610,100</u>	<u>\$190,000</u>	<u>\$1,800,100</u>
<u>20X1</u>			
Accounts receivable	\$1,994,200	\$171,000	\$2,165,200
Less allowance	<u>431,000</u>	<u>39,000</u>	<u>470,000</u>
Net	<u>\$1,563,200</u>	<u>\$132,000</u>	<u>\$1,695,200</u>

Receivables consist primarily of large groups of smaller-balance homogeneous accounts that are collectively evaluated for impairment, accordingly, the provisions of FASB Statement No. 114, *Accounting by Creditors for Impairment of a Loan*, do not apply.

3. Promotional Allowances

Revenue does not include the retail amount of rooms, food, and beverage provided gratuitously to customers, which was \$2,109,400 and \$1,858,400 in 20X2 and 20X1, respectively.

4. Income Taxes

The provision for income taxes consists of the following:

	<u>20X2</u>	<u>20X1</u>
Current		
Federal	\$725,000	\$575,000
State	<u>53,000</u>	<u>37,500</u>
Total Current	<u>778,000</u>	<u>612,500</u>
Deferred		
Federal	157,000	183,425
State	<u>35,200</u>	<u>22,075</u>
Total Deferred	<u>192,200</u>	<u>205,500</u>
Total	<u>\$970,200</u>	<u>\$818,000</u>

The net tax effects of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for income tax purposes are reflected in deferred income taxes. Significant components of the Company's deferred tax liabilities as of December 31, 20X2 and 20X1 are as follows:

	<u>20X2</u>	<u>20X1</u>
Current deferred tax assets/(liabilities)		
Gaming receivables	\$(450,075)	\$(375,000)
Noncurrent deferred tax assets (liabilities)		
Property and Equipment	\$(582,875)	\$(460,025)
Deferred charges	(19,900)	(22,400)
Other (net)	<u>(15,350)</u>	<u>(18,575)</u>
Total noncurrent deferred tax liability	<u>\$(618,125)</u>	<u>\$(501,000)</u>

A reconciliation of the income tax provision with amounts determined by applying the federal statutory rate to income before income taxes is as follows:

	<u>20X2</u>	<u>20X1</u>
Federal statutory income tax rate	34.0%	34.0%
State and local income tax	4.0	3.0
Nondeductible expenses	3.6	2.6
Other	<u>2.3</u>	<u>1.5</u>
Effective Tax Rate	<u>43.9%</u>	<u>41.1%</u>

5. *Long-Term Debt*

Long-term debt is summarized as follows:

	<u>20X2</u>	<u>20X1</u>
Notes payable to banks, 1/4 to 3/4 over prime and 8% to 9%, payable in varying installments to 20X9	\$ 8,800,000	\$ 9,100,000
Notes payable to institutional lenders, 5 1/4% to 10 1/2%, payable to 20X8, of which \$11,786,000 is secured by real property	3,500,000	3,800,000
Notes payable, other, 1% over prime, payable to 20X9	<u>4,500,000</u>	<u>4,600,000</u>
Total long-term debt	16,800,000	17,500,000
Less current installments of long-term debt	<u>1,000,000</u>	<u>1,200,000</u>
Net long-term debt	<u>\$15,800,000</u>	<u>\$16,300,000</u>

The aggregate amounts of principal maturities of debt outstanding at December 31, 20X2, for the five subsequent years are as follows:

20X3	\$1,000,000
20X4	1,957,000
20X5	991,000
20X6	896,000
20X7	778,000

6. *Marketable Securities*

The following is a summary of the estimated fair value of securities classified as available for sale at December 31, 20X2 and 20X1:

Marketable securities (in thousands)	<u>20X2</u>	<u>20X1</u>
U.S. Treasury obligations	\$ 400	\$400
Marketable equity security	500	—
Corporate debt securities	<u>100</u>	<u>100</u>
	<u>\$1,000</u>	<u>\$500</u>

As of December 31, 20X2 and 20X1, the estimated fair value of each investment approximates cost or amortized cost, and therefore, there are no unrealized gains or losses recorded in other comprehensive income. At December 31, 20X2, the company had no investments that were classified as trading or held-to-maturity.

At December 31, 20X2, all of the Company's investments in debt and equity securities were classified as marketable securities. These investments are diversified among high credit quality securities in accordance with the Company's investment policy.

The estimated fair value of debt securities available for sale by contractual maturity at December 31, 20X2 is as follows:

(in thousands)	<u>20X2</u>
Due after three months through one year	\$150
Due after one year through three years	250
Due after three years	<u>100</u>
	<u>\$500</u>

Actual maturities will differ from contractual maturities because the issuers of the securities may have the right to prepay obligations without prepayment penalties.

7. *Vulnerability Due to Certain Concentrations*

The Company's casinos use custom designed slot machines obtained from a foreign manufacturer under an exclusive purchase/maintenance contract negotiated at a cost significantly lower than prevailing market prices. Recent events in the supplier's home country have created an unstable political environment which raises the possibility that the supplier may be unable to fulfill its contractual obligations. Negotiating another contract with a new supplier, at similar terms and cost, could be a time consuming process. Any extended delays in securing a new supplier could have a severe impact upon casino revenues.

8. Fair Value of Financial Instruments*

The carrying amount of the Company's current portion of long-term debt approximates fair value. The fair value of long-term debt, which is based on borrowing rates currently available to the Company for debt issues with similar terms and maturities, is \$15,465 (20X1, \$15,845).

9. Property and Equipment

Note: FASB Statement No. 121 requires certain disclosures if an impairment loss is recognized for assets to be held and used. An example of such a disclosure is shown below:

In conjunction with plans to expand casino floor space, the Company recently completed a slot machine upgrade at its Las Vegas casino, replacing a portion of its older slot machines with state of the art machines that contain embedded bill acceptors. The older machines have been reallocated to other casino locations operated by the Company in Atlantic City. As a result of this circumstance, and pursuant to FASB Statement No. 121, Accounting for the Impairment of Long-Lived Assets and for Long-Lived Assets to Be Disposed Of, an impairment loss of approximately \$X,XXX has been recognized for these slot machines and included as a component of income before income taxes under the caption "Operating departments." In calculating the impairment loss, fair value was determined by reviewing quoted market prices for current sales of similar slot machines.

* FASB Statement No. 126, *Exemption from Certain Required Disclosures about Financial Instruments for Certain Nonpublic Entities*, an amendment of FASB Statement No. 107, amends FASB Statement No. 107, *Disclosures about Fair Value of Financial Instruments*, to make the disclosures about fair value of financial instruments prescribed in FASB Statement No. 107 optional for entities that meet all of the following criteria:

a. The entity is a nonpublic entity.

b. The entity's total assets are less than \$100 million on the date of the financial statements.

The entity has no instrument that, in whole or in part, is accounted for as a derivative instrument under FASB Statement No. 133, *Accounting for Derivative Instruments and Hedging Activities*, during the reporting period.

FASB Statement No. 133, as amended by FASB Statement No. 137, *Accounting for Derivative Instruments and Hedging Activities—Deferral of the Effective Date of FASB Statement No. 133*, is effective for all fiscal quarters of fiscal years beginning after June 15, 2000. The FASB has established the Derivative Implementation Group (DIG) to assist the Board and its staff in providing implementation guidance regarding FASB Statement No. 133. Issues addressed by the DIG and the status of related guidance can be found at the FASB's Web site <http://www.fasb.org>.

Chapter 9

Internal Control Reporting[†]

9.01 SAS No. 30,^{*} *Reporting on Internal Accounting Control*, describes the procedures an independent accountant should apply in connection with various types of engagements to report on an entity's system of internal accounting control, and it describes the different forms of the accountant's report to be issued in connection with such engagements. SAS No. 60, *Communication of Internal Control Related Matters Noted in an Audit*, provides guidance in identifying and reporting conditions that relate to an entity's internal control observed during an audit of financial statements.

9.02 Reports on internal accounting control in casino engagements usually relate to (a) an evaluation of the design of a system before the casino begins operations and (b) an evaluation, in connection with the annual audit, of compliance with, deviations from, and material weaknesses in the system. The independent accountant may also be asked to comment in these reports on certain aspects of administrative controls and on compliance with certain regulations. An independent auditor may also be engaged to make recommendations to improve internal controls.

Reports on the Design of a System

9.03 Regulatory agencies generally require that casinos submit a detailed description of a proposed system of internal accounting control together with an independent accountant's report on it. Generally the independent accountant is required to state that the submitted system conforms with the standards of internal control set forth by the agency, or he must state in what respects the system does not conform. These reports vary by jurisdiction and may require either inclusion of all departures from the standards or only those that the independent accountant considers material.

9.04 In some cases the statute and regulations may, for example, be very general and may, in effect, allow a casino the freedom to design its own system as long as the system provides reasonable assurance that certain general guidelines have been met.

9.05 On the other hand, the statute and regulations may be very specific in setting forth what controls are required (as in New Jersey's regulation 19:45, for example). In effect, the system is designed through statute and regulations. The statute and regulations may deal with such matters as—

[†] The guidance in this chapter will be conformed to current authoritative literature in future editions as approval is obtained from applicable state regulatory agencies.

^{*} Statement on Standards for Attestation Engagements (SSAE) No. 2, *Reporting on an Entity's Internal Control Over Financial Reporting*, supersedes SAS No. 30. In January 2001 the Auditing Standards Board issued SSAE No. 10, *Attestation Standards: Revision and Recodification*. SSAE No. 10 supersedes SSAE Nos. 1 through 9 and will renumber the AT sections. SSAE No. 10 is effective when the subject matter or assertion is as of or for a period ending on or after June 1, 2001 with early application permitted. The guidance contained in SSAE No. 2 will now be found in Chapter 5 of SSAE No. 10 (AICPA, *Professional Standards*, vol. 1, AT sec. 501). See SSAE No. 2 or SSAE No. 10 for current reporting guidance, as applicable.

- Job descriptions and the personnel structure, establishing responsibilities among casino employees and identifying primary and secondary supervisory positions for areas of responsibility.
- Complimentary services and junkets.
- The receipt, storage, and disbursement of chips and cash.
- The collection and safeguarding of money and chips at the gaming tables and transfers between the tables and the cage.
- The transfer of coins to and from the slot machines.
- The opening and safeguarding of slot machines.
- Formulas covering the calculation of revenues, drop, and hold percentages.
- Accounting, auditing, and financial reporting.
- The credit system.

Suggested forms for a report on the design of an internal control system for a casino appear in appendix B.

Reports on Compliance With the System

9.06 Casino regulations generally require an independent accountant's report on the casino's compliance with an internal control system as it is described in a filing with the regulatory agency. This report may be based on the independent accountant's study and evaluation of the casino's internal control system in connection with his audit, performed in accordance with generally accepted auditing standards, of the casino's financial statements.* In addition, certain regulatory agencies may require testing of compliance with the casino's system beyond what would otherwise be required to express an opinion on the casino's financial statements.

9.07 The regulations may provide that the independent accountant issue a report stating whether his audit disclosed any material weaknesses in internal control (as defined in SAS No. 60). If there are any instances or procedures that came to the attention of the independent accountant that he believes to be weaknesses or that are not in conformity with the description of the system as filed, he would also have to (a) describe such deviations, regardless of materiality, and (b) make recommendations for improvements in internal control.

9.08 The reports on internal accounting control required under such regulations present special planning considerations for the auditor, particularly in situations where the approved system of internal accounting control may be amended many times throughout the year. Tests of controls for audit purposes are often integrated with compliance testing for regulatory purposes.

9.09 Illustrative reports on internal accounting control that may be rendered in connection with an audit are included in appendix B.

* SAS No. 60, *Communication of Internal Control Related Matters Noted in an Audit*, supersedes the guidance in SAS No. 30, *Reporting on Internal Accounting Control*, for reporting on internal accounting control based solely on a study and evaluation made as part of an audit. This guidance will be conformed to current authoritative literature in future editions as approval of revised report forms is obtained from applicable state regulatory agencies.

Appendix A

Management Control Objectives of Certain Casino Operations

The following items illustrate control objectives and techniques for certain functions unique to casinos that management may wish to consider in establishing specific controls concerning a casino's ability to record, process, summarize, and report financial data that is consistent with management's assertions embodied in financial statements. They are not intended to be all-inclusive but are intended to illustrate certain control objectives and techniques that are usually significant.

