



**NEW JERSEY**

**Annual Report**

**2014**

**COMMISSION**

**CASINO CONTROL**



# The 2014 Annual Report of the New Jersey Casino Control Commission



*State of New Jersey  
Governor Chris Christie*

Front Cover: Lady Antebellum Free Beach Concert in Atlantic City on August 3, 2014

Photo Credit: Atlantic City Alliance/Bob Krist

Golden Nugget July 4th Fireworks 2014

Photo Credit: Atlantic City Alliance/George Widman



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**Matthew B. Levinson**

## **2014 ANNUAL REPORT MESSAGE**

The year 2014 was an extraordinarily difficult and challenging one. The combined forces of increased competition and a soft economy recast Atlantic City's casino industry as four of its 12 casinos closed and a significant number of workers lost their jobs. It was, in a word, painful. The closure of the Atlantic Club, Showboat, Revel and Trump Plaza was a wakeup call to the industry, the city and the state and it kick-started efforts to broaden Atlantic City's base of attractions and create new and different reasons for people to visit.

In these difficult economic times, the Commission has taken steps internally to reduce costs and expenses without cutting our services, undermining our statutory responsibilities or compromising the state's strict licensing standards. While we were authorized to spend up to \$8.2 million, the Commission was able to keep its operating costs well below that level, spending only \$7.1 million. That's a decline of 11 percent from the prior year. Annual expenditures have decreased 17 percent and filled positions have decreased 24 percent since my tenure began. We were able to achieve these savings through reduced payroll costs, lower rent and savings in information technology expenses.

A number of major licensing matters came before the Commission during the year. Those included matters surrounding the approval of Revel's reorganization efforts and the qualification of new investors who took control of the property when it emerged from Chapter 11. The Commission also approved the qualification of Rock Gaming Interactive and its Chairman, Daniel Gilbert. Rock Gaming is a minority owner of Caesars Interactive Entertainment.

After a hearing, the Commission ruled that MGM Resorts International was qualified to own half of the Borgata and granted the company a Statement of Compliance. It also permitted MGM to reacquire its interest in the Borgata and to dissolve a divestiture trust which had held that interest for four years.

In another action, the Commission qualified a new subsidiary in the Caesars corporate structure.



## 2014 ANNUAL REPORT MESSAGE (cont'd)

Throughout the year, Commission staff continued its detailed monitoring of revenues and trends in the New Jersey gaming industry and in more than two dozen jurisdictions. That included tracking data about gaming versus non-gaming revenue. It also examined revenues of third-party vendors that operate commercial, retail and food and beverage establishments within casino hotel properties. The staff generated expert analysis of data on a variety of fees and taxes to share with a variety of other government agencies as well as with the industry and the Atlantic City Alliance. The Commission's financial staff provided an ongoing review of economic concentration in the New Jersey gaming industry and also prepared analyses of economic concentration on a regional basis to take into consideration the additional competition that is just across our borders in neighboring jurisdictions.

The contraction of the New Jersey market had the effect of increasing revenue share for most of the remaining properties. For example, while overall gaming revenues were down for the year, when results from the now closed casinos are eliminated, the remaining eight properties reported a 7.8 percent increase in revenues. In addition, gross operating profits for the eight casinos increased by 12.1 percent in 2014 compared to 2013.

The remaining operators are taking steps to broaden their appeal and attract more visitors with non-gaming attractions. Harrah's has built a state-of-the-art conference center at its property in the Marina District which should open in 2015. It is designed to attract a segment of the meetings and conventions market that Atlantic City has historically struggled to attract: the small and mid-sized corporate meetings and conferences.

Borgata is developing Festival Park, an outdoor concert venue for up to 4,500 visitors which will feature world-class performers and festivals. It has announced a \$13 million project to upgrade its buffet, spa, night club, casino floor, front desk area, high end suites and some back of the house areas.

Bally's opened several new restaurants, completed a multi-million dollar makeover of the casino floor and unveiled plans for \$1.2 million in improvements to the Wild Wild West casino that will be complete in 2015.



## **2014 ANNUAL REPORT MESSAGE** (cont'd)

Tropicana is undergoing a \$50 million upgrade to create an exciting light and sound show along the Boardwalk in time for the summer. Hotel rooms in its North Tower are being renovated and a new health club that will be open to the public is under development. It is expected to create 140 jobs when it opens in 2015.

At the other end of the Boardwalk, the creation of the Margaritaville-themed dining and entertainment venues at Resorts Casino Hotel has been quite successful and the company is investing another \$10 million into the property to create and upgrade new meeting and conference space and develop an Internet gaming lounge.

Casinos aren't the only entities investing in Atlantic City's future. Bass Pro Shops developed a large store adjacent to The Walk, a highly successful outlet mall in the center of the city. In other areas, Bass Pro Shops become must-see attractions that draw people from great distances. Right now, the closest one is in Harrisburg, PA. The property is expected to hire about 200 people. There are plans for a 200-foot tall observation wheel at the Steel Pier which will have fully-enclosed, air conditioned cars in the summer and heated for use through the winter. And the city is exploring ways to develop new attractions at Bader Field, Gardner's Basin and new investment elsewhere around town.

When I look back, 2014 will always stand out as a bittersweet year of turmoil and transition. I am optimistic that the worst is behind us and that while there clearly are challenges ahead, the gaming industry and the city are on the road to recovery. I am committed to continuing our work with all of the stakeholders to create and foster an environment in which the gaming industry can thrive while maintaining our high standards for good character, honesty and integrity.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Levinson", with a long horizontal flourish extending to the right.

Matthew B. Levinson  
Chairman and Chief Executive Officer



*Matthew B. Levinson  
Chairman & Chief Executive Officer*

**Matthew Levinson** was appointed by Governor Chris Christie and was sworn in as the seventh Chairman & Chief Executive Officer of the New Jersey Casino Control Commission on August 6, 2012. As Chairman, Levinson also sits on the Casino Reinvestment Development Authority, helping to ensure a coordinated approach in the implementation of Governor Christie's vision for moving Atlantic City forward.

At the time of his appointment, Levinson served as Chief Financial Officer of SOSH Architects where he was responsible for all accounting and finance operations for the firm's offices in Atlantic City and in New York City. His duties there also included handling human resources, information technology, business development, operations and marketing.

The Chairman previously served as a member of the Linwood City Council where he was chairman of the council's Finance Committee and a member of the Board of School Estimate.

Earlier in his professional career, Levinson worked as Casino Accounting Manager at

Resorts International Hotel Casino and also as a Senior Operations Analyst with responsibilities in both the gaming and non-gaming areas of the property. He also worked for the international forensic accounting firm of Matson, Driscoll & Damico, LLP, where he performed forensic accounting work relating to the 2001 attack on the World Trade Center and the 2003 collapse of a parking garage under construction at the Tropicana Casino and Hotel.

Levinson is a graduate of Villanova University where he majored in accounting and minored in finance. While in college, he worked at the Tropicana Casino and Hotel in the accounting and finance department and also at the Philadelphia Investment Banking Co.

He has been active in a variety of civic, professional and charitable organizations. Levinson was born and raised in Atlantic County where he has lived and worked most of his life. He currently resides in Linwood with his wife and two children.



Vice Chair

**Sharon Anne Harrington** became a Commissioner of the New Jersey Casino Control Commission in July 2009.

Prior to joining the Casino Control Commission, Harrington served as Chief Administrator of the New Jersey Motor Vehicle

Commission (MVC) from March 2004 through July 2009. During her tenure at MVC, many services were modernized and brought to on-line technology solutions.

Commissioner Harrington was State Director for U.S. Senator Frank Lautenberg. She had previously been Managing Partner with Public Strategies Impact, a Trenton-based Government Relations/Public Affairs firm. Her portfolio included public and private sector clients at the state and federal levels. Harrington served as Vice Chair of the Region 1 Board of Directors of the American Association of Motor Vehicle Administrators (AAMVA) and on its International Board. She was also a member and past chairman of the New Jersey State Council on the Arts. She served as a member of the State Ethics Commission, Public Member to the New Jersey Cemetery Board (1981-1983), Commissioner on the Urban Enterprise Zone Authority (1984-1990) and a member of the New Jersey State Council on the Arts (1990-1996; 2002-2010).

Harrington currently serves as a board member of Art Pride New Jersey and the Non-Profit Finance Fund. Past service includes: the Atlantic City Special Improvement District Advisory Committee, the New Jersey Symphony Orchestra, the New Jersey Shakespeare Festival, Passage Theatre, the New Jersey Performing Arts Center and the Women of Irish Heritage of the Jersey Shore.

Harrington is a graduate of Glassboro State College, now Rowan University, where she served on the Alumni Board. She is married to George Sullivan. They reside in Bradley Beach, Monmouth County.

Harrington served as Vice Chair from 2011 through 2014.



Commissioner

**Alisa Cooper** joined the New Jersey Casino Control Commission in August 2012 following her appointment by Governor Chris Christie.