Granting of Credit

Establishment of Credit Lines and Maintenance of Credit Files

- Controls exist to ensure that establishment of customer credit is authorized in accordance with the system.
 - The integrity of credit files is protected and the data are sufficiently reviewed to ensure proper recording of additions and deletions and to preclude unauthorized alteration of information.
 - Procedures exist to obtain and adequately verify information such as name, address, and bank references provided by applicants.
 - Credit files indicate an approved credit limit.
 - Credit files are periodically reviewed for completeness of required information, and required verification procedures are used.
 - Access to critical forms, records, and processing areas is permitted only in accordance with established criteria.

Extension of Credit

- Controls exist to ensure that procedures are maintained in accordance with management's policies.
 - There is a clear statement of procedures (that is, procedural manuals, training routines, supervisory requirements, and so on exist).
- Only those credit requests that meet management's criteria are granted.
 - There are formal procedures for determining whether a customer has an approved credit line and whether it has been exceeded.
 - There is designation of those individuals who may process credit-request clearances.
 - There are exception-reporting procedures (for example, over credit limit, unpaid old balances, and so on).
 - Procedures are adequate to safeguard the integrity of pit and casino cashier credit files.

- There is appropriate supervision of credit extension activities, including supervisory approval of transactions.
- Credit instruments are prenumbered, and there is subsequent accountability for them.
- Unissued credit instrument forms are adequately safeguarded.
- There is adequate segregation of duties among employees involved in granting credit and issuing the credit instruments.
- Customers acknowledge credit by signing the credit instruments.
- There is timely preparation of receivable records for subsequent accountability.
- Where credit play occurs prior to the formal documentation of a credit transaction, there are adequate interim procedures to control credit extension.

Recording of Credit Transactions

- Each credit transaction is promptly and accurately recorded in appropriate credit records.

Custody of Credit Instruments

- Credit instruments are adequately safeguarded.
- There are periodic reconciliations, in detail and in total, of the actual credit instruments to the records.
- There is adequate segregation of duties between employees responsible for custody of credit instruments and those responsible for credit authorization and collection.

Table Games

Fills and Credits

- Only those requests for transfers to or from table inventory that meet management's criteria are approved.
- Transfers to or from table inventory should be accurately and promptly recorded.
- Prenumbered slips are used for fills or credits.
 - The slips are used in numerical sequence and accounted for by the accounting department; missing numbers are investigated.
 - The slips are stamped with the date and the time.
 - All voided slips are clearly marked "void" across the face of the slip and are signed¹ by the cashier and the runner.
 - The fill or credit amount is transferred only when accompanied by a slip.
 - The person physically transferring the fill or credit is independent of the transaction (for example, security personnel).
 - The slip is signed by the cashier, the runner, the dealer, and the supervisor after the amount of the fill or credit is agreed to the amount on the slip.

¹ Throughout this appendix, where a control objective indicates that a document should be signed, an implicit control procedure is that the presence and the authenticity of the signature is checked by another employee.

- Access to table inventories should be permitted only in accordance with management's criteria.
 - All fills and credits are counted at the table prior to being placed in the table tray or the racks for transfer to the cage.
 - Lammer buttons* are removed only by the dealer.
- Access to important forms and processing areas should be permitted only in accordance with management's criteria.
 - All unissued fill or credit slips are securely stored under the control of the accounting or security department.
 - All unissued fill or credit slips are controlled by log and are agreed to fill or credit slip purchase invoices by the accounting department.

Table Inventories

- Gaming chips are removed from the table inventory only—
 - In exchange for credit slips from the casino cage.
 - In exchange for cash, credit instruments, or chips from customers.
 - In payment of winning wagers.
- Inventories for tables not in use are under adequate physical control.
- Chips are counted and stored in locked containers attached to the gaming table or stored in another secure area.

Count Procedures

- The contents of drop boxes are counted at least daily.
 - Drop boxes are adequately secured until the contents are counted.
 - The contents of each drop box are counted by count teams consisting of employees with no incompatible functions.
 - Count teams are adequately supervised.
- Counts are recorded promptly and accurately.
 - Counts are recorded on count sheets posted to the master game report, which is sent to the accounting department.
 - Members of the count team sign the master game report.
- Receipts are transferred to the casino cage immediately following the count and agreed to the recorded count.

Slot Machines

Fills and Credits

- Only those requests for transfers of cash or tokens to or from inventory that meet management's criteria are approved.
- Transfers of cash or tokens to or from inventory should be accurately and promptly recorded.
- Prenumbered slips are used for transfers.
 - The slips are used in numerical sequence and accounted for by the accounting department; missing numbers are investigated.
 - The slips are stamped with the date and the time.
 - All voided slips are clearly marked "void" across the face of the slip and are signed by the cashier and the runner.

- The cash or tokens are transferred only when accompanied by a slip.
- The slip is signed by the cashier, the runner, and the slot supervisor after agreeing the amount of the fill or credit to the amount on the slip.
- Access to cash and tokens should be permitted only in accordance with management's criteria.
 - All cash and tokens are transported directly to or from the cage by members of the security department.
 - Slot fills are placed in the slot machines by slot mechanics or employees of the security department.
 - Slot fills are witnessed by the slot supervisor or the key person.
- Access to important forms and processing areas should be permitted only in accordance with management's criteria.
 - All unissued fill or credit slips are securely stored under the control of the accounting department.
 - All unissued fill or credit slips are controlled by log and are agreed to fill or credit slip purchase invoices by the accounting department.

Slot Booth Cashier Funds

- Funds, which are imprest, are counted regularly at each shift change by incoming and outgoing custodians.
- Access to the slot booth is restricted.
- Manual jackpot payouts are documented. (This documentation consists of the signatures of two people—a slot supervisor and another independent person.)

Count Procedures

- Drop buckets are collected and counted on a regular basis.
 - Scales are tested regularly.
 - The count is performed by count teams consisting of employees with no incompatible functions.
 - If *weigh* and *wrap counts* are made, they are compared and differences are reconciled.
 - Count teams are adequately supervised.
 - Other funds present at the time of the count are adequately segregated.
- Counts are recorded promptly and accurately.
 - Counts are recorded on count sheets.
 - Members of the count team sign the count sheets.
 - Count sheets are posted to the slot win sheet by the accounting department.
 - The count is compared to meter readings, if any, and differences are investigated.
 - Coins are transferred to the casino cage immediately following the count, and they are agreed to the recorded count.

Appendix B

Illustrative Internal Accounting Control Reports[†]

Report on the Design of a System (Nevada) or Its Conformity With Regulations (New Jersey)

Illustrative Report on the Design of a System^{*}

A suggested form of report on the design of an internal accounting control system for a casino follows. The actual form of the report should be modified, as appropriate, to fit the particular circumstances.¹

To the Board of Directors of ABC Casino, Inc.:

We have reviewed the accompanying description of a proposed system of internal control relative to gaming operations of ABC Casino, Inc. as of [date], as required by regulation 6.090[2] of the Nevada Gaming Commission and State Gaming Control Board.

Our review of the proposed internal control system included procedures we considered necessary to evaluate the design of the control procedures specified in the accompanying description, as prepared and represented by management, to be implemented upon commencement of operations, as to whether such system is suitably designed to conform in all material respects to the objectives of internal control as defined in regulation 6.090[1]. Since the system has not been implemented, we did not test compliance with the control procedures, and, accordingly, we do not express an opinion on whether those controls will be applied as prescribed for any period of time or on whether the system, as a whole, will meet the objectives of internal accounting control, when placed in use.²

The management of ABC Casino, Inc. is responsible for establishing and maintaining a system of internal accounting control. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of a system are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in conformity with generally accepted accounting principles.

[†] The guidance in this appendix will be conformed to current authoritative literature in future editions as approval is obtained from applicable state regulatory agencies.

^{*} This report format follows the guidance provided in SAS No. 30. SAS No. 30 is superseded by SSAE No. 2, *Reporting on an Entity's Internal Control Over Financial Reporting*. In January 2001 the Auditing Standards Board issued SSAE No. 10, *Attestation Standards: Revision and Recodification*. SSAE No. 10 supersedes SSAE Nos. 1 through 9 and will renumber the AT sections. SSAE No. 10 is effective when the subject matter or assertion is as of or for a period ending on or after June 1, 2001 with early application permitted. The guidance contained in SSAE No. 2 will now be found in Chapter 5 of SSAE No. 10 (AICPA, *Professional Standards*, vol. 1, AT sec. 501). See SSAE No. 2 or SSAE No. 10 for current reporting guidance, as applicable.

¹ See SAS No. 30, *Reporting on Internal Accounting Control*, paragraphs 60 and 61.

² In Nevada initial submissions may be for casinos already in operation.

Because of inherent limitations in any system of internal accounting control, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the system to future periods is subject to the risk that procedures may become inadequate because of changes in conditions.

In our opinion, the control procedures included in the accompanying description of the proposed system of internal control for gaming operations of ABC Casino, Inc. are suitably designed to provide reasonable, but not absolute, assurance that the control objectives specified in regulation 6.090[1] would be achieved if the control procedures were complied with satisfactorily.

This report is intended solely for the information and use of [the specified parties] and is not intended to be and should not be used by anyone other than these specified parties.

Illustrative Report on a System's Conformity With Regulations (New Jersey)

A suggested form of report on a casino's system of internal accounting control for conformity with regulations follows. The actual form of the report should be modified, as appropriate, to fit the particular circumstances.³

To the Board of Directors of ABC Casino, Inc.:

We have reviewed the description of the proposed internal procedures and administrative and accounting controls of ABC Casino, Inc. as of [date], as submitted to the Casino Control Commission, as required by regulation N.J.A.C. 19:45-1.3 of the Regulations on Accounting and Internal Controls of the Casino Control Commission under the Casino Control Act. Since our review related to a description of internal procedures and administrative and accounting controls that ABC Casino, Inc. proposes to follow when operations of its casino commence, our review could not and did not include any tests of compliance with such procedures and controls.

The management of ABC Casino, Inc. is responsible for establishing and maintaining a system of internal accounting control. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of a system are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in conformity with generally accepted accounting principles.

* This report format follows the guidance provided in SAS No. 30. SAS No. 30 is superseded by SSAE No. 2, *Reporting on an Entity's Internal Control Over Financial Reporting*. In January 2001 the Auditing Standards Board issued SSAE No. 10, *Attestation Standards: Revision and Recodification*. SSAE No. 10 supersedes SSAE Nos. 1 through 9 and will renumber the AT sections. SSAE No. 10 is effective when the subject matter or assertion is as of or for a period ending on or after June 1, 2001 with early application permitted. The guidance contained in SSAE No. 2 will now be found in Chapter 5 of SSAE No. 10 (AICPA, *Professional Standards*, vol. 1, AT sec. 501). See SSAE No. 2 or SSAE No. 10 for current reporting guidance, as applicable.

³ See SAS No. 30, *Reporting on Internal Accounting Control*, paragraphs 54-59.

** This report format follows the guidance provided in SAS No. 30. SAS No. 30 is superseded by SSAE No. 2, *Reporting on an Entity's Internal Control Over Financial Reporting*. In January 2001 the Auditing Standards Board issued SSAE No. 10, *Attestation Standards: Revision and Recodification*. SSAE No. 10 supersedes SSAE Nos. 1 through 9 and will renumber the AT sections. SSAE No. 10 is effective when the subject matter or assertion is as of or for a period ending on or after June 1, 2001 with early application permitted. The guidance contained in SSAE No. 2 will now be found in Chapter 5 of SSAE No. 10 (AICPA, *Professional Standards*, vol. 1, AT sec. 501). See SSAE No. 2 or SSAE No. 10 for current reporting guidance, as applicable.

Because of inherent limitations in any system of internal accounting control, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the system to future periods is subject to the risk that procedures may become inadequate because of changes in conditions.

We understand that procedures in conformity with the regulations cited in the first paragraph of this report are considered by the Casino Control Commission to be adequate for its purposes in accordance with the Casino Control Act and related regulations and that procedures not in conformity therewith indicate some inadequacy for such purposes. Based on this understanding and on our review, we believe ABC Casino, Inc.'s procedures conform in all [material] respects to the standards of internal control set forth in the Casino Control Act [except for the following conditions (if appropriate, describe in what material respects the system does not conform with the Casino Control Act and the related regulations)].

This report is intended solely for the information and use of [the specified parties] and is not intended to be and should not be used by anyone other than these specified parties.

Report on Compliance With the Casino's System of Internal Accounting Control

The following reports are illustrative of a report on internal accounting control that may be rendered in connection with an annual audit. The actual form of the report should be modified, as appropriate, to fit the particular circumstances.

Illustrative Report for Casinos Operating in Nevada*

Nevada regulations require the auditor to consider the continued effectiveness and adequacy of the system of internal accounting control when he reports on compliance. The following is an example of a letter on compliance with the system of internal accounting control for use in Nevada.

To the Board of Directors of ABC Casino, Inc.:

We have examined the financial statements of ABC Casino, Inc. for the year ended December 31, 19X1, and have issued our report thereon dated February 23, 19X2. As part of our examination, we made a study and evaluation of the company's system of internal accounting control in effect during the period to the extent we considered necessary to evaluate the system as required by generally accepted auditing standards and regulation 6.050[9] of the Nevada Gaming Commission and State Gaming Control Board. The purpose of our study and evaluation was to determine the nature, timing, and extent of the auditing procedures necessary for expressing an opinion on the company's financial statements. Our study and evaluation was more limited than would be necessary to express an opinion on the system of internal accounting control taken as a whole.

The management of ABC Casino, Inc. is responsible for establishing and maintaining a system of internal accounting control. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of a

* This report is based on the guidance in paragraphs 47-53 of SAS No. 30. These paragraphs have been superseded by SAS No. 60, *Communication of Internal Control Related Matters Noted in an Audit*.

system are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in accordance with generally accepted accounting principles.

Because of inherent limitations in any system of internal accounting control, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the system to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

Our study and evaluation made for the limited purpose described in the first paragraph would not necessarily disclose all material weaknesses in the system. Accordingly, we do not express an opinion on the system of internal accounting control of ABC Casino, Inc. taken as a whole. However, our study and evaluation disclosed no condition that we believe to be a material weakness.

[Our study and evaluation disclosed the following deviations from the system of casino internal accounting control on file with the board, none of which is, in our opinion, a material deviation from such system (describe deviations).]

[These deviations were considered in determining the nature, timing, and extent of the audit tests to be applied in our examination of 19X1 financial statements, and this report does not affect our report, dated February 23, 19X2, on those financial statements.]

This report is intended solely for the information and use of [*the specified parties*] and is not intended to be and should not be used by anyone other than these specified parties.

Illustrative Report for Casinos Operating in New Jersey*

To the Board of Directors of ABC Casino, Inc.:

We have examined the financial statements of ABC Casino, Inc. for the year ended December 31, 19X1, and have issued our report thereon dated February 23, 19X2. As part of our examination, we made a study and evaluation of the company's system of internal accounting control in effect during the period to the extent we considered necessary to evaluate the system as required by generally accepted auditing standards and Regulation N.J.A.C. 19:45-1.7 of the Regulations on Accounting and Internal Controls of the Casino Control Commission under the Casino Control Act. The purpose of our study and evaluation was to determine the nature, timing, and extent of the auditing procedures necessary for expressing an opinion on the company's financial statements. Our study and evaluation was more limited than would be necessary to express an opinion on the system of internal accounting control taken as a whole.

The management of ABC Casino, Inc. is responsible for establishing and maintaining a system of internal accounting control. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of a system are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of financial statements in conformity with generally accepted accounting principles.

* This report is based on the guidance in paragraphs 47-53 of SAS No. 30. These paragraphs have been superseded by SAS No. 60.

Because of inherent limitations in any system of internal accounting control, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the system to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

Our study and evaluation, made for the limited purpose described in the first paragraph, would not necessarily disclose all material weaknesses in the system. Accordingly, we do not express an opinion on the system of internal accounting control of ABC Casino, Inc. taken as a whole. However, our study and evaluation disclosed no condition that we believed to be a material weakness.

[Our study and evaluation disclosed the following deviations from the system of internal accounting control approved by the New Jersey Casino Control Commission (describe deviations and recommendations for improvements).⁴

[These deviations were considered in determining the nature, timing, and extent of the audit tests to be applied in our examination of the 19X1 financial statements, and this report does not affect our report, dated February 23, 19X2, on those financial statements.]

This report is intended solely for the information and use of [*the specified parties*] and is not intended to be and should not be used by anyone other than these specified parties.

⁴ Present New Jersey regulations require enumeration of all deviations whether or not deemed to be material. In addition, regulation N.J.A.C. 19:45-1.7(e)2 requires that the auditor make recommendations for improvement in those areas of the system of internal accounting control that are no longer considered to be effective.

Appendix C

Rules of the Games

This appendix describes the rules of various games commonly found in a casino. The descriptions are intended to be representative, but the rules, odds, and payoffs often differ, depending on the particular casino and its location.

Craps

Method of Play

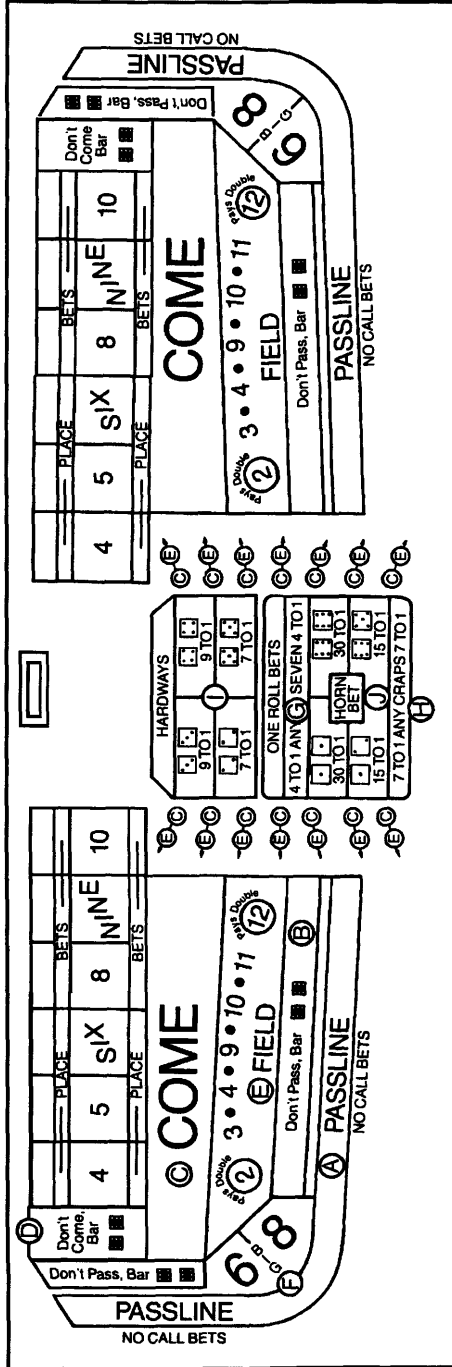
Craps is played on a large table and offers a variety of bets. Each bet is dependent upon the point value of the uppermost sides of two dice that come to rest after having been thrown by the *shooter*. Refer to the diagram of the craps table layout on the following page for placement of various bets.

Pass Line (A). If a player places a bet on the Pass Line and the first roll of the dice (known as the *Come Out Roll*) is a 7 or an 11, he wins automatically. If a 2, 3, or 12 is rolled, he *craps out*, or loses. Any other number rolled (that is, 4, 5, 6, 8, 9, or 10) becomes the Pass Line point. Pass Line bets win if the shooter rolls the point before rolling a 7. If a 7 is rolled prior to the point being made, the shooter *sevens out* and the Pass Line bet loses, whereupon the dice are passed to the next player. A player need not be the shooter to make a Pass Line bet; however, the shooter must bet on either the Pass Line or Don't Pass Line.

Don't Pass Line (B). The Don't Pass Line bet is the opposite of the Pass Line bet; that is, the bet wins automatically on the Come Out Roll if a 2 or 3 is rolled and loses automatically if a 7 or an 11 is rolled. A roll of 12 is a standoff on the Don't Pass Line. Any other number rolled becomes the point. To win, a 7 must be rolled before the point is thrown. If the point is rolled prior to a 7, the bet loses. A Don't Pass bet may not be made *after* the Come Out Roll. A player need not be the shooter to make this bet.

Come (C). A player can "come" at any time after a point has been established on the Come Out Roll. The win-loss rules are the same as for the Pass Line. The next roll of the dice determines whether the player automatically wins, loses, or establishes the point that must be rolled before a 7 to win. The Come bet and point are independent of the Pass Line point.

Don't Come (D). The Don't Come bet may be made any time after a point has been established. The win-loss rules are the same as for the Don't Pass Line, but the automatic win, loss, or determination of the point is established by the next roll of the dice. Like the Come bet, the Don't Come bet allows a player to bet on each roll of the dice.



Pass Line, Don't Pass Line, Come, and Don't Come bets are paid even money. Pass Line and Don't Pass Line bets may be made only on the Come Out Roll and may not be bet after the point is established. Don't Pass Line and Don't Come bets may be decreased or removed at any time, but they may never be increased or replaced.

Odds. A player may elect to make a wager in addition to the original, or *flat*, bet any time after the point is established. A player may *take* odds on any Pass Line or Come bet. A player may also *lay* odds on any Don't Pass or Don't Come bet. Typical odds payouts are shown on the table on the following page. The Odds bet wins if the flat bet wins and vice versa.

Buy and Lay bets. Buy and Lay bets pay odds without requiring a *flat* bet and may be made directly on a 4, 5, 6, 8, 9, or 10 at any time, without waiting for the number to roll the first time. These bets may be made on one or more of these numbers. The *Buy bet* is a bet that the specific number will roll before a 7; it is similar to the Pass Line bet. A *Lay bet* is a bet that a 7 will roll before the specific number; it is similar to the Don't Pass Line bet. In either case, the wager is paid according to true odds. A commission is usually charged on all Buy and Lay bets, either on the amount bet if it is a Buy bet or on the amount that can be won if it is a Lay bet.

Place bets to win. A Place bet to win is the same as a Buy bet except that the odds are different and no commission is charged. Refer to the table on the following page for Place bet odds.

All odds, Buy bets, and Place bets may be increased, decreased, taken back by the player, or called "off" at any time. Come odds, Buy bets, and Place bets to win are always off on the Come Out Roll unless designated otherwise by the player. Come odds, Don't Pass odds, Don't Come odds, Buy bets, and Place bets are all given to the dealer, who places them in the proper locations on the layout. Each player is responsible for placing Pass Line odds on the layout and keeping track of all bets paid, won, or lost.

Field (E). The Field bet is a one-roll bet that may be made on any roll. If a 2, 3, 4, 9, 10, 11, or 12 is rolled, the bet wins. All numbers pay even money, except 2 and 12, which usually pay double or triple. If any other numbers are rolled, the bet loses.

Big 6 or Big 8 (F). The bet wins if a 6 or an 8 is rolled before a 7. The wager pays even money (in some locations, if the wager is six dollars or a multiple of 6, the bet pays 7 to 6). The bet may be made on any roll.

Any 7 (G). If a 7 is rolled, the bet wins and pays 4 to 1. All other numbers lose.

Any craps (H). If a 2, 3, or 12 is rolled, the bet wins and pays 7 to 1. All other numbers lose.

Hardways (I). Hardways may be bet on any roll. The four possible Hardway bets are a Hard Six (two 3s) and a Hard Eight (two 4s), which pay 9 to 1, and a Hard Four (two 2s) and a Hard Ten (two 5s), which pay 7 to 1. The player wins if the Hardway he is betting rolls before a 7. The bet loses if a 7 is rolled first or if the number is rolled with a nonpair combination. For example, a Hard Six wins only if two 3s are thrown before a 7 or before an *Easy way* 5 and 1 or 4 and 2 combination. Hardways are always off unless the player designates the bet to be in action on the Come Out Roll.