Cooper was born and raised in Atlantic City and graduated from Atlantic City High School. She attended the University of

Maryland, where she earned a Bachelor of Science degree in Music Education. She went on to a long career in the music and entertainment industry and owned "Alisa Cooper Orchestras" for several decades. During her career, she performed at the opening of Resorts International Casino Hotel in 1978 and entertained for numerous celebrities and famous sports figures. In 2008, Cooper was named a member of the New Jersey State Council on the Arts, giving her an opportunity to promote music and the arts throughout the state. Cooper's lifelong passion for music also led to a long career as a music educator.

In 2005, Cooper followed in the footsteps of her late mother, Assemblywoman Dolores Cooper and entered public service. Cooper won an "at-large" seat on the Atlantic County Board of Chosen Freeholders and was re-elected in 2008. While a Freeholder, she chaired the Education and Schools Committee and served as a member on several committees including the Tourism, Gaming and Marketing Committee, Commission on Women and the Local Advisory Council on Drug and Alcohol Abuse.

Donating her "time and talents", and with her orchestra, she has performed for numerous fundraisers and benefits. Throughout her career, Cooper has received several awards for her charitable activities including raising thousands of dollars for The Food Bank of South Jersey and the Atlantic County Animal Shelter. In 2014, she was inducted into the Atlantic County Women's "Hall of Fame" for her many years in government and public service. Cooper is a member of the Board of Directors of Robin's Nest and belongs to numerous professional and philanthropic organizations.

Cooper resides in Linwood with her husband Douglas Little and their son, David Cooper Little.



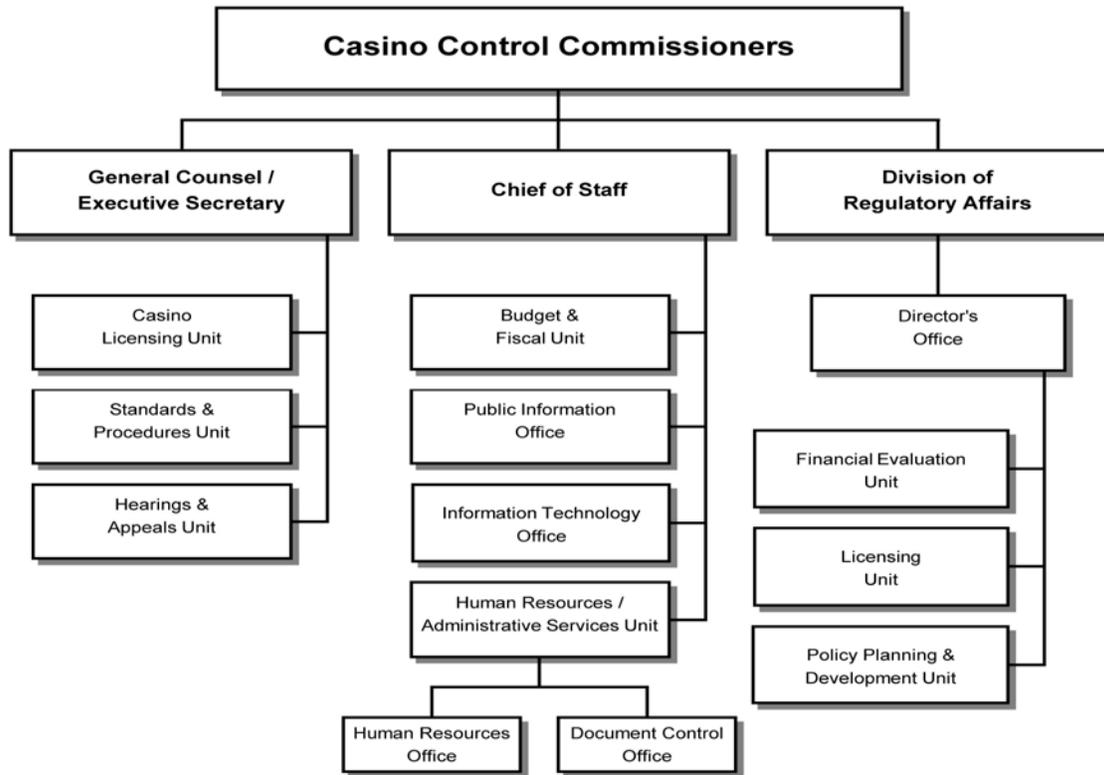
## **Vision Statement**

*Build on our reputation as a leader in gaming regulation and be a key partner and catalyst in the evolution of Atlantic City as a premier gaming and destination resort.*

## **Mission Statement**

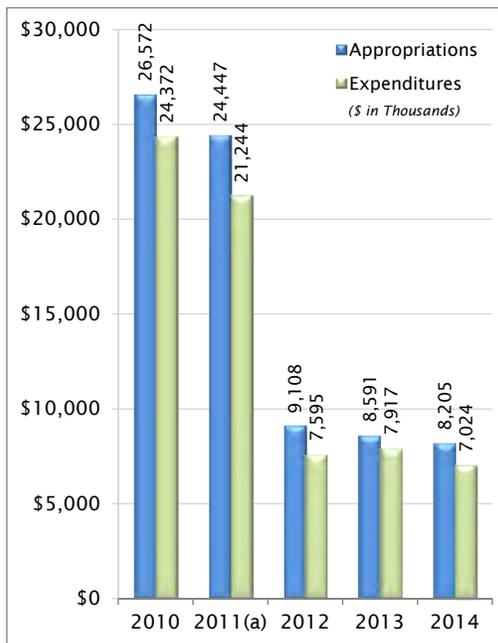
*The Casino Control Commission ensures integrity and public confidence in the gaming industry and collaborates with all stakeholders for the revitalization of Atlantic City and benefit of New Jersey.*

*While fulfilling its duties, the Commission upholds objective, independent and ethical standards with professionalism and integrity.*

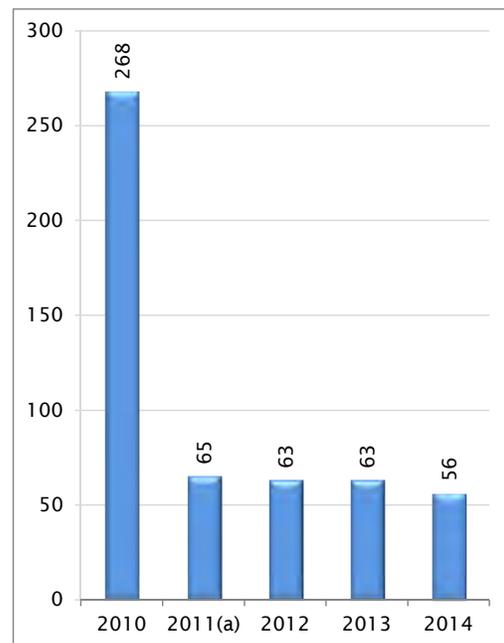


**FINANCE AND STAFFING STATISTICS**  
FOR THE FISCAL YEARS ENDED JUNE 30

BUDGET APPROPRIATIONS & EXPENDITURES



NUMBER OF AUTHORIZED EMPLOYEE POSITIONS



(a) Duties and responsibilities significantly realigned in P.L. 2011, c. 19, February 1, 2011.



In addition to focusing on its statutory responsibilities, the Commission's strategic goals address the importance of a positive and professional work environment. During the year, the Commission undertook several team building, outreach, and training activities as follows:

### Team Building

- To facilitate communication, regular scheduled meetings with the Chairman, Commissioners, Directors and Managers were conducted. In addition, events were held throughout the year to gather all employees together.
- Commission staff participated in the Strategic Planning Committee and the Recognition, Service, Value and Pride Committee.
- Commission staff completed its first year using a new Employee Development System (EDS) designed to enhance communication, teamwork, and achievement.
- In October, several employees were recognized for their years of service with the state.



Casino Control Commissioners meeting with representatives of the Casino Gaming Commission of Jamaica

### Outreach

- The Commission acknowledged the designation of March as Problem Gambling Awareness Month and expressed appreciation for the contribution and ongoing efforts of the Council on Compulsive Gambling of New Jersey.
- In May, October, and December, the Commission hosted and participated in blood drives for the American Red Cross.
- In July, the Commission hosted three representatives of the Casino Gaming Commission (CGC) of Jamaica. The three CGC representatives were on a fact-finding trip to the United States to identify issues related to licensing and regulation of the casino industry.
- In conjunction with our agency's commitment to support local charitable organizations, the Commission participated in several sub and salad sales to support Career Opportunity Development, Inc., a local charity that provides services for individuals with disadvantages and disabilities.



### Outreach (cont'd)

- In October, the Commission acknowledged support for Domestic Violence Awareness Month by collecting food items for the New Jersey Coalition for Battered Women.
- In October, the Commission participated in the New Jersey State Employees Charitable Campaign.
- In November, the Commission participated in a food drive to benefit Jewish Family Services, which helps needy families of all denominations in Atlantic and Cape May counties.
- In December, Commission staff along with employees of the Division of Gaming Enforcement, Division on Civil Rights and Atlantic City Task Force participated in a toy drive for the Police Athletic League located in Atlantic City.