Horn High bets (J). Horn High bets are typically bet in units of five since a player is effectively betting one unit each on 2, 3, 11, and 12, with one additional unit bet on the one number he designates. For example, a five-dollar Horn High 12 has one dollar bet on 2, 3, and 11 and two dollars bet on 12. If one of these

four numbers is rolled, the payoff is according to the payout odds for that number of dollars effectively wagered on that number less the amount bet on the three losing numbers. The player may also bet on just one of the Horn bets. They are as follows:

TWO CRAPS OR ACES: If two "aces," or a 2, is rolled, the bet wins and pays 30 to 1.

TWELVE CRAPS: If a 12 is rolled, the bet wins and pays 30 to 1.

THREE CRAPS OR ACE-DEUCE: If "ace-deuce," or a 3, is rolled, the bet wins and pays 15 to 1.

ELEVEN: If an 11 is rolled, the bet wins and pays 15 to 1.

Craps Payout Odds

	<u>Payout Odds</u>		<u>Payout Odds</u>
<i>Pass Line Bet</i>	1 to 1	<i>Don't Pass Line Bet</i>	1 to 1
<i>Come Bet</i>	1 to 1	<i>Don't Come Bet</i>	1 to 1
<i>Pass Line Odds, Come Bet Odds, and Buy Bets</i>		<i>Don't Pass Line Lay Odds, Don't Come Lay Odds, and Lay Bets</i>	
● Points of 4 or 10	2 to 1	● Points of 4 or 10	1 to 2
● Points of 5 or 9	3 to 2	● Points of 5 or 9	2 to 3
● Points of 6 or 8	6 to 5	● Points of 6 or 8	5 to 6
<i>Place Bet to Win</i>		<i>Big Six or Big Eight</i>	1 to 1
● Points of 4 or 10	9 to 5		
● Points of 5 or 9	7 to 5		
● Points of 6 or 8	7 to 6		
		<i>Hardways</i>	
		● Hard 6 or Hard 8	9 to 1
		● Hard 4 or Hard 10	7 to 1

One-Roll Bets

	<u>Payout Odds</u>
<i>Field Bets</i>	
● 3, 4, 9, 10, or 11	1 to 1
● 2 or 12	2 to 1
<i>Proposition Bets</i>	
● Any 7	4 to 1
● Any Craps	7 to 1
● 2 or 12	30 to 1
● 3 or 11	15 to 1
<i>Horn Bets</i>	
● 2 or 12	30 to 1
● 3 or 11	15 to 1
<i>Horn High Bets</i>	
● 2 or 12	12 to 1
● 3 or 11	6 to 1

Blackjack, or Twenty-One

Method of Play

The object of blackjack (twenty-one) is to draw cards that total as close to 21 as possible without going over, while beating the dealer's hand. To begin the game, each player places his bet before being dealt any cards. The dealer then deals two cards to each player. He deals himself one card up and the other face down. When the total value of a hand is added up, the king, queen, and jack each count as 10. The ace counts as either one or eleven, and all other cards equal their face values.

If a player has an ace with a 10, jack, queen, or king, he has *blackjack*—a natural 21 total—and is paid 3 to 2 (three dollars paid for each two-dollar bet). If the dealer also has blackjack, it is called a *push*, and the player neither wins nor loses.

If the player does not have blackjack, the player may elect to *stand* (not accept any more cards) or be *hit* (accept more cards from the dealer to get closer to 21). The player may be hit with as many cards as he likes (one at a time), but if his card total exceeds 21, he has *busted* and the dealer collects his bet. When the player believes he is as close to 21 as he can get without going over, he stands.

When all players at the table have either busted or decided to stand, the dealer's facedown card is turned up. If the dealer's card count is 16 or less, he must draw cards to get closer to 21. If the dealer's card count is 17 or more, he cannot draw more cards except in some jurisdictions, where he may draw if he has a *soft* 17 (a hand that can be totaled either 7 or 17, for example, a 6 with an ace).

When the dealer has either busted or is standing on the total of his hand, he totals the cards of each player's hand. He pays off, at even money, bets of the players whose hands are closer to 21 than his, and he collects bets from those players whose hands are farther from 21 than his. If the dealer busts, he pays off, at even money, each player that hasn't busted. If a player's total is the same as the dealer's (and adds up to 21 or less), it is a push and he neither wins nor loses.

Special Terminology

Splitting pairs. If a player's first two cards are a pair, he may split them into two hands provided that the bet on the second hand equals his original bet. Once the hands are split and the wager placed, he plays the first hand and then he plays the second hand. If the split pair are aces, the player is limited to a one card draw on each hand.

Doubling down. If a player's first two cards total 10 or 11, he may elect to wager an additional amount that cannot exceed the value of the original bet. If the player doubles down, he draws only one additional card.

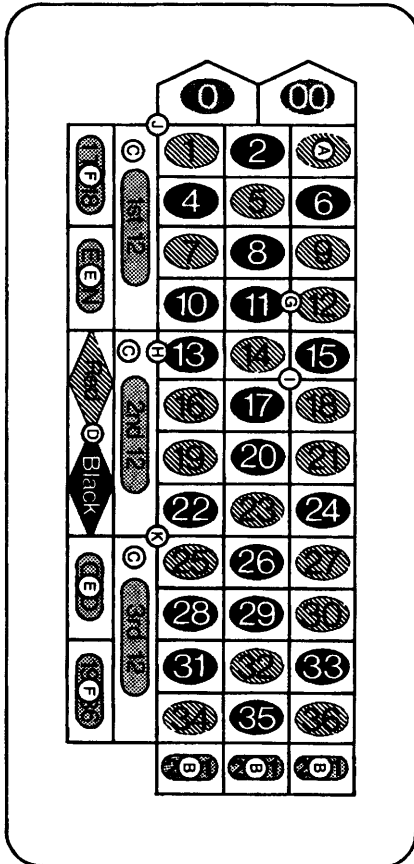
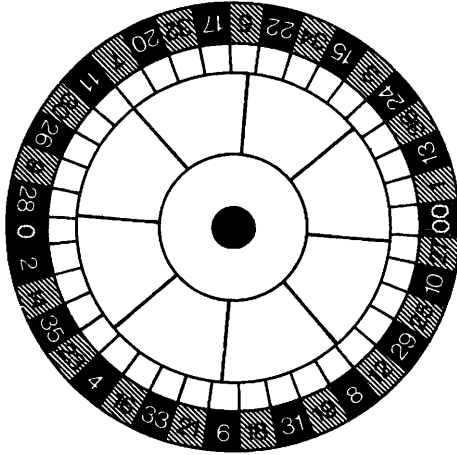
Insurance. If the dealer's up card is an ace, a player may elect to *take insurance* by placing, on the insurance line, a bet not greater than one-half of his original bet. The insurance bet is a wager that the dealer has blackjack. Insurance bets pay 2 to 1 if the dealer has blackjack, but they lose in all other instances. The dealer collects all losing insurance wagers before he deals additional cards.

Surrender. After a player receives his first two cards, he may elect to surrender one-half of his wager along with his hand if he does not wish to continue to play the hand.

Roulette

A roulette wheel is numbered from 1 through 36 and also has 0 and 00 (although in some jurisdictions roulette may be played without a 00). The numbers are alternately colored red and black except 0 and 00, which are green. The roulette layout, located on the table next to the wheel, is numbered and colored in the same way as the wheel is.

Even-money bets (bets that pay 1 to 1) may be made on the colors red or black, odd or even numbers, and high or low numbers (the ranges of 1 to 18 or 19 to 36). Bets on just one number pay 35 to 1. In roulette a player may make bets covering more than one number. For example, a bet covering two numbers (called a *split bet*) pays 17 to 1. Bets are made by placing chips (usually nonvalue chips, that is, chips bearing no face value but having a value assigned when issued to the customer in exchange for cash or credit) on the desired number or color on the layout.



The dealer spins the wheel and rolls a small white ball in the opposite direction. Bets may still be made after the wheel is spinning and up to the time that the dealer says, "No more bets." When the ball comes to rest, the dealer points out the winning number and winning bets are paid. The exact placement of the chip(s) determines each bet being made.

The positions of the bets are indicated in the foregoing illustration by corresponding letters. Examples of the payout odds are as follows:

Roulette Straight Bets

Example Position	Type of Bet	Pays Off If Ball Comes to Rest On	Odds
A	Straight Up	The individual number bet, including zero and double zero	35 to 1
B	Column	Any of the twelve numbers in the column bet	2 to 1
C	Dozen	Any number in the range 1 through 12, 13 through 24, or 25 through 36, depending on which dozen is bet	2 to 1
D	Red or Black	Any number of the same color that was bet	2 to 1
E	Odd or Even	Any odd number for odd bet, even number for even bet	1 to 1
F	1 to 18 or 19 to 36	Any number in the range bet	1 to 1

Roulette Combination Bets

Example Position	Type of Bet	Pays Off If Ball Comes to Rest On	Odds
G	Split	Either of the two numbers bet	17 to 1
H	Row	Any of the three numbers in the row bet	11 to 1
I	Corner	Any of the four numbers forming the corners	8 to 1
J	Five Numbers	0, 00, 1, 2, or 3	6 to 1
K	Six Numbers	Any of the six numbers in the two rows bet	5 to 1

Wheel of Fortune, or Big Six

The wheel has positions on it marked by bills in denominations from one dollar to twenty dollars. Two extra positions are marked with special symbols that indicate the largest payoffs. Adjacent to the wheel is a layout that represents the dollar denominations on the wheel.

To place a bet, a player puts the amount he wants to wager on a spot on the layout that corresponds to a denomination on the wheel. The larger the bill on which he wagers, the higher the odds. After all bets have been placed, the dealer spins the wheel. No bets can be placed after the wheel begins to spin. The winning bets are paid after the wheel stops on a position indicated by the *flapper* at the top of the wheel. The payout odds are as follows:

A Bet On	Pays
\$1	1 to 1
\$2	2 to 1
\$5	5 to 1
\$10	10 to 1
\$20	20 to 1
Joker	40 to 1
Flag	40 to 1

Baccarat

The object of baccarat is to obtain cards that total as close as possible to 9. All cards count as face values, that is, ace is counted as 1, deuce is 2, and so on. All 10s and face cards, or any combination of 10, have no value. For example, $9 + 5 = 4$; $10 + 1 + 3 = 4$.

To begin the game, two cards are dealt from a *shoe* to each of two hands, one of which is called *Player*, and the other, *Banker*. Customers may bet on either hand. If the point count of either hand is an 8 or 9, it is a *natural* and no cards are drawn.

If neither hand is a natural, the following rules are always observed:

- Player draws a third card when his first two cards total 0, 1, 2, 3, 4, or 5; he stands when his first two cards total 6 or 7.
- If Player's first two cards total 6 or 7 (and Player stands), Banker draws a third card when his first two cards total 0, 1, 2, 3, 4, or 5; he stands when his first two cards total 6 or 7.
- If Player draws a third card, Banker follows these rules:

Having	Draws when Player's third card is:	Does not draw when Player's third card is
3	1,2,3,4,5,6,7,9,0	8
4	2,3,4,5,6,7	1,8,9,0
5	4,5,6,7	1,2,3,8,9,0
6	6,7	1,2,3,4,5,8,9,0
7	STANDS	

The only decision that a customer makes is what to bet on and how much to bet. If both hands end in equal totals, it is a tie and neither hand wins or loses. A separate tie bet pays 8 to 1. The house collects a 5-percent commission on all money won on Banker's side. These commissions are paid after the shoe has been dealt.

Mini baccarat has the same rules as baccarat but it is played on a smaller table. The table is approximately the size of a blackjack table and the layout is half of that on a baccarat table.

Coin-operated Devices

Slot Machines

Slot machines are available in a variety of models and coin denominations. One or more coins may be played at one time, depending upon the model of slot machine the player chooses. The player begins by placing one or more coins in the machine, which allows the handle to be pulled. The pull of the handle starts a series of wheels spinning. Each wheel has a number of symbols or numbers on it. The appearance of certain symbols, the number of symbols, and the sequence of symbols determine the payout on each machine model. Winning combinations and the payout are depicted on visual displays on each machine. The frequency of payouts is random.

In multiple-coin machines, additional coins provide more opportunities to win with each handle pull or they provide larger payouts. For example, each additional coin in one type of machine provides another line to match up a winning combination of symbols. In a left-right-left machine, the winning se-

quence of symbols occurs either reading from the left to the right or from the right to the left. With another machine, each additional coin “buys” additional symbols. In yet another machine, the more coins a player puts into the machine, the greater the payout.

Some winning combinations are paid automatically by the machine, while others require a slot attendant to pay off the jackpot. A light on top of the machines signals a slot attendant when his assistance is necessary for a payout. Additional coins should not be played until the machine or the slot attendant has completed the payout.

Electronic Video Devices

Electronic video devices are coin-operated electronic simulations of other casino games, such as craps, poker, blackjack, and keno. The rules for the electronic games are typically the same as those for their casino counterparts.

Keno

A keno ticket is numbered from 1 through 80. These numbers correspond to eighty numbered Ping-Pong-like balls contained in a special holding unit. The player marks from one to fifteen numbers on the ticket and the amount of the wager. As the game begins, the balls are mixed in the holding unit, called a *squirrel cage*, and then, one at a time, they are “thrown” by the machine into another holder, called *rabbit ears*. Twenty balls go into the holder. A *keno writer* calls the winning numbers over a loudspeaker and lights up the corresponding numbers on displayed keno boards. Winning wagers are determined by how many numbers on the player’s ticket match those lighted up on the boards. A *keno payout schedule* lists the number of matching numbers—catches—the player needs to make in order to win.

Appendix D

**Statement of
Position**

98-5

**Reporting on
the Costs of
Start-Up Activities**

April 3, 1998

**Issued by the
Accounting Standards Executive Committee**

AAG-CAS APP D

NOTE

Statements of Position on accounting issues present the conclusions of at least two-thirds of the Accounting Standards Executive Committee, which is the senior technical body of the Institute authorized to speak for the Institute in the areas of financial accounting and reporting. Statement on Auditing Standards No. 69, *The Meaning of Present Fairly in Conformity With Generally Accepted Accounting Principles in the Independent Auditor's Report*, identifies AICPA Statements of Position that have been cleared by the Financial Accounting Standards Board as sources of established accounting principles in category *b* of the hierarchy of generally accepted accounting principles that it establishes. AICPA members should consider the accounting principles in this Statement of Position if a different accounting treatment of a transaction or event is not specified by a pronouncement covered by Rule 203 of the AICPA Code of Professional Conduct. In such circumstances, the accounting treatment specified by the Statement of Position should be used, or the member should be prepared to justify a conclusion that another treatment better presents the substance of the transaction in the circumstances.

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SUMMARY

This Statement of Position (SOP) provides guidance on the financial reporting of start-up costs and organization costs. It requires costs of start-up activities and organization costs to be expensed as incurred.

The SOP broadly defines start-up activities and provides examples to help entities determine what costs are and are not within the scope of this SOP.

This SOP applies to all nongovernmental entities and, except as stated in the last paragraph, is effective for financial statements for fiscal years beginning after December 15, 1998. Earlier application is encouraged in fiscal years for which annual financial statements previously have not been issued.

Except for certain entities noted in the last paragraph, initial application of this SOP should be reported as the cumulative effect of a change in accounting principle, as described in Accounting Principles Board (APB) Opinion No. 20, *Accounting Changes*. When adopting this SOP, entities are *not* required to report the pro forma effects of retroactive application.

Entities that report substantially all investments at market value or fair value, issue and redeem shares, units, or ownership interests at net asset value, and have sold their shares, units, or ownership interests to independent third parties before the later of June 30, 1998, or the date that the SOP is issued should adopt the SOP prospectively.

FOREWORD

The accounting guidance contained in this document has been cleared by the Financial Accounting Standards Board (FASB). The procedure for clearing accounting guidance in documents issued by the Accounting Standards Executive Committee (AcSEC) involves the FASB reviewing and discussing in public board meetings (1) a prospectus for a project to develop a document, (2) a proposed exposure draft that has been approved by at least ten of AcSEC's fifteen members, and (3) a proposed final document that has been approved by at least ten of AcSEC's fifteen members. The document is cleared if at least five of the seven FASB members do not object to AcSEC undertaking the project, issuing the proposed exposure draft or, after considering the input received by AcSEC as a result of the issuance of the exposure draft, issuing the final document.

The criteria applied by the FASB in their review of proposed projects and proposed documents include the following.

1. The proposal does not conflict with current or proposed accounting requirements, unless it is a limited circumstance, usually in specialized industry accounting, and the proposal adequately justifies the departure.
2. The proposal will result in an improvement in practice.
3. The AICPA demonstrates the need for the proposal.
4. The benefits of the proposal are expected to exceed the costs of applying it.

In many situations, prior to clearance, the FASB will propose suggestions, many of which are included in the documents.

Reporting on the Costs of Start-Up Activities

Introduction and Background

1. The Accounting Standards Executive Committee (AcSEC) had on its agenda a series of projects on reporting the costs of activities that are undertaken to create future economic benefits.

2. The first phase of AcSEC's series of projects resulted in its issuance of Statement of Position (SOP) 93-7, *Reporting on Advertising Costs*. It was AcSEC's intention to use SOP 93-7 as a guide in developing guidance for reporting costs of other kinds of activities undertaken to create future economic benefits. This SOP on start-up costs is the next phase.

3. A review of a number of public-company financial statement disclosures indicates that some entities capitalize start-up costs whereas others expense start-up costs as they are incurred. In addition, entities that capitalize start-up costs use diverse amortization periods. These diverse practices exist within and across industries. AcSEC believes this SOP will significantly reduce these diversities in financial reporting.

4. AcSEC issued an exposure draft of a proposed SOP, *Reporting on the Costs of Start-Up Activities*, on April 22, 1997. AcSEC received more than eighty comment letters in response to the exposure draft.

Scope

5. For purposes of this SOP, start-up activities are defined broadly as those one-time activities related to opening a new facility, introducing a new product or service, conducting business in a new territory, conducting business with a new class of customer¹ or beneficiary, initiating a new process in an existing facility, or commencing some new operation. Start-up activities include activities related to organizing a new entity (commonly referred to as organization costs). This SOP provides guidance on accounting for the costs of start-up activities.

6. In practice, various terms are used to refer to start-up costs, such as *preopening costs*, *preoperating costs*, *organization costs* and *start-up costs*. For purposes of this SOP, these costs are referred to as start-up costs.

Note: As noted in subsequent paragraphs, the accounting for certain costs incurred in conjunction with start-up activities are not covered by this SOP. An entity should not infer that costs outside the scope of this SOP should be capitalized. Such costs should not be capitalized unless they qualify for capitalization under other generally accepted accounting principles.

¹ This SOP does not address the financial reporting of costs incurred related to ongoing customer acquisition, such as policy acquisition costs in Financial Accounting Standards Board (FASB) Statement No. 60, *Accounting and Reporting by Insurance Enterprises*, and loan origination costs in FASB Statement No. 91, *Accounting for Nonrefundable Fees and Costs Associated with Originating or Acquiring Loans and Initial Direct Costs of Leases*. The SOP addresses the more substantive one-time efforts to establish business with an entirely new class of customers (for example, a manufacturer who does all of its business with retailers attempts to sell merchandise directly to the public).

7. For purposes of this SOP, activities related to routine, ongoing efforts to refine, enrich, or otherwise improve upon the qualities of an existing product, service, process,² or facility are not start-up activities and are not within the scope of this SOP. In addition, activities related to a merger or acquisition and to ongoing customer acquisition³ are not start-up activities.

8. Certain costs that may be incurred in conjunction with start-up activities are not subject to the provisions of this SOP. Such costs should be accounted for in accordance with other existing authoritative accounting literature. For example, the following costs are outside the scope of this SOP:

- Costs of acquiring or constructing long-lived assets and getting them ready for their intended uses (However, the costs of using long-lived assets that are allocated to start-up activities [for example, depreciation of computers] are within the scope of this SOP.)
- Costs of acquiring or producing inventory
- Costs of acquiring intangible assets (However, the costs of using intangible assets that are allocated to start-up activities [for example, amortization of a purchased patent] are within the scope of this SOP.)
- Costs related to internally developed assets (for example, internal-use computer software costs) (However, the costs of using those assets that are allocated to start-up activities are within the scope of this SOP.)
- Costs that are within the scope of Financial Accounting Standards Board (FASB) Statement No. 2, *Accounting for Research and Development Costs*, and FASB Statement No. 71, *Accounting for the Effects of Certain Types of Regulation*
- Costs of fund raising incurred by not-for-profit organizations
- Costs of raising capital
- Costs of advertising
- Costs incurred in connection with existing contracts as stated in paragraph 75d of SOP 81-1, *Accounting for Performance of Construction-Type and Certain Production-Type Contracts*

9. Illustrations 1 through 3 in the Appendix provide examples of costs that are and are not within the scope of this SOP.

10. This SOP applies to all nongovernmental entities (including not-for-profit organizations) and it applies to development-stage entities as well as established operating entities.

11. This SOP amends the following AICPA SOPs and Audit and Accounting Guides that address start-up costs:

- a. SOP 81-1, *Accounting for Performance of Construction-Type and Certain Production-Type Contracts*, paragraph 75a
- b. SOP 88-1, *Accounting for Developmental and Preoperating Costs, Purchases and Exchanges of Take-off and Landing Slots, and Airframe Modifications*, paragraphs 23 and 25
- c. Industry Audit Guide *Audits of Airlines*, paragraphs 3.115 and 3.117
- d. Audit and Accounting Guide *Audits of Casinos*, paragraph 2.06

² Costs addressed in Emerging Issues Task Force Issue No. 97-13, *Accounting for Costs Incurred in Connection with a Consulting Contract or an Internal Project That Combines Business Process Reengineering and Information Technology Transformation*, are outside the scope of this SOP.

³ See footnote 1.

- e. Audit and Accounting Guide *Construction Contractors*, paragraph 2.14a
- f. Audit and Accounting Guide *Audits of Federal Government Contractors*, paragraph 3.09
- g. Audit and Accounting Guide *Audits of Investment Companies*, paragraphs 5.14, 8.10, 8.16, 8.17, and appendix K

Conclusions

Accounting for Start-Up Costs

12. Costs of start-up activities, including organization costs, should be expensed as incurred.

Amendments to Other Guidance

13. This SOP amends SOP 81-1 by requiring precontract costs that are start-up costs to be expensed as incurred. The following sentence is added to the end of paragraph 75a:

Those costs should be expensed as they are incurred if they are within the scope of SOP 98-5, *Reporting on the Costs of Start-Up Activities*.

14. This SOP amends SOP 88-1 by requiring preoperating costs to be expensed as incurred rather than capitalized. Paragraph 23 is amended as follows:

Preoperating costs related to the integration of new types of aircraft should be expensed as incurred.

In addition, paragraph 25 is deleted.

15. This SOP amends the Industry Audit Guide *Audits of Airlines* by requiring preoperating costs to be expensed as incurred rather than capitalized. Paragraph 3.115 is amended as follows:

Preoperating costs related to the integration of new types of aircraft should be expensed as incurred.

In addition, paragraph 3.117 is deleted.

16. This SOP amends the Audit and Accounting Guide *Audits of Casinos* by requiring preopening costs to be expensed as incurred. Paragraph 2.06 is amended to include the following at the end of the first sentence:

Preopening costs, however, should be charged to expense as incurred.

17. This SOP amends the Audit and Accounting Guide *Construction Contractors* by requiring precontract costs that are start-up costs to be expensed as incurred. The following sentence is added to the end of paragraph 2.14a:

Those costs should be expensed as they are incurred if they are within the scope of SOP 98-5, *Reporting on the Costs of Start-Up Activities*.

18. Paragraph 3.09 of the Audit and Accounting Guide *Audits of Federal Government Contractors* refers to paragraph 75 of SOP 81-1 as the applicable guidance for accounting for precontract costs. This SOP amends paragraph 3.09 of the Guide as follows:

Precontract costs should be accounted for in conformity with paragraph 75 of SOP 81-1, as amended by SOP 98-5, *Reporting on the Costs of Start-Up Activities*.