Recognition, Service, Value and Pride Committee

### Training

In 2014, employees participated in the following training and seminars:

- Computer security.
- Business Objects training.
- Ethics training.
- Job development training, such as Excel, SharePoint and Stress Management.
- Continuing education for professional licenses.
- ePAR training.
- Manager's and Supervisor's Conference.
- NJSTEP Leadership Training.



NJSTEP Leadership Training participants with colleagues from other agencies



### Lisa Johnson, Acting Chief of Staff

The Chief of Staff reports directly to the Chairman. The primary responsibility of the Chief of Staff is to ensure that the Commission functions effectively. The Chief of Staff directs strategic planning, fiscal operations, agency-wide policy development, and the implementation of plans and policies. The Commission's budget process, fiscal operations, human resources, information technology, public information, and all administrative matters are handled by employees who report to the Chief of Staff.

The **Budget & Fiscal Unit** is responsible for the Commission's annual budget, purchasing, asset tracking, and agency fiscal operations services. Throughout the year, Budget & Fiscal Unit employees diligently monitored the Commission's cash flow, assets, and budget for the fiscal year ending June 30, 2014, and reported the following:

- The Commission's appropriation for fiscal year 2014 was \$8,205,000, a reduction of \$386,000 from the prior fiscal year. This reduction is attributable to the transfer of five (5) Casino Control Commission employee positions to the Division of Gaming Enforcement and includes salary and associated fringe benefit costs.
- During fiscal year 2014, Commission authorized staffing levels were reduced to 56 positions. As of fiscal year end, June 2014, 52 of the 56 authorized positions were filled.
- The Commission worked diligently to streamline operations and reduce expenditures. As a result, it underspent its \$8,205,000 appropriation for fiscal year 2014 by almost 14 percent or \$1,180,745. This savings was mostly related to salaries and fringe benefits (36 percent), services such as telephone and information technology expenses (22 percent), and rent and parking expenses (33 percent) associated with the relinquishment of Commission office and parking space.

The Commission's Human Resource Manager is responsible for the **Human Resources and Document Control/Administrative Services Offices**. The Human Resources Office is responsible for all personnel and employee services, including timekeeping, employee benefits, recruitment, compensation and classification, training, and for the maintenance and storage of personnel and training records. It also ensures agency compliance with all Civil Service Commission requirements and directives.



The Document Control/Administrative Services Office is the organizational hub of the agency and manages the Commission's incoming and outgoing mail, transportation, central files, document receipt and processing, building security, and all facilities operations. During the year, the employees of the Document Control/Administrative Services Office continued to review building access and security and implemented several recommendations to enhance overall building security. Noteworthy highlights for the two offices of the Human Resources/Administrative Services Unit are as follows:

- Worked with personnel from the New Jersey Office of Information Technology's Telecommunications Unit to implement the automation of the Commission's main telephone line so that callers are automatically redirected to the appropriate extension, freeing up limited employee resources.
- Worked with an outside vendor to automate the agency's emergency notification system to ensure employees and stakeholders are promptly notified of emergency closings and delayed openings during extreme weather events.
- The Human Resources Unit worked with the General Counsel's Office and Equal Employment Opportunity (EEO) Officer to automate and streamline the recruitment process, including the receipt of resumes and applications, the dissemination of the EEO survey, receipt of survey responses, and the dissemination of correspondence to applicants.
- Employees of the Human Resources/Administrative Services Unit completed Business Objects training, the seven week NJSTEP program conducted by the Civil Service Commission, Pensions and Benefits training and webinars, SANS Securing the Human, Managers & Supervisors Conference, and ePAR training.
- Continued the review and revision of the Commission's policy and procedures manual and finalized various policies, including properly discarding confidential information, resignation and retirement, acceptance of subpoena and jury duty, weather emergency, work schedule, leaves of absence, grievance procedures, and building security.
- Worked with personnel of the Division of Revenue and Enterprise Services to update and streamline the Commission's record retention schedule.



The **Public Information Officer** reports to the Chief of Staff and is responsible for all media relations for the Commission. In addition, the Public Information Officer prepares a myriad of reports, presentations and speeches for the Chairman.

The **Information Technology Office** (I.T.) is responsible for administering the data processing needs of the Commission under the direction of the I.T. Management Team. The office provides for the security and high-availability of agency I.T. resources and provides a high level of customer service to employees of the Commission, the Division of Gaming Enforcement (DGE) and other Arcade Building tenants, casinos, and the public. This includes administering enterprise-level systems, the Microsoft Windows network environment, and the Citrix remote access environment, which is used by both regulatory agencies and casinos to access the casino licensing and regulatory systems. I.T. ensures that its activities occur in accordance with generally accepted best I.T. practices, pertinent statutes, regulations, executive orders, state directives, and agency policies.

The I.T. Management Team oversees all I.T. activities and meets regularly to coordinate projects, discuss operational issues, identify opportunities, and to establish priorities. The Team also serves as the agency's Change Control Workgroup required by state Circular 14-05-NJOIT (Operational Security Policy). Noteworthy highlights for the year include:

- Continued to maintain an alternate Data Center in Trenton to provide disaster recovery and business continuity for both the Commission and DGE, in the event of business disruption at the primary data center in the Arcade Building. In addition, installed new firewalls at the disaster recovery site.
- Initiated work on new email archiving software.
- Increased network security to guard against emerging threats.
- Assisted in configuring new scanner/copiers.
- Continued to provide support for the development and enhancement of the agency's applications and databases, including the Billing System and the Employee License System.
- Upgraded servers that were approaching the end of useful life.
- Continued to update multi-media capability for meetings, training programs, and presentations.
- Upgraded agency BlackBerry devices and servers to the new BlackBerry 10 platform.



**Dianna Williams–Fautleroy, Esq.**  
**General Counsel/Executive Secretary**

Under the supervision of the General Counsel, who also serves as the Commission’s Executive Secretary and Ethics Liaison Officer, the General Counsel’s Office renders legal advice to the Commission, represents the Commission in any proceeding to which it is a party, and supports the Commission in the effective exercise of its statutory authority including the issuance of initial casino licenses, issuance of key employee licenses, consideration of contested key license matters, and appeals from Orders and Actions of the Director of the Division of Gaming Enforcement (DGE).

The General Counsel’s Office consists of the Casino Licensing Unit, the Hearings and Appeals Unit, and the Standards and Procedures Unit. Each unit works cooperatively with each other and collaboratively with the Office of the Chief of Staff and the Division of Regulatory Affairs to support the Commission in meeting its statutory objectives.

The **Casino Licensing Unit** advises the Commission regarding all casino licensing and qualification matters, including requests for initial and plenary qualification of the officers, directors and other specified employees of the casino licensees and, where applicable, their holding, intermediary and subsidiary companies. During the year, the unit assisted the Commission during its consideration of a variety of complex matters, including:

- Petition of Revel Entertainment Group, LLC and Revel AC, Inc. for approval of a Prepackaged Plan of Bankruptcy and Related Rulings.
- Joint Petition of MGM Resorts International, Boyd Gaming Corporation, and the Marina District Development Company, LLC, for approval of an amendment to the surface parking lot lease between Marina District Development Company, LLC and MAC CORP.
- Plenary qualification of Chatham Revel VoteCo, LLC, and other related entities as Holding Companies and/or Entity Qualifiers of Revel Entertainment Group, LLC, and other related relief.
- Consideration of the qualification of Daniel B. Gilbert, DGCIE, LLC and Rock Gaming Interactive.
- Consideration of the Petition of MGM Resorts International for a Statement of Compliance for the purpose of reentering the Atlantic City casino market, reacquiring its interest in Borgata Hotel Casino & Spa from a divestiture trust and having the divestiture trust dissolved.
- Consideration of the Petition of Caesars Entertainment Operating Company, Inc., Caesars Entertainment Resorts Properties, LLC and Caesars Growth Partners, LLC for the qualification of Caesars Enterprise Services, LLC.
- Consideration of the Petition for temporary qualification and other relief in connection with Rock Gaming Interactive, LLC.



The Casino Licensing Unit also coordinates preparation of the Commission's public meeting agenda, notices, and minutes, as well as the retention of related public records. As the unit responsible for maintaining the official records of the Commission and the files of the Executive Secretary, the unit throughout the year, both separately and in conjunction with the Commission's Public Information Officer, responded to over 75 requests for information and/or documents under the Freedom of Information Act and the Open Public Records Act.

The **Hearings and Appeals Unit** conducted numerous contested case conferences to address objections raised by the Division of Gaming Enforcement (DGE) for pending initial and resubmitted casino key license applications. All contested cases closed in 2014 resulted in satisfactory stipulations of settlement between the individual applicants and the DGE. The Unit also advised the Commission during its consideration of an application by the DGE for the suspension of a key license.

The **Standards and Procedures Unit** works in conjunction with both the Chief of Staff's Office and the Division of Regulatory Affairs, providing resources for the efficient operation of policies and procedures as they relate to issues relative to human resources and to the licensing of casino key employees. The Unit continually assists in the drafting and reviewing of updated policies and procedures to ensure consistency with all applicable federal and state laws, rules and regulations. The Unit also provides updates and analysis to the agency on legislative action concerning both casino related legislation and legislation pertaining to public entities. Additionally, the Unit is the liaison with the Office of Administrative Law, in the proposal and adoption of regulations and is the Unit responsible for responding to subpoenas served on the agency or any of its employees.