19. This SOP amends the Audit and Accounting Guide *Audits of Investment Companies* by requiring organization costs to be expensed as they are incurred. The last two sentences of paragraph 8.10 are deleted and replaced by the following:

Organization costs should be expensed as they are incurred. Entities should adopt the transition provisions of paragraphs 22 and 23 of SOP 98-5, *Reporting on the Costs of Start-Up Activities*.

In addition, paragraphs 8.16 and 8.17 are deleted, and the following footnote is added after the words *deferred organization expense* in paragraph 5.14 and in the Statement of Assets and Liabilities in appendix K (SOP 93-4, *Foreign Currency Accounting and Financial Statement Presentation for Investment Companies*).

Organization costs should be expensed as they are incurred. Entities should adopt the transition provisions of paragraphs 22 and 23 of SOP 98-5, *Reporting on the Costs of Start-Up Activities*.

20. The following sentence is added to the accounting policies footnote for organization costs in the illustrative financial statements in paragraph 9.10 of the Audit and Accounting Guide *Guide for Prospective Financial Information*:

(Note: SOP 98-5, *Reporting on the Costs of Start-Up Activities*, requires that organization costs be expensed as they are incurred.)

Effective Date and Transition

21. Except for certain entities noted in paragraph 23, this SOP is effective for financial statements for fiscal years beginning after December 15, 1998. Earlier application is encouraged in fiscal years for which annual financial statements have not been issued. Restatement of previously issued financial statements is not permitted.

22. Except for certain entities noted in paragraph 23, initial application of this SOP should be reported as the cumulative effect of a change in accounting principle, as described in Accounting Principles Board (APB) Opinion No. 20, *Accounting Changes*. When adopting this SOP, entities are *not* required to report the pro forma effects of retroactive application. Entities are required to disclose the effect of adopting this SOP on income before extraordinary items and on net income (and on the related per share amounts) in the period of the change.

23. Entities that meet all of the following conditions should not report the effect of initial application of this SOP as a cumulative effect of a change in accounting principle: (a) the entities' specialized accounting practices include accounting for substantially all investments at market value or fair value; (b) the entities' shares, units, or ownership interests are issued and redeemed at net asset value; and (c) the entities' shares, units, or ownership interests are sold to independent third parties (for example, parties other than founders, sponsors, and investment advisors) before the later of June 30, 1998, or the date that the SOP is issued. Capitalized costs incurred by these entities prior to initial application of this SOP should not be adjusted to the amounts that would have been expensed as incurred had this SOP been in effect when those costs were incurred. These entities should apply the SOP prospectively for all costs of start-up activities and organization costs incurred at the later of June

30, 1998, or the date that the SOP is issued. For these entities, costs previously deferred that continue to be reported as assets should continue to be amortized over the remaining life of the original amortization period used by the entity, or a shorter period if the expected period of benefit is reduced. The unamortized balance of deferred start-up costs or organization costs and the remaining amortization period should be disclosed.

24. Except for those entities noted in paragraph 23, initial application of this SOP should be as of the beginning of the fiscal year in which the SOP is first adopted.

**The provisions of this Statement need
not be applied to immaterial items.**

Basis for Conclusions

Scope

25. AcSEC based its broad definition of start-up activities on the definition used in the 1973 FASB Discussion Memorandum (DM), *Accounting for Research and Development Costs*. That DM defines start-up costs as “those unusual one-time costs incurred in putting a new plant into operation, opening a new sales outlet, initiating a new process in an existing plant, or otherwise commencing some new operation.”

26. Some respondents to the exposure draft indicated that the definition of start-up activities is imprecise and leads to confusion about what differentiates start-up costs from certain other costs, such as costs incurred to get a long-lived asset ready for its intended use.

27. AcSEC believes it is not possible to develop a detailed, all-inclusive definition of start-up activities and start-up costs. AcSEC believes the broad definition of start-up activities together with the identification of certain costs that are not start-up costs and the examples provided in the Appendix help the reader understand the kinds of activities and costs that may be involved in a start-up situation. Regardless, AcSEC believes that costs previously capitalized as either start-up costs or organization costs should now be expensed as they are incurred.

28. AcSEC understands that entities may engage in start-up activities to generate revenue or increase efficiencies; AcSEC believes that it is unnecessary to distinguish between the objectives for undertaking start-up activities for purposes of this SOP.

29. AcSEC recognizes that some entities use the terms *start-up*, *preopening*, *preoperating*, and *organization* interchangeably and that these terms are used inconsistently in practice. AcSEC believes that it is unnecessary to define the terms individually for purposes of this SOP.

30. AcSEC also recognizes that some entities differentiate between pre-opening/preoperating costs and start-up costs as follows:

- a. Preopening/preoperating costs are incurred before the commencement of operations or production.
- b. Start-up costs are incurred after operations have begun, but before normal productive capacity is reached.

AcSEC believes that this distinction is not made consistently in practice. AcSEC also believes that the guidance in this SOP should be followed regardless of the terms used to describe the activities included in the scope.

31. AcSEC decided that it was not necessary to develop boundaries for when the start-up period begins and ends. The definition of start-up activities is based on the nature of the activities and not the time period in which they occur. AcSEC believes that costs previously capitalized by entities as start-up costs will be expensed as incurred as start-up costs or some other costs, such as general and administrative.

32. It is not uncommon for start-up activities to occur simultaneously with other activities, such as the acquisition or development of assets. Paragraph 8 provides examples of costs excluded from the scope of this SOP. AcSEC did not attempt to provide an all-inclusive detailed list of such costs because entities have different accounting policies for the kinds of costs capitalized under existing generally accepted accounting principles (for example, property, plant, and equipment). AcSEC believes entities are best capable of identifying those costs.

33. This SOP applies to start-up activities of development stage entities as well as established operating entities, as those terms are discussed in FASB Statement No. 7, *Accounting and Reporting by Development Stage Enterprises*. Paragraph 10 of FASB Statement No. 7 states, "Generally accepted accounting principles that apply to established operating enterprises shall govern the recognition of revenue by a development stage enterprise and shall determine whether a cost incurred by a development stage enterprise is to be charged to expense when incurred or is to be capitalized or deferred." This SOP sets forth the generally accepted accounting principles for costs of start-up activities and thus applies to both kinds of entities.

34. A majority of respondents to the exposure draft did not address issues related to organization costs. The majority of those who did address these issues believes that organization costs should not be included in the scope of the SOP. One reason proposed to exclude organization costs from the scope of this SOP was to avoid unnecessary bookkeeping resulting from book/tax differences. AcSEC concluded that organization costs are similar to start-up costs and that it could not justify excluding organization costs from the scope of the SOP. Further, if organization costs were excluded from the scope of the SOP, AcSEC believes that it would have needed to define organization costs to help entities distinguish between start-up and organization costs. AcSEC's definition of organization costs would have been narrower than that contained in the Internal Revenue Code. Therefore, AcSEC concluded that temporary tax differences would result for some entities whether AcSEC included or excluded organization costs from the scope of the document.

Accounting for Start-Up Costs

35. About half of the respondents to the exposure draft believe that start-up costs should be reported as assets. AcSEC considered requiring capitalization and amortization of the costs of start-up activities, including organization costs. AcSEC believes that entities incur costs related to start-up and organization activities with an expectation that there will be future benefits. However, AcSEC believes that this is also often the case with other costs, such as costs related to research and development activities.

36. Paragraph 86 of FASB Concepts Statement No. 5, *Recognition and Measurement in Financial Statements of Business Enterprises*, states, "Con-

sumption of economic benefits during a period may be recognized either directly or by relating it to revenues recognized during the period: . . . ” Paragraph 148 of FASB Concepts Statement No. 6, *Elements of Financial Statements*, states, “Other costs are also recognized as expenses in the period in which they are incurred because the period to which they otherwise relate is indeterminable or not worth the effort to determine.”

37. Some AcSEC members believe that start-up costs may meet the definition of an asset. However, they note that some items that meet the definition of an asset are not recognized as assets because of uncertainty. Paragraph 175 of FASB Concepts Statement No. 6 states, “... business enterprises engage in research and development activities, advertise, develop markets, open new branches or divisions, and the like, and spend significant funds to do so. The uncertainty is not about the intent to increase future economic benefits but about whether and, if so, to what extent they succeeded in doing so. Certain expenditures for research and development, advertising, training, start-up and preoperating activities, development stage enterprises, relocation or rearrangement, and goodwill are examples of the kinds of items for which assessments of future economic benefits may be especially uncertain.”

38. Paragraph 24 of APB Opinion 17 states, “Costs of developing, maintaining, or restoring intangible assets which are not specifically identifiable, have indeterminate lives, or are inherent in a continuing business and related to an enterprise as a whole—such as goodwill—should be deducted from income when incurred.” Start-up costs as defined in this SOP meet all three conditions: they are not specifically identifiable, have indeterminate lives, and are inherent in a continuing business and related to an enterprise as a whole.

39. AcSEC decided that the SOP should not amend paragraph 75d of SOP 81-1. AcSEC believes that start-up costs incurred in connection with existing contracts are contract costs related to a specific source of revenue that should be subject to the accounting prescribed in SOP 81-1. Further, AcSEC decided that start-up costs incurred in connection with existing contracts *and* in anticipation of follow-on or future contracts for the same goods and services should also be accounted for as contract costs within the existing contract because those costs are expected to be recovered. AcSEC also believes that it is impracticable to bifurcate incremental learning curve or start-up costs that may be incurred under existing contracts in anticipation of follow-on or future contracts.

Disclosure and Transition

40. AcSEC considered requiring entities to disclose start-up costs incurred in an accounting period and total start-up costs expected to be incurred over the life of a project. AcSEC decided that, for many entities, the costs of recordkeeping to identify separately start-up costs incurred in an accounting period likely would outweigh the related benefits of disclosing those costs to users of financial statements. AcSEC also believes that it cannot provide an all-inclusive definition of start-up costs, which would ensure comparability between entities. In addition, AcSEC believes that, if an entity discloses total start-up costs expected to be incurred, it is likely to do so outside the financial statements (for example, in Management’s Discussion and Analysis for a public company).

41. Some entities currently report certain costs, such as depreciation incurred in conjunction with start-up activities, as start-up costs. Other entities currently report those costs under captions such as “depreciation.” This SOP does not require entities to report those costs as start-up costs.

42. AcSEC decided that entities that report substantially all investments at market value or fair value, issue and redeem shares, units, or ownership interests at net asset value, and have sold their shares, units, or ownership interests to independent third parties before the later of June 30, 1998, or the date that the SOP is issued should adopt the SOP prospectively. Examples of such entities include open-end mutual funds, regardless of their load features, because open-end mutual funds issue and redeem shares at net asset value (however, closed-end funds would not be examples because those funds may trade at a premium or discount in relation to net asset value). Before operations begin, these entities often incur start-up or organization costs. The expectation is that all shareholders will bear the costs as amortization gradually decreases asset value. Alternatively, the sponsors could pay the start-up or organization costs and get reimbursed through fees charged to the entity that would be borne by the shareholders. AcSEC believes that existing shareholders would experience negative economic consequences if previously capitalized costs were required to be expensed immediately, thereby causing an immediate decrease in net asset value per share. AcSEC believes that it has made a practical decision to ensure that the adoption of the SOP does not cause economic harm to existing shareholders in entities that report substantially all investments at market value or fair value and issue and redeem shares, units, or ownership interests at net asset value.

Other Authoritative Literature

43. AcSEC considered the following other authoritative literature in its deliberations of financial reporting of start-up costs. However, the guidance in the following literature is *not* affected by the provisions of this SOP: (a) FASB Statement No. 19, *Financial Accounting and Reporting by Oil and Gas Producing Companies*, and the related AICPA Audit and Accounting Guide *Audits of Entities With Oil and Gas Producing Activities*; (b) FASB Statement No. 34, *Capitalization of Interest Cost*; (c) FASB Statement No. 50, *Financial Reporting in the Record and Music Industry*; (d) FASB Statement No. 51, *Financial Reporting by Cable Television Companies*; (e) FASB Statement No. 53, *Financial Reporting by Producers and Distributors of Motion Picture Films*; (f) FASB Statement No. 60, *Accounting and Reporting by Insurance Enterprises*; (g) FASB Statement No. 67, *Accounting for Costs and Initial Rental Operations of Real Estate Projects*; and (h) FASB Statement No. 91, *Accounting for Nonrefundable Fees and Costs Associated with Originating or Acquiring Loans and Initial Direct Costs of Leases*.

APPENDIX

Illustrations

The Illustrations provide examples that should not be interpreted to be all-inclusive. Accounting for certain costs incurred in conjunction with start-up activities are not covered by this SOP. An entity should not infer that costs outside the scope of this SOP should be capitalized. Such costs should not be capitalized unless they qualify for capitalization under other generally accepted accounting principles.

Illustration 1

Scenario—A major U.S. beverage company (the Company) begins construction of a new plant in China. This represents the Company's initial entry into the Chinese market. As part of the overall strategy, the Company plans to introduce into China, on a locally produced basis, the Company's major U.S. beverage brands. Following are some of the costs that might be incurred in conjunction with start-up activities that are subject to the provisions of this SOP:

- Travel costs, employee salary-related costs, and consulting costs related to feasibility studies, accounting, legal, tax, and governmental affairs
- Training of local employees related to production, maintenance, computer systems, engineering, finance, and operations
- Recruiting, organization, and training related to establishing a distribution network
- Nonrecurring operating losses
- Depreciation, if any, of new computer data terminals and other communication devices

The following costs incurred in conjunction with start-up activities are outside the scope of this SOP (as noted in paragraphs 7 and 8):

- Costs of long-lived asset additions, such as the new plant, production equipment, and packaging lines
- Internal-use computer software systems development costs
- Costs that are capitalizable as inventory
- Deferred financing costs

Illustration 2

Scenario—A retail chain is constructing and opening two new stores. One will open in a territory in which the entity already has three stores operating. The other will open in a territory new to the entity. (Costs related to both openings are treated the same for purposes of this SOP.) All of the stores provide the same products and services. Following are some of the costs that might be incurred in conjunction with start-up activities that are subject to the provisions of this SOP:

- Salary-related expenses for new employees
- Salary-related expenses for the management store opening team
- Training costs and meals for newly hired employees
- Hotel charges, meals, and transportation for the opening team
- Security, property taxes, insurance, and utilities costs incurred after construction is completed
- Depreciation, if any, of new computer data terminals and other communication devices
- Nonrecurring operating losses

The following costs incurred in conjunction with start-up activities are outside the scope of this SOP (as noted in paragraphs 7 and 8):

- Store advertising costs
- Coupon giveaways
- Costs of uniforms
- Costs of furniture and cash registers
- Costs to obtain licenses, if any
- Security, property taxes, insurance, and utilities costs related to construction activities
- Deferred financing costs

Illustration 3

Scenario—A not-for-profit organization that has provided meals to the homeless is opening a shelter to house the homeless. The organization will rent the facility. This will be the organization's first shelter and it will conduct a fund-raising campaign to raise money to start up the shelter. The organization will lease space for the shelter and will incur capital expenditures for leasehold improvements and furniture. The organization expects that it will require three months to set up the space for the shelter. The organization will hire a security firm to secure the premises during the three-month period in which the shelter is built. Following are some of the costs that might be incurred in conjunction with start-up activities that are subject to the provisions of this SOP:

- Employee salary-related costs related to needs and feasibility studies
- Staff recruiting and training
- Rent, security, insurance, and utilities
- Consultant fees for developing policies and procedures for operating the shelter
- Amortization and depreciation, if any, of leasehold improvements and furniture
- Costs of social workers

The following costs incurred in conjunction with start-up activities are outside the scope of this SOP (as noted in paragraphs 7 and 8):

- Costs of fund-raising
- Costs of leasehold improvements and furniture
- Architect fees for the leasehold improvements
- Advertising costs to publicize the shelter

Appendix E

Information Sources

Further information on matters addressed in this Guide is available through various publications and services listed in the table that follows. Many non-government and some government publications and services involve a charge or membership requirement.

Fax services allow users to follow voice cues and request that selected documents be sent by fax machine. Some fax services require the user to call from the handset of the fax machine, others allow the user to call from any phone. Most fax services offer an index document, which lists titles and other information describing available documents.

Recorded announcements allow users to listen to announcements about a variety of recent or scheduled actions or meetings.

All telephone numbers listed are voice lines, unless otherwise designated as fax (f) lines.

Information Sources

Organization	General Information	Fax Services	Internet Web Site	Recorded Announcements
American Institute of Certified Public Accountants (AICPA)	Order Department Harborside Financial Center 201 Plaza Three Jersey City, NJ 07311-3881 (888) 777-7077	24 Hour Fax Hotline (201) 938-3787	https://www.aicpa.org https://www.cpa.web.org	
Financial Accounting Standards Board (FASB)	Order Department P.O. Box 5116 Norwalk, CT 06856-5116 (203) 847-0700, ext. 10		http://www.fasb.org	Action Alert Telephone Line (203) 847-0700 (ext. 444)
U.S. Securities and Exchange Commission (SEC)	Publications Unit 450 Fifth Street, NW Washington, DC 20549-0001 (202) 942-4046 SEC Public Reference Room (202) 942-8079	Information Line (202) 942-8088, ext. 3 (202) 942-7114 (tty)	http://www.sec.gov	Information Line (202) 942-8088 (202) 942-7114 (tty)
Casino Management Association	3690 South Eastern Ave., Suite 213 Las Vegas, NV 89109-3377 (702) 896-9133	(702) 837-5353	http://www.cmaweb.org	
Casino Journal Publishing Group	8025 Blackhorse Pike Pleasantville, NJ 08232 (800) 969-0711	(609) 645-1661	http://www.casinocenter.com	

Appendix F

Glossary

The following is a list of terms, and a brief definition of each, used in the casino industry. These terms may differ among casinos.

accountability. All items of currency, chips, coins, tokens, receivables, and customer deposits constituting the total amount for which the bankroll custodian is responsible at a given time.

award schedule card. *See* payout schedule.

bank (bankroll). The inventory of currency, coins, and chips in the casino cage, pit area, and slot booths and on the playing tables. Used to make change, pay winning bets, and pay slot machine jackpots. *See also* casino bankroll, casino cage, slot booth, slot machine load, and table inventory.

base jackpot. The fixed, minimum amount of a slot machine payout for a specific combination.

betting ticket. A printed, serially numbered form used to record the event upon which a wager is made, the amount and date of the wager, and sometimes the line or spread (odds). Used to record bets on sporting and racing events.

bingo. A game using the draw of numbered balls for results. The player uses a card with five rows of five numbered squares, with the middle square blank.

blower. A device used in a keno or bingo game to mix the numbered balls and blow them individually into a receptacle when drawn.

booth cashier. An employee who is the custodian of a slot booth fund.

boxperson. The first-level supervisor who is responsible for directly participating in and supervising the operation and conduct of the craps game.

buy-in. The amount of money a player must present for coins and chips in a poker or pan (panguingui) game. Usually put in a separate drop box by the dealer. *See also* time buy-in.

cage credit. Advances in the form of cash or gaming chips made to customers at the casino cage. Documented by the players signing an IOU or a marker similar to a counter check.

calibration module. The section of a weigh scale used to set the scale to a specific amount or number of coins to be counted. *See also* weigh count.

caller. The person who calls numbers as they are drawn in bingo or keno.

cash count sheet. The form used to record the contents of the bankroll as they are counted.

cash loads. The initial currency, coins, chips, and so on issued from a bankroll to a gaming table or a coin-operated gaming device.

cashier's count sheet (checkout sheet). An itemized list of the components that make up the cage accountability.

cashier's count sheet reconciliation. A detailed reconciliation of the beginning and ending cage accountability.

casino bankroll. The working fund of cash and gaming chips. Also serves as a depository control for gaming credit instruments.

- casino cage.** A secure work area within the casino for cashiers and a storage area for the casino bankroll.
- casino cage cashier.** The custodian of the casino bankroll. In some casinos it may refer to the person in charge of the central banking function.
- casino host.** An executive in the casino who is responsible for having knowledge of the financial condition of important customers, including their gambling history and their payment reliability. Is usually responsible for expediting credit play for the better customers as well as arranging for complimentary services for such customers.
- casino manager.** The executive who has the authority and responsibility for all gaming operations.
- Central Credit.** A private information service that maintains credit information supplied by casinos.
- change person.** A person who has an imprest fund of coins and currency for making change for slot customers.
- check credit slip.** A document that shows the total amount of a check accepted by the casino in return for credit to be issued to the customer. Usually a part of a counter check.
- check jacket.** An envelope used to hold a returned check, a hold check, or a market pending collection. Usually contains copies of correspondence and evidence of other collection efforts.
- checkout sheets.** *See* cashier's count sheet.
- checks.** Slang for chips.
- chip float.** The dollar value of chips held by customers.
- chips.** Money substitutes, in various denominations, issued by a gaming establishment and used for wagering.
- closer.** The original form on which a table inventory is recorded at the end of a shift.
- coin-operated gaming device.** Any of a variety of mechanical or electronic apparatus used in connection with gaming. Includes slot machines and electronic video games such as poker, blackjack, craps, and keno.
- complimentaries (comps).** Promotional allowances to customers.
- count.** The total funds counted for a particular game, coin-operated gaming device, shift, or other period.
- counter check.** A form provided by the casino for the customer to use in lieu of a personal check.
- credit limit.** The maximum dollar amount of credit assigned to a customer by the casino.
- credit manager.** The executive responsible for implementing the credit policies of a casino.
- credit play.** The wagering of chips obtained in exchange for a credit instrument (marker, IOU, and so on).
- credit play memorandum (serialized record, rim card, table card, master card).** A form to record the date, time, shift, game, table, amount of credit given, and the signatures or initials of the individuals extending the credit.
- credit slip.** A form used to record either (1) the return of chips from a gaming table to the casino cage or (2) the transfer of IOUs, markers, or negotiable checks from a gaming table to a casino cage or bankroll.

- cross fill.** The transfer of cash or chips from one gaming table to another or an even-money transfer. (Usually prohibited by regulatory agencies.)
- croupier.** *See* dealer.
- customer deposits.** The amounts placed with a casino cage cashier by customers for the customers' use at a future time.
- daily pit summary sheet.** A log retained in the pit that reflects the amount of chips received from and transferred to the cage.
- dealer.** An employee who conducts a game in a casino. Includes stickpersons and croupiers.
- deskperson.** An employee who authorizes payment on winning tickets and verifies payouts in keno.
- discard tray.** A tray, box, or specific area where cards used in a game are held until shuffled. Used primarily in baccarat and blackjack.
- draw ticket.** A blank keno ticket whose numbers are punched out when balls are drawn for the game. Used to verify winning tickets.
- drop.**
1. In table games, the total amount of cash and chips contained in the drop box, plus the amount of credit issued at the table.
 2. In slots, the total amount of money removed from the drop bucket.
- drop box.** A locked container affixed to the gaming table into which the drop is placed. The game type, table number, and shift are indicated on the box.
- drop bucket.** A container located beneath a coin-operated gaming device for the purpose of collecting coins and tokens from the device.
- drop count card.** A document prepared by the count team to record the amount of cash, by denomination, in a drop box.
- eye in the sky.** An overhead surveillance area used to monitor gaming activity on the casino floor.
- false drop.** The amount of cash or cash equivalents used to purchase chips at a gaming table at which the customer does not play.
- fill.** A transaction whereby a supply of chips or coins and tokens is transferred from a bankroll to a table or a coin-operated gaming device.
- fill slip.** A document evidencing a fill.
- floorperson.**
1. In craps, the second-level supervisor responsible for the operation and conduct of a game.
 2. In other games, the first-level supervisor responsible for the operation and conduct of a game.
 3. In slots, the supervisor who approves jackpots and observes floor activity.
- foreign chips.** Chips that are redeemed for money or house chips by other than the issuing casino.
- front money.** A customer deposit that is used in lieu of credit to guarantee payment of a marker issued.
- game bankroll (table bankroll).** The inventory of gaming chips stored in the chip tray for each table game. Game bankrolls may be under the control of the casino bankroll or under separate general ledger controls. Table credit instruments are included in the game bankroll until they are transferred to the cage.
- game count sheet.** *See* master game report.