The Commission's designated **EEO Officer** works as a part of the Standards and Procedures Unit and ensures that the Commission adheres to all federal and state law and equal employment opportunity and affirmative action policies for the protection of all employees at the Commission. In addition to other duties, the EEO Officer conducts Equal Employment Opportunity Exit Interviews of separating Commission employees, maintains required documentation for filing with the State's Division of EEO/AA, performs in-house training for Commission employees concerning state policies and facilitates in-person and online training for Commission employees. Additionally, the EEO Officer collaborates with the Human Resources Unit in facilitating the recruitment and hiring processes for vacancies within the Commission, specifically relative to procurement of EEO statistics, to ensure compliance with all applicable statutory mandates.



**James E. Fehon, Director**

The **Division of Regulatory Affairs** includes three units, each with its own statutorily defined role, and is responsible for implementing all statutory responsibilities of the Commission other than legal affairs. The director is the principal regulatory policy advisor to the Commissioners and directs the operation of the division in accordance with pertinent statutes, regulations, executive orders, state directives, and agency policies. The director is a member of the agency’s Information Technology Management Team, which oversees the Information Technology Office.

The division also includes, as part of the director’s office, the Project Management & Automation (PM&A) team which oversees the administration and maintenance of custom developed casino licensing and regulatory I.T. systems, software programming and development for the IBM i servers, and the automation of manual processes. The PM&A team also coordinates the Commission’s Business Continuity Plan as well as the division’s records retention schedule. Noteworthy highlights for the PM&A team for the year include:

- Maintained and enhanced both the Commission’s website and its intranet.
  - Created a new automated inventory and tracking system for key license files.
  - Supported the Commission’s effort to streamline and automate paper processes, including the creation of digital libraries.
  - Commenced a project to consolidate the Commission’s and the Division of Gaming Enforcement’s (DGE) IBM i servers in order to reduce the total cost of ownership for both agencies.
- Continued to support custom developed agency applications as well as applications shared with the DGE, including the Billing System and the Employee License System.
  - Major progress was made on a multi-year project to modernize and enhance the Employee License System. This project is estimated to be completed in the first quarter of 2015. Upon implementation, the enhanced system will enable both the Commission and DGE to better serve customers at lower cost.



The **Financial Evaluation Unit** is responsible for facilitating the Commission's responsibilities under Section 82e (undue economic concentration), Section 84 (financial stability) and Section 87 (casino license applicants) of the Act, by providing expert advice and consultation to the Commissioners on all matters of a financial or economic nature. This unit also facilitates the Commission's financial reporting responsibilities and performs the certification and review of casino parking fee revenue under Section 173.5 of the Act, which benefits both the Casino Revenue Fund and public projects undertaken by the Casino Reinvestment Development Authority. Noteworthy highlights for the year include:

- Conducted parking fee audits to ensure the integrity of the \$3.00 parking fee remittance and oversaw the invoicing for the collection of parking fee assessments.
- Coordinated with the Department of Treasury to receive quarterly reports on the Atlantic County Sales & Use Tax and shared this information with agency partners.
- Completed ongoing analyses of the economic concentration of gaming space from an Atlantic City casino industry perspective and introduced an analysis from a regional casino perspective utilizing the Herfindahl-Hirshman Index. Also, compiled a historical overview of the economic concentration of Atlantic City.
- Evaluated financial stability in the casino industry and supported the Commission's decision-making process in the issuance of a statement of compliance to MGM Resorts International for the purpose of reentering the Atlantic City casino market, and for the plenary qualification of Chatham Revel VoteCo, LLC.
- Provided confirmation of CRDA parking fee revenue to the outside independent auditor.
- Provided a five-year parking fee forecast to the Department of Treasury for inclusion in the State Budget.
- Updated and reviewed the status of Atlantic City real estate tax appeals and the related impact on the casino industry.

Since FY 2004, Certified Parking Fee Revenue of \$351.9 Million

In FY 2014,  
Certified Parking Fee  
Revenue of  
\$27.2 million

In FY 2014, \$4.5  
million used to fund  
programs that benefit  
aged and disabled  
residents of the state

In FY 2014,  
\$22.7 million  
forwarded to the  
Casino Reinvestment  
Development  
Authority



The **Licensing Unit** is primarily responsible for implementing the Commission's responsibilities under Sections 89, 94 and 95 of the Act. It specifies the content of applications for casino key employee licensure, accepts and analyzes those applications, and issues licenses and temporary licenses. It monitors casino key employee license and employment practices of the gaming industry, and assists the Commissioners in addressing related issues and policies. Noteworthy highlights for the year include:

- Continued an industry-wide review to determine compliance with amendments to Section 9 of the Act that define managers and supervisors of information technology employees, marketing executives and security shift managers as casino key employees.
- Received and maintained revenue transmittals from the Division of Gaming Enforcement's (DGE) Revenue Unit documenting fee transfers.
- Handled 100 requests to inactivate key licenses and recommended to the Commission that 61 key licenses be terminated.
- Tested and monitored, on a daily basis, connectivity between all components of the intake automation system.
- Performed intake and processing of initial key license applications and resubmission review forms, including accurate transmittal of fees, production and distribution of key license credentials for licenses approved at the Commission meetings as well as those approved via delegated authority. Handled 89 plenary key license applications and 100 resubmission reviews and collected \$141,750 in fees. See page 21 for details.
- Printed monthly key license resubmission lists and mailed 152 letters to key licensees regarding the filing of resubmission forms.
- Handled 80 requests for temporary casino key licenses via delegated authority.
- Responded to requests from various gaming jurisdictions regarding the status of key employees licensed in New Jersey as well as inquires pertaining to Commission policies and procedures for key employee licensing.
- Produced 170 monthly key employee licensing reports for use by the casino industry, public (via CCC website) and Commission and DGE staffs.
- In conjunction with the DGE, continued to refine employment policy and procedures for key employees of Internet gaming platform providers and assisted key licensees of discontinued operators in maintaining their key licenses.
- In conjunction with the General Counsel's Office, prepared the Commission meeting agenda items relating to all Licensing Unit matters.



The **Policy, Planning and Development Unit** is primarily responsible for implementing Section 72 of the Casino Control Act. Section 72 requires the Commission, in consultation with the Division, to carry on a continuous study of the operation and administration of casino control laws which may be in effect in other jurisdictions, related literature and federal laws, as well as the reaction of New Jersey citizens to existing and potential features of casino gaming. This unit monitors trends and emerging technologies in the operation of casinos; performs ongoing studies of Internet wagering and wireless gambling, and develops recommendations to modernize the Act and New Jersey gaming regulations as necessary to keep pace with the rapidly evolving landscape of casino gaming technology; makes recommendations for leveraging the unique attributes of the Atlantic City Tourism District; and assists the Commission in carrying out its responsibility to ascertain any defects in the Act to prevent abuses and make annual reports to the Governor and the Legislature. Noteworthy highlights for the year include:

- Researched the proliferation of gaming along with the most recent gambling trends including license fees and criteria for the selection of limited gaming sites.
- Tracked casino win, table game, slot machine and Internet win promotional allowances, including promotional gaming credits and hotel occupancy rates.
- Monitored the status of Internet wagering for 24 states with commercial casino gaming.
- Monitored regulatory costs and gross revenue tax rates for 24 states with commercial casino gaming.
- Collected information related to leased and owned food & beverage and retail space of the casinos.
- Conducted research on the state of casino and Internet gaming.
- Prepared an analysis of non-gaming and gaming revenue including third party business sales.
- Analyzed market share, operating profit and vendor business of the Atlantic City casinos.
- Created maps of regional casino gaming competitors.
- Monitored pending legislative changes and related issues.
- Provided various agency partners with monthly, quarterly, and trailing twelve month charts related to Casino Parking Fee Revenue, Atlantic City Luxury Tax and Tourism Promotional Fee Revenue and a yearly analysis of Sales Tax collected in Atlantic City.
- Assisted the Atlantic City Alliance with the analysis of various business taxes for Atlantic City.
- Prepared charts of blocks and lots owned by Atlantic City casinos with property tax assessments and tax obligations. Also, charted current and prior property tax obligations under the proposed PILOT legislation.



**ATLANTIC CITY CASINO INDUSTRY  
CASINO KEY LICENSES ACCEPTED (INTAKE) AND ISSUED**

FOR THE YEAR ENDED DECEMBER 31, 2014

	Initial Intake	Resubmission Intake	Monthly Intake	Initial Issued	Resubmission Issued	Monthly Issued
January	22	17	39	2	41	43
February	7	15	22	4	24	28
March	5	11	16	1	18	19
April	12	6	18	8	23	31
May	3	3	6	15	30	45
June	5	12	17	11	16	27
July	5	3	8	3	25	28
August	2	9	11	17	15	32
September	10	10	20	20	32	52
October	6	7	13	0	0	0
November	8	2	10	2	23	25
December	<u>4</u>	<u>5</u>	<u>9</u>	<u>7</u>	<u>18</u>	<u>25</u>
<b>Totals</b>	<b>89</b>	<b>100</b>	<b>189</b>	<b>90</b>	<b>265</b>	<b>355</b>

**ATLANTIC CITY CASINO INDUSTRY  
CASINO KEY LICENSE FEES COLLECTED**

FOR THE YEAR ENDED DECEMBER 31, 2014

	Initial Fees	Resubmission Fees	Monthly Total Fees
January	\$ 16,500	\$ 12,750	\$ 29,250
February	5,250	11,250	16,500
March	3,750	8,250	12,000
April	9,000	4,500	13,500
May	2,250	2,250	4,500
June	3,750	9,000	12,750
July	3,750	2,250	6,000
August	1,500	6,750	8,250
September	7,500	7,500	15,000
October	4,500	5,250	9,750
November	6,000	1,500	7,500
December	<u>3,000</u>	<u>3,750</u>	<u>6,750</u>
<b>Totals</b>	<b>\$ 66,750</b>	<b>\$ 75,000</b>	<b>\$ 141,750</b>



**Boardwalk Casinos**



**Bally's Atlantic City**

Park Place and the Boardwalk  
Atlantic City, NJ 08401  
609-340-2000  
[www.ballysac.com](http://www.ballysac.com)



**Caesars Atlantic City**

2100 Pacific Avenue  
Atlantic City, NJ 08401  
609-348-4411  
[www.caesarsac.com](http://www.caesarsac.com)



**Resorts Casino Hotel**

1133 Boardwalk  
Atlantic City, NJ 08401  
1-800-772-9000  
[www.resortsac.com](http://www.resortsac.com)



**Tropicana Atlantic City**

2831 Boardwalk  
Atlantic City, NJ 08401-6338  
1-800-345-8767  
[www.tropicana.net](http://www.tropicana.net)



**Trump Taj Mahal**

1000 Boardwalk at Virginia Avenue  
Atlantic City, NJ 08401  
609-449-1000  
[www.trumptaj.com](http://www.trumptaj.com)

For more detailed information visit: <http://www.njccc.gov/home/info.index.html>

Capital investment in the Atlantic City casino industry on a cumulative basis since 1978, including the initial cost of construction for each property and subsequent capital improvements, has been \$17.3 billion.



Marina District Casinos



**Borgata Hotel Casino & Spa**  
 One Borgata Way  
 Atlantic City, NJ 08401  
 609-317-1000  
[www.theborgata.com](http://www.theborgata.com)



**Golden Nugget Atlantic City**  
 Huron & Brigantine Blvd.  
 Atlantic City, NJ 08401  
 800-777-8477  
[www.goldennugget.com/AtlanticCity](http://www.goldennugget.com/AtlanticCity)



**Harrah's Resort Atlantic City**  
 777 Harrah's Blvd.  
 Atlantic City, NJ 08401  
 609-441-5000  
[www.harrahresort.com](http://www.harrahresort.com)

**ATLANTIC CITY CASINO INDUSTRY CASINO FACILITY STATISTICS**  
 OPERATING CASINOS AS OF DECEMBER 2014

	Table and Other Games	Poker	Slot Machines	Total Gaming Space	Parking Spaces
Bally's A.C.	126	42	1,942	119,484	2,668
Borgata*	184	82	3,094	160,287	6,433
Caesars A.C.	149	0	1,923	115,225	5,346
Golden Nugget	77	10	1,342	71,065	2,690
Harrah's A.C.	138	40	2,303	154,795	5,941
Resorts	71	0	1,728	81,336	1,871
Tropicana	100	19	2,389	124,791	4,940
Trump Taj Mahal	<u>106</u>	<u>30</u>	<u>2,518</u>	<u>159,998</u>	<u>5,806</u>
Industry Totals	951	223	17,239	986,981	35,695

\*Only casino with simulcasting square footage.

Source of data: Monthly Gross Revenue Reports Form DGE-101; CCC for parking spaces.



### Borgata Hotel Casino & Spa

- In February, held the first New Jersey's Next Poker Millionaire tournament. Players won a chance to participate through online gaming tournaments held on [BorgataPoker.com](http://BorgataPoker.com) and [partypoker.com](http://partypoker.com).
- Announced it would be one of the Atlantic City casinos participating in the country's first ever multi-state wide-area progressive jackpot network, known as IGT's Powerbucks System. The network connects slot machines in Atlantic City casinos with those located in casinos in Deadwood, South Dakota, and Nevada.
- In April, hosted the \$5 Million World Poker Tour Championship, with the largest turn-out since 2009. The tournament was previously held in Las Vegas and was moved to Atlantic City due to the state's online gaming market.
- In June and July, held Savor Borgata Culinary Series events, including a chance to meet Wolfgang Puck, Bobby Flay and attend a culinary demonstration by Iron Chef Geoffrey Zakarian.
- In July, held the first ever Borgata PocketFives Open, featuring players from [BorgataPoker.com](http://BorgataPoker.com) who won seats to play in the \$150,000 guaranteed tournament.
- In November, announced a \$13 million renovation to be completed on the buffet, spa, casino floor, front desk, suites, and back-of-the-house areas.

- Promotions held throughout the year included: Pick the Pros \$1 Million Football Challenge \$20,000 and \$100,000 Slot Tournaments, Racebook \$10,000 Handicapping Tournament, \$100,000 Sweepstakes, \$1,000 Bonus Slot Dollars, 3X and 10X Slot Dollars.
- Entertainment throughout the year included: Yes, Santana, Joan Rivers, Daryl Hall & John Oates, Kevin James, Jerry Seinfeld, Foreigner, Tony Bennett, Crosby Stills & Nash, George Lopez, Motley Crue, Keith Urban, Lionel Richie, Frankie Valli, and Cage Fury Fighting Championships.

### Caesars Entertainment/AC

- Introduced a new "Local Perks" program to provide daily discounts, invitations to events, and promotions, as well as loyalty credits for use at local participating businesses in South Jersey.
- In July, hosted the Food & Wine Festival featuring some of the world's most renowned chefs and experts with events at each property.
- In October, hosted "Restaurant Week" at selected restaurants in each of its three properties.
- Throughout the year, conducted several Total Rewards promotions such as Super Spin Sundays, Monopoly, A Million Reasons to Play, Win A Brand New Car, and Wheel of Fortune Millionaire Maker Sweepstakes.



### Bally's Atlantic City

- In February, unveiled \$1.2 million in improvements to the Wild Wild West adding a new World Series of Poker- (WSOP) branded Poker Room and a "Party Pit" for live entertainment and dancing.
- Completed a \$5.6 million makeover of Bally's casino floor which included mirrored catwalks, new carpeting, and plush new table game chairs.
- In May, opened its expanded Bally's Bikini Beach Bar, added more seating and new tables and chairs.
- A \$1,055,733 jackpot on the Wheel of Fortune progressive slot machine was hit in May.
- Opened its new Boardwalk Cupcakes shop, Guy Fieri's Chophouse, and Buca di Beppo Italian Restaurant.
- Promotions held throughout the year included: WSOP Daily Poker Tournaments, It's On The House Home Makeover, \$25,000 Home Makeover Finale Drawing, and Pickle Relay.
- Throughout the year, offered entertainment at the Blue Martini, Lobby Bar, and Mountain Bar.

### Caesars Atlantic City

- In February, completed the renovation and enlargement of its Palace Court Buffet. It is the first buffet in the city to offer a self-serve wine dispensing system.
- In April, two new nightlife venues opened at the Dusk Complex, "Retro's" and the "Backyard Bar". The nightlife experience is enhanced by the atmosphere of the 80's and Caribbean theme venues.
- Hosted Gordon Ramsay's *Hell's Kitchen Finale* Viewing Party in its Diamond Lounge. The Gordon Ramsay Pub & Grill opened in early 2015.
- Entertainment throughout the year included: Patti LaBelle, Vanessa Williams, Moody Blues, Heart, Chelsea Handler, Ringo Starr and His All Starr Band, Diana Ross, Donny & Marie, Journey, Steely Dan, Reba McEntire, Alanis Morissette, and Air Supply.



Gordon Ramsay's Pub & Grill - Grand Opening



### Harrah's Resort Atlantic City

- The Pool After Dark was named the #1 nightclub in Atlantic City and #16 nationally on the 2014 Nightclub & Bar Top 100 List.
- In July, participated in the sixth annual Atlantic City Food and Wine Festival.
- In April, participated in the Atlantic City Beer and Music Festival, which celebrated its ninth year running.
- In May 2014, announced its dog friendly "PetStay" program, making Harrah's a top canine friendly destination.
- In September, hosted the 2014 Miss'd America Pageant, which featured host Carson Kressley.
- In October, the final steel beam of the Harrah's Atlantic City Waterfront Conference Center was signed, celebrating a major benchmark of a much anticipated project.
- During the year, opened #BarWithNoName offering specialty drinks and cocktails, Martorano's Italian Restaurant, and Oshi Sushi & Sake run by famous head chef Harry Setiyaki.
- Entertainment throughout the year included: Colbie Caillat, Willie Nelson, David Spade, Phillip Phillips, Paul Reiser, Penn & Teller, Jeff Foxworthy, Smokey Robinson, Bob Newhart, and Tom Arnold.