- gross gaming revenue (win).** The net win from gaming activities, which is the difference between gaming wins and losses before deducting costs and expenses.
- handle.** The total amount wagered.
- hard count.** The count of the contents in a drop bucket.
- hold.** *See* gross gaming revenue.
- hold check.** A check that is held in the custody of the casino and that has not been deposited at the request of the issuing customer.
- hold percentage (PC).** The relationship of hold to drop or handle.
- hopper (payout reserve container).** The tubes that contain the coins or tokens used to make payouts in a coin-operated gaming device.
- hopper fill slip.** A document used to record the monetary value of coins or tokens put into a hopper.
- house.** A casino.
- inside ticket.** A keno ticket retained by the house, showing the customers' selection of numbers and the amount wagered.
- IOU.** *See* marker.
- issue slip.** A copy of a credit instrument that is retained for numerical sequence control purposes.
- jackpot payout.** The portion of a jackpot paid by slot personnel. The amount is usually determined as the difference between the total posted jackpot amount and the coins paid out by the machine. May also be the total amount of the jackpot.
- jackpot payout slip.** A form on which the portion of a jackpot paid by slot personnel is recorded.
- junket.** An arrangement whose primary purpose is to induce a group to travel to a casino to gamble. Frequently the transportation, food, and lodging are paid directly or indirectly by the establishment.
- junket representative.** The person primarily responsible for organizing a junket.
- junketeer.** An individual participant in a junket.
- keno runner.** An employee who, as a convenience for customers in the casino and restaurant areas, collects keno tickets and remits winnings to customers.
- key control ledger.** A ledger that authorized personnel sign to receive keys to sensitive areas, such as drop boxes, safe deposit boxes, count room, and cashier's cage.
- lammer button (marker button).** A type of chip that is placed on a gaming table to indicate that the amount of chips designated thereon has been given to the customer for wagering on credit prior to completion of the credit instrument.
- layoff.** A wager by one race or sports book with another to offset an excessive accumulation of customer wagers on a particular race or event.
- layout.** In games like roulette or craps, a diagram on a gaming table, usually on felt, with spaces for bets.
- limit.** The minimum or maximum amount that a customer may wager at a particular table.
- load.** Coins or tokens put into a hopper.

- machine payout.** The number of coins paid out to the customer by a coin-operated gaming device as the result of a winning combination.
- marker (IOU).** A document, usually signed by the customer, evidencing an extension of credit to him by the casino.
- marker button.** *See* lammer button.
- marker custodian.** *See* pit clerk.
- marker log.** A detailed list of all marker transactions.
- master card.** *See* credit play memorandum.
- master game report (game count sheet, stiff sheet, pit report).** A form used to record, by shift and day, each table game's winnings and losses. This form reflects the opening and closing table inventories, the fills and credits, and the drop and win.
- meter.** A mechanical apparatus in a coin-operated gaming device. May record the number of coins wagered, the number of coins dropped, the number of times the handle was pulled, or the number of coins paid out to winning players.
- meter reading summary.** A report reflecting the meter readings on coin-operated gaming devices. The number is recorded when the drop bucket is removed from the cabinet.
- opener.** The form on which the table inventory at the beginning of a shift is recorded.
- outside ticket.** A keno ticket given to a customer as a receipt, with the customer's selection of numbers and the amount wagered marked on it.
- paid outs.** The total amount of money paid to customers as winnings on various games, such as keno, bingo, race and sports books, and slots.
- panguingui (pan).** A card game similar to rummy, usually played in a poker room.
- payment slip.** That part of a marker form on which customer payments are recorded.
- payoff.** The amount paid out on a winning wager.
- payout reserve container.** *See* hopper.
- payout schedule (award schedule card, award schedule).** A statement, printed on cards, paper, plexiglass, and so on, of the payoffs or awards applicable to a particular game or device.
- PC.** *See* hold percentage.
- pit.** An area in a casino enclosed or encircled by gaming tables.
- pit bank.** A fund maintained in the pit area, usually in small casinos that do not have cages. Used for services normally provided by a cage cashier.
- pit boss.** The employee who supervises all games in a pit.
- pit clerk (marker custodian).** An employee at a desk in the pit who reports to the cage cashier and who prepares documentation such as requests for fills, requests for credits, and customer credit instruments.
- pit master card.** The form used to record credit activity at all tables in a pit area.
- pit repayment.** A customer's repayment of credit at a table.
- pit report.** *See* master game report.
- placques.** Rectangular, square, or oval objects used as chips. Used more frequently in foreign casinos and for very high denominations.

- point spread.** The number of points by which a team is favored to win a sporting event.
- progressive slot machine.** A slot machine, with a payoff indicator, in which the payoff increases as it is played.
- puncher.** The device used to punch holes in keno draw tickets. Also, the person punching the draw tickets.
- rabbit ears.** A device, generally V-shaped, that holds the numbered balls selected during a keno or bingo game so that the numbers are visible to players and employees.
- race and sports book.** A section in a casino where wagers are accepted on the outcome of sporting events.
- rake-off (rake).** A commission charged by the house for maintaining or dealing a game such as poker.
- reel strip settings.** Setting positions on slot machine reels so that they correspond to the calibrations regulating winning combinations and payoffs.
- request for credit.** A document prepared by a casino supervisor or pit clerk to authorize the preparation of a credit slip.
- request for fill.** A document prepared by a casino supervisor or pit clerk to authorize the preparation of a fill slip.
- rim card.** *See* credit play memorandum.
- shift boss (manager).** The executive with overall responsibility for casino operations during a shift.
- skill (game starter).** An employee financed by the house and acting as a player for the purpose of starting or maintaining a sufficient number of players in a game.
- shoe.** A device from which cards are dealt.
- short pay.** A payoff from a coin-operated gaming device that is less than the listed amount.
- sleeper.** A winning keno ticket not presented for payment or a winning bet left on the table through a player's forgetfulness.
- slip dispenser (whiz machine).** A locked device used primarily in a cage to dispense fill slips and credit slips in numerical sequence.
- slot booth.** A booth or small cage in the slot area that is used to provide change to customers, store change banks, make slot fills, and account for jackpot payouts.
- slot drop count.** *See* hard count.
- slot fill.** The coins placed in a hopper.
- slot fill and payout sheet.** A list of the slot fills and slot payouts.
- slot machine.** *See* coin-operated gaming device.
- slot machine load.** The initial slot fill.
- slot supervisor.** An individual with responsibility for a slot area and jackpots.
- soft count.** The count of the contents in a drop box.
- squirrel cage.** A holding unit used to mix balls before they are drawn in keno.
- stickperson.** The employee at the craps table who controls the dice, calls the numbers thrown, and is responsible for the speed of the game.
- stiff sheet.** *See* master game report.
- table chip tray.** A container used to hold coins and chips at a gaming table.

- table inventory.** The total coins, chips, and markers at a table.
- theoretical hold.** The intended hold percentage or win of an individual coin-operated gaming device as computed by reference to its payout schedule and reel strip settings.
- theoretical hold sheet.** A form that lists the characteristics of an individual coin-operated gaming device, such as reel settings, award schedule, number of coins that may be played, number of reels, theoretical hold, and other data applicable to a slot machine.
- time buy-in.** A fixed amount of money charged for the right to participate in certain games for a period of time.
- tokens.** A coinlike money substitute, in various denominations, used for gaming transactions.
- tokes.** Slang for gratuities given to casino employees by customers.
- vault.** A secure area within the casino where currency, coins, and chips are stored.
- weigh count.** The value of coins and currency counted by a weigh machine.
- whiz machine.** *See* slip dispenser.
- win.** *See* gross gaming revenue.
- wrap.** The procedure of wrapping coins. May also refer to the total amount or value of the wrapped coins.
- write.** The total amount wagered in keno, bingo, and race and sports book operations.
- writer.** An employee who writes keno or race and sports book tickets. A keno writer usually also makes payouts.
- writer machine.** A locked device used to prepare keno or race and sports book tickets.

Appendix G

Schedule of Changes Made to Audits of Casinos

As of May 2001

Beginning May 2001, all schedules of changes reflect only current year activity for improved clarity.

<u>Reference</u>	<u>Change</u>
General	Footnotes renumbered to begin each chapter and appendix with footnote number 1. Additional changes to footnotes described below.
Paragraphs 1.08, 1.24, and 1.38	Revised to clarify guidance.
Paragraph 2.02 (footnote 1)	Added to reflect the issuance of FASB Emerging Issues Task Force (EITF) concensuses.
Paragraph 2.08	Added; Subsequent paragraphs renumbered.
Renumbered paragraph 2.16	Revised to clarify guidance.
Paragraph 3.06	Revised to clarify guidance.
Paragraph 4.08 (footnote *)	Revised to reflect the issuance of SAS No. 94.
Paragraphs 4.09, 7.21, and 8.02	Revised to clarify guidance.
Paragraph 8.04	Revised to reflect the issuance of SAS No. 93.
Paragraph 8.06 (footnote **)	Revised to clarify guidance.
Paragraph 8.08	Revised to reflect the issuance of FASB Statement No. 133; footnote * deleted.
Paragraph 9.01 (footnote *)	Revised to reflect the issuance of SSAE No. 10.
Appendix B	Revised to reflect the issuance of SSAE No. 10.
Index	Deleted.

In addition to the above, notes have been added to highlight areas that will be updated in future editions. Those areas include:

Chapter 9, *Internal Control Reporting*, guidance based on SAS No. 30 will be conformed to SAS No. 60, *Communication of Internal Control Related Matters Noted in an Audit*, and to the Statement on Standards for Attestation Engagements (SSAE) No. 2, *Reporting on an Entity's Internal Control Over Financial Reporting*. In January 2001 the Auditing Standards Board issued SSAE No. 10, *Attestation Standards: Revision and Recodification*. SSAE No. 10 supersedes SSAE Nos. 1 through 9 and will renumber the AT sections. SSAE No. 10 is effective when the subject matter or assertion is as of or for a period ending

on or after June 1, 2001 with early application permitted. The guidance will be conformed to current authoritative literature in future editions as approval is obtained from applicable state regulatory agencies.

Appendix B, *Illustrative Internal Accounting Control Reports*, reports based on SAS No. 30 will be conformed to SAS No. 60 and to the Statement on Standards for Attestation Engagements (SSAE) No. 2, *Reporting on an Entity's Internal Control Over Financial Reporting*. In January 2001 the Auditing Standards Board issued SSAE No. 10, *Attestation Standards: Revision and Recodification*. SSAE No. 10 supersedes SSAE Nos. 1 through 9 and will renumber the AT sections. SSAE No. 10 is effective when the subject matter or assertion is as of or for a period ending on or after June 1, 2001 with early application permitted. The guidance will be conformed to current authoritative literature in future editions as approval is obtained from applicable state regulatory agencies.

For additional copies of the *Audits of Casinos Audit & Accounting Guide* or to automatically receive an annual update — immediately upon its release — call our Member Satisfaction Center at 1-888-777-7077.

Additional Casino Publications

General Audit Risk Alert (ARA)

Find out about current economic, regulatory and professional developments before you perform your audit engagement. This ARA will make your audit planning process more efficient by giving you concise, relevant information that shows you how current developments may impact your clients and your audits. 2000/01 ARA \$16.00 members/\$23.00 nonmembers (022260CV)

Audit and Accounting Guides — 2001 Industry Guides

With conforming changes as of May 1, 2001.

Each 2001 Guide is \$42.00 AICPA members/\$53.00 nonmembers.

- *Audits of Agricultural Producers and Agricultural Cooperatives* (012356CV)
- *Audits of Airlines* (013185CV)
- *Brokers and Dealers in Securities* (012183CV)
- *Audits of Casinos* (013155CV)
- *Common Interest Realty Associations* (012491CV)
- *Construction Contractors* (012098CV)
- *Audits of Employee Benefit Plans* (012341CV)
- *Audits of Entities With Oil and Gas Producing Activities* (012108CV)
- *Federal Government Contractors* (012443CV)
- *Health Care Organizations* (012442CV)
- *Audits of Investment Companies* (012365CV)
- *Life & Health Insurance Entities* (012501CV)
- *Not-for-Profit Organizations* (013394CV)
- *Audits of Property and Liability Insurance Cos.* (011924CV)
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