### Golden Nugget Hotel Casino

- In February, held an "emergency job fair" to immediately fill 50 positions at the property.
- In the summer, The Deck offered live entertainment seven days a week. Both The Deck and H2O had Blackjack gaming tables available for play.
- In August, the Cali-Ital Summer Winefest was held, as was the Second Annual Deckstock.
- In September, a local patron won a \$2.5 million jackpot playing a Wheel of Fortune city-wide progressive slot machine. Also in September, held the Fourth Annual Craft Beer Festival.
- Actively advertised and offered incentives for closed casino cardholders to join the Golden Nugget 24 Karat Club.
- In November, held the Whiskey Revival and the Beard & Moustache Championship of the Universe.
- Promotions held throughout the year included: free self-parking, Bingo Bonanza, Happy Hour Hot Seat, Golden Days Celebration, \$5,000 Golden Nugget Stakes, Jeep Wrangler & Yamaha Wave Runner Giveaway, 2X Comp Dollars, \$100,000 Gift Extravaganza, \$1 Million Golden Gridiron, Lexus and Fiat Giveaways, and Sunoco Gift Card Giveaway.



**Golden Nugget Hotel Casino (cont'd)**

- Throughout the year, held several Slot and Poker tournaments.
- Entertainment throughout the year included: Starship featuring Mickey Thomas, Paula Poundstone, Big Bad Voodoo Daddy, Andrew Dice Clay, Bobby Vinton, Oak Ridge Boys, Aaron Lewis, Scott Weiland, Bill Medley, Louie Anderson, Carrot Top, Bill Engvall, The Midtown Men, and Rick Springfield.

**Resorts Casino Hotel**

- In March, opened its new “Bar One” lounge on the casino floor, featuring fusion drinks, DJ entertainment and an extended Happy Hour.
- In May, celebrated the opening of its new Quick Bites food court, located on the casino floor.
- The Landshark Bar & Grill expanded its beach bar to include a new deck on the sand for dancing. The deck featured new furniture and a fire pit for nightly campfires.
- Hosted the 2<sup>nd</sup> Annual Craft Beerfest featuring beers from around the world and live entertainment from My Hero Zero band.
- Actively advertised and offered incentives for closed casino cardholders to join the Resorts Star Card.

- In November, the Casino Reinvestment Development Authority granted preliminary determination of project eligibility for the Resorts Meeting Space Expansion Project. In 2015, Resorts plans to build a \$9.4 million conference center and renovate the hotel bathrooms in the Ocean Tower.
- Promotions held throughout the year included: The Big Game Sweepstakes, Bingo and Slot Tournaments, \$1 Million Pick The Winners, Mercedes Giveaway, Show Me the Money Giveaway, Lucky Leprechaun, Win A Custom Margaritaville Jeep Wrangler, Crazy Crane Games, \$1 Million Waves of Summer, Hot Summer Fun Scratchoff Game, and \$2,014 Slot Dollars Every 15 minutes.
- Entertainment throughout the year included: Chubby Checker, Village People, The Spinners, America, Air Supply, Swon Brothers, The Temptations, Danielle Bradbery, The Cat’s Pajamas Vocal Band, The Ultimate Halloween Magic & Illusion Show, Allen Edwards Holiday Show, and Ebenezer, A Musical Christmas Carol.



### Tropicana Casino and Resort

- In June, hosted the Jersey Shore Wine Festival.
- In July, hosted Tang Soo Do Karate World Championships.
- In August, hosted the 7<sup>th</sup> Annual Taste of The Quarter, which profits United Way.
- First property in Atlantic City to offer the Sphinx 3D slot machine. All bonuses leverage 3D technology to enhance the gaming experience.
- In November, celebrated The Quarter's 10<sup>th</sup> Anniversary with specials, events, and a holiday musical light show.
- \$35 million in renovations began in 2014 and are expected to be completed by year end 2015. Major renovations include a makeover to the casino's boardwalk façade which will display a must see light and sound show from 20-foot-high light bollards and nine LED screens.
- Held several events throughout the year that focused on its restaurants including: Beer Week, Whiskey Week, Wing Week, Bacon Week, Garlic Week, Seafood Week, and Pasta Week.
- In November, hosted the Atlantic City Tattoo Expo.
- In December, announced a partnership with Carnival Cruise Lines; both parties will be gearing up to offer an array of cruise promotions to Trop Advantage player club members.
- Promotions included: \$1 Million Safe Cracker, Man vs. Chicken Tic-Tac-Toe, Double Your AC Offer, \$250,000 Trop Advantage Slot Star Challenge, Cyber Monday Giveaway, Jingle Bell Bonus, and Hot Moms Contest.
- Entertainment throughout the year included: Magique Encore, Carlos Mencia, Sinbad, Tracy Morgan, Dana Carvey, Lou Neglia's Ring of Combat, The Guess Who, Staind, Three Dog Night, Natalie Cole, Kenny Wayne Shepherd Band, Blue Oyster Cult, and The Commodores.



The Quarter at Tropicana



### Trump Taj Mahal Casino Resort

- In March, hosted the Atlantic City Antique Show, bringing more than 200 antique dealers to Atlantic City.
- In July, celebrated the Almost Angels pop band’s 5<sup>th</sup> Anniversary with an all new show at the Ego Bar & Lounge.
- In July, held auditions for the popular reality television show *Survivor*, and in August, *The Amazing Race*.
- Voted best casino promotions, slot tournaments, and comps of 2014 by Casino Player Best of Gaming. Notable promotions throughout the year included: \$750,000 Fortune Teller Game, \$5,000 Hand-Paid Jackpot Sweepstakes, \$150,000 Big Drum Event, \$500,000 Match The App Game, Toll Free Tuesdays, and the 2015 Mustang Sultan’s Palace Sweepstakes.
- Oktoberfest returned to Trump Taj Mahal for its 21<sup>st</sup> year with food, beer, and entertainment from Germany.
- Hosted screenings, filmmaker panel discussions, education programs, an opening night party, and closing night black-tie awards ceremony for the 12<sup>th</sup> Annual Garden State Film Festival.
- Actively pursued closed casino customers by offering 20X Slot Dollars to new players.

- Throughout the year, held several Slot Tournaments, such as the \$100,000 Mardi Gras Slot Tournament.
- Entertainment throughout the year included: Rascal Flatts, Rod Stewart, The Magic of Rob Lake, Travis Tritt, Asylum Fight League, Craig Ferguson, Engelbert Humperdinck, Phil Vassar, Jo Dee Messina, Gary V’s 30<sup>th</sup> Anniversary Concert Tour, and The Voice 2014 Tour.



Steel Pier Amusement Park  
Located across the Boardwalk from Trump Taj Mahal



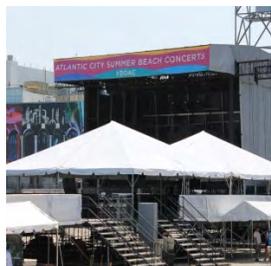
AHL Hockey



Summer Concert Series\*



Miss America\*\*



Beach Concerts



9-11 Ceremony

**JAN** – AHL Professional Hockey at Boardwalk Hall

**FEB** – Atlantic City RV & Camping Show  
– Atlantic City Boat Show  
– Atlantic City Classic Car Show

**MAR** – Home & Garden Show  
– Atlantic City Restaurant Week  
– Atlantic City Antiques & Collectors Show  
– St. Patrick’s Day Parade

**APR** – Atlantic City Beer and Music Festival  
– Atlantic City Easter Parade  
– April Fools Marathon  
– Garden State Film Festival  
– Ringling Bros. and Barnum & Bailey Circus

**MAY** – Memorial Day Celebrations  
– Jason Aldean - Night Train Tour at Boardwalk Hall

**JUN** – Atlantic City Summer Concert Series 2014  
– DO AC Sand Sculpting World Cup  
– LADY GAGA at Boardwalk Hall  
– Challenge Atlantic City Triathlon  
– Atlantic City Offshore Grand Prix  
– Garden Pier’s Historical Museum & Art Center reopened

**JUL** – Blake Shelton’s DO AC beach concert  
– Atlantic City Food and Wine Festival  
– 4<sup>th</sup> of July Celebrations

**AUG** – Lady Antebellum’s DO AC beach concert  
– Atlantic City Airshow  
– Atlantic City Salutes America’s Armed Forces Parade

**SEP** – Miss America Parade & Pageant  
– Atlantic City International Triathlon  
– In-Water Power Boat Show  
– Atlantic City Seafood Festival  
– DO AC Boardwalk Wine Promenade  
– DO AC Pro Beach Volleyball Tournament

**OCT** – Atlantic City Marathon

**NOV** – New Jersey Education Association Convention  
– New Jersey League of Municipalities  
– Boxing Bernard Hopkins vs. Sergey Kovalev  
– Usher: The UR Experience at Boardwalk Hall

**DEC** – 9-11 Memorial Ceremony  
– Boardwalk “Winter Sweet” Light Show



Boat Show



Boardwalk



Sand Sculpting



Atlantic City Airshow



Museum & Art Center

\*Photo Credit: Atlantic City Alliance

\*\*Photo Credit: Bruce V. Boyajian/The Miss America Organization



In May 2014, the Division of Gaming Enforcement (DGE) proposed new Internet gaming regulations which made permanent many changes that were temporarily adopted and allowed two or more licensed platforms to pool players in online poker games in accordance with written agreements.

During 2014, a total of 15 skins offered Internet gaming in New Jersey. See chart below. In September, Trump Taj Mahal and Ultimate Gaming ceased its Internet gaming relationship. In November, Pala Interactive was approved to offer online gaming with Borgata adding a new skin (PalaCasino.com) to Borgata’s existing skins. Also, in November, Betfair moved its online gaming operations to Golden Nugget from Trump Plaza.

For the first year of operation (November 2013 to November 2014), Internet gaming win was \$120,509,521 and the total number of Internet gaming accounts created was 506,172. In November 2014, the largest Internet slot jackpot (Millionaire Genie) of \$1.3 million was awarded on the HarrahsCasino.com website. See page 36 for 2014 Internet gaming win.

In October 2014, the Center for Gambling Studies at the Rutgers University School of Social Work was awarded a three year contract to study the impact of Internet gaming and the betting behavior of individuals that use the Internet for gaming.

LICENSEE	DATE APPROVED FOR FULL PLAY	INTERMEDIARIES	SKINS (as of 12/16/14)
Caesars Interactive Ent. (affiliate of Bally’s A.C.)	Nov. 25, 2013	888	HarrahsCasino.com WSOP.com us.888.com us.888poker.com us.888casino.com
Caesars Interactive Ent. (affiliate of Caesars A.C.)	Nov. 25, 2013	Amaya	CaesarsCasino.com
Borgata	Nov. 25, 2013	BWIN	Borgatacasino.com Borgatapoker.com NJ.Partypoker.com
	Nov. 19, 2014	Pala Interactive	PalaCasino.com
Golden Nugget	Dec. 13, 2013	Bally IGP	GoldenNuggetCasino.com nj-casino.goldennuggetcasino.com
	Nov. 22, 2014	Betfair (Ceased online poker operations December 1, 2014)	betfaircasino.com
Tropicana	Nov. 25, 2013	GameSys	tropicancasino.com virgincasino.com

Note: Internet permits and approval to do business with the intermediaries granted by Orders and Actions of the Director of the Division of Gaming Enforcement.

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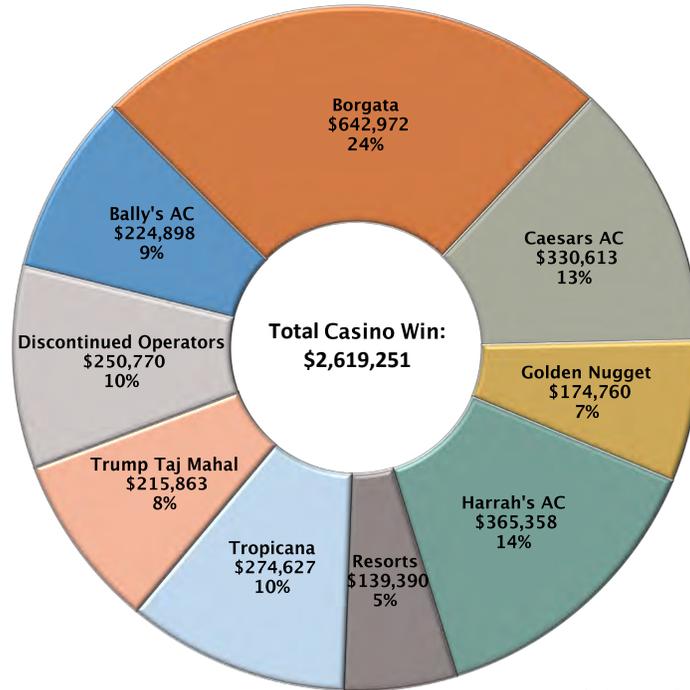
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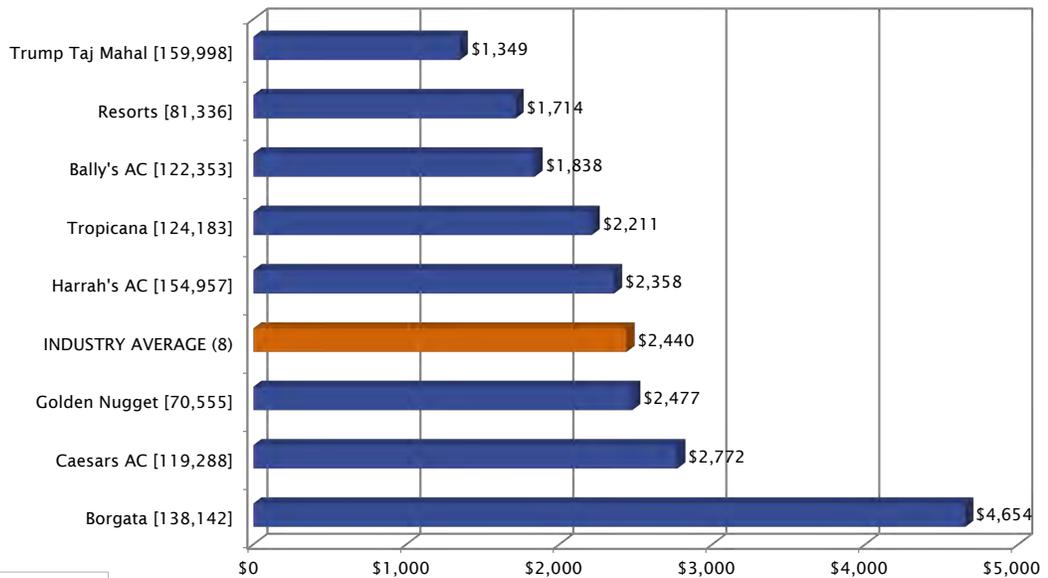
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**ATLANTIC CITY CASINO INDUSTRY  
CASINO WIN AND MARKET SHARE  
FOR THE YEAR ENDED DECEMBER 31, 2014  
(\$ IN THOUSANDS)**



Source of data: Monthly Gross Revenue Reports Form DGE-101 (as of 01/14/15).

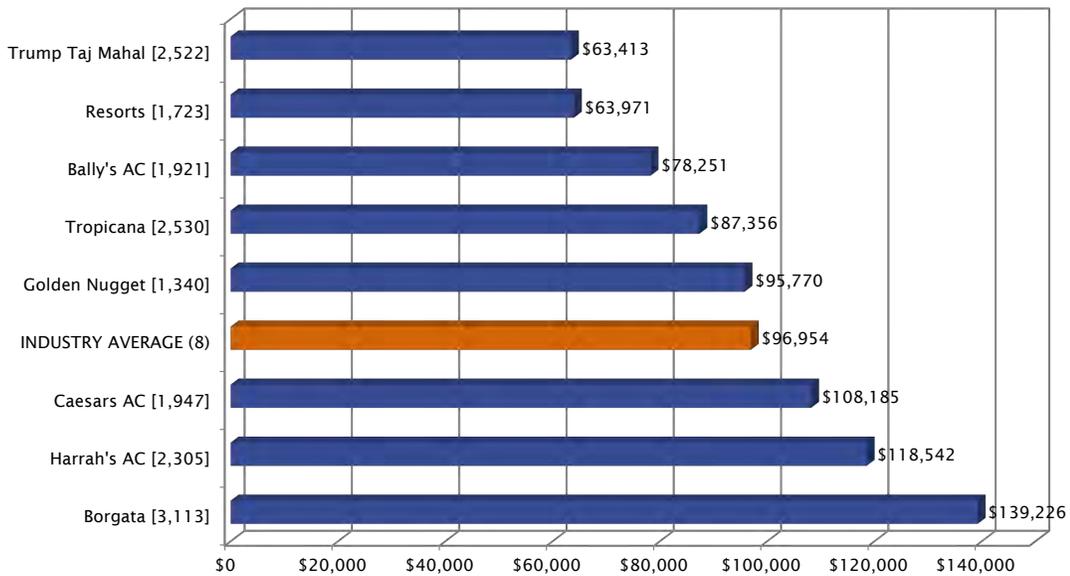
**ATLANTIC CITY CASINO INDUSTRY  
CASINO WIN PER SQUARE FOOT OF GAMING SPACE  
FOR THE YEAR ENDED DECEMBER 31, 2014**



[ ] Brackets next to casino name indicate the average casino square footage at that property.

Source of data: Monthly Gross Revenue Reports Form DGE-101 (as of 01/14/15).

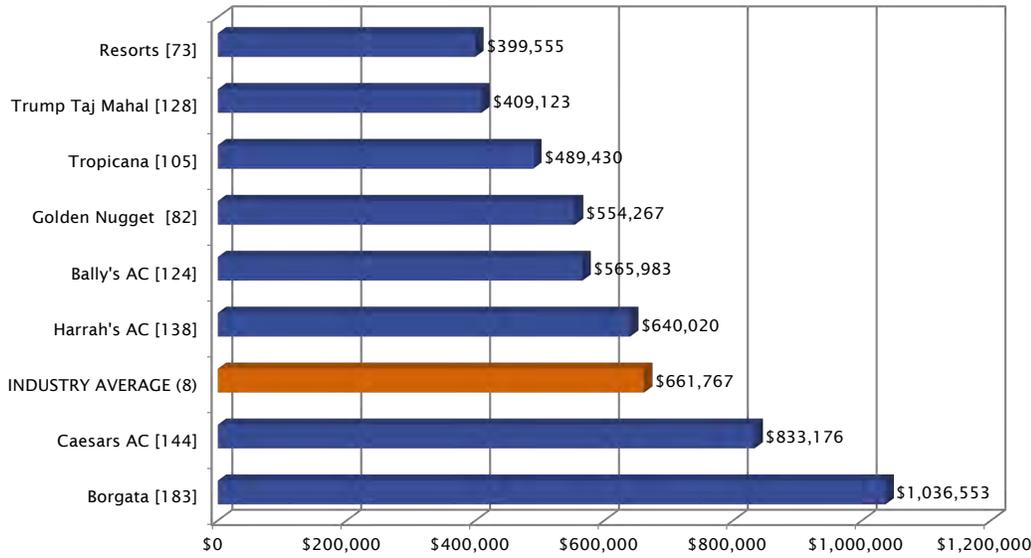
**ATLANTIC CITY CASINO INDUSTRY  
SLOT MACHINE WIN PER MACHINE  
FOR THE YEAR ENDED DECEMBER 31, 2014**



[ ] Brackets next to casino name indicate the average number of slot machines at the property.

Source of data: Monthly Gross Revenue Reports Form DGE-101 (as of 01/14/15).

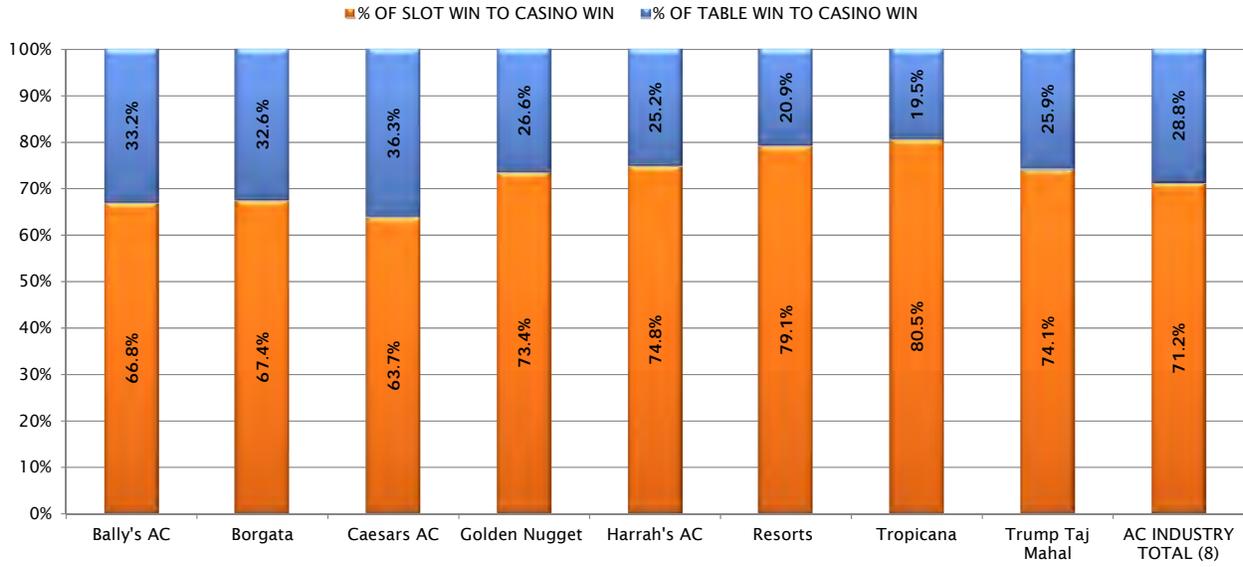
**ATLANTIC CITY CASINO INDUSTRY  
TABLE GAME WIN PER TABLE, EXCLUDING NON-BANKING POKER  
FOR THE YEAR ENDED DECEMBER 31, 2014**



[ ] Brackets next to casino name indicate the average number of tables at that property.

Source of data: Monthly Gross Revenue Reports Form DGE-101 (as of 01/14/15).

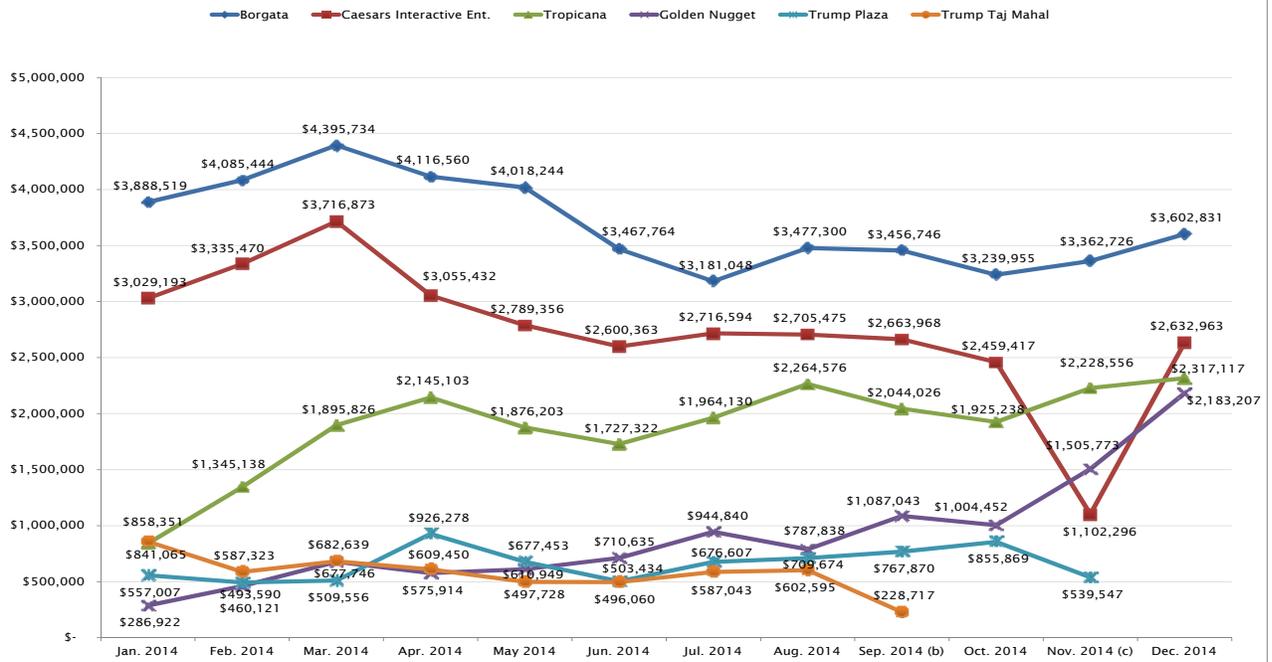
**ATLANTIC CITY CASINO INDUSTRY  
SLOT AND TABLE GAME WIN AS A PERCENT OF CASINO WIN  
(INCLUDES KENO AND NON-BANKING POKER)  
FOR THE YEAR ENDED DECEMBER 31, 2014**



Source of data: Monthly Gross Revenue Reports Form DGE-101 as of 01/14/15.

In 2014, the current casino industry (8) Table Game Win Percentage was 15.9% and the Slot Machine Win Percentage was 8.9%.

**ATLANTIC CITY CASINOS INTERNET GAMING WIN BY LICENSEE (a)  
FOR THE YEAR ENDED DECEMBER 14, 2014**



(a) Participating casinos and number of skins: CIE/Bally's (5); CIE/Caesars (1); Borgata (4); Golden Nugget (3) and Tropicana (2).  
 (b) Ultimate Gaming ceased operations in New Jersey and Taj Mahal ceased Internet gaming operations on September 21, 2014.  
 (c) On November 7, 2014, a player won a \$1.3 million slot jackpot at HarrahsCasino.com. Betfair moved from Trump Plaza to Golden Nugget and Trump Plaza ceased Internet gaming operations on November 21, 2014. Borgata added a fourth Internet gaming skin on November 22, 2014.

Source of data: Monthly Internet Gross Revenue Reports Form DGE-105.

**ATLANTIC CITY CASINO INDUSTRY  
TOTAL GAMING WIN**  
FOR THE YEARS ENDED DECEMBER 31, 2014 AND 2013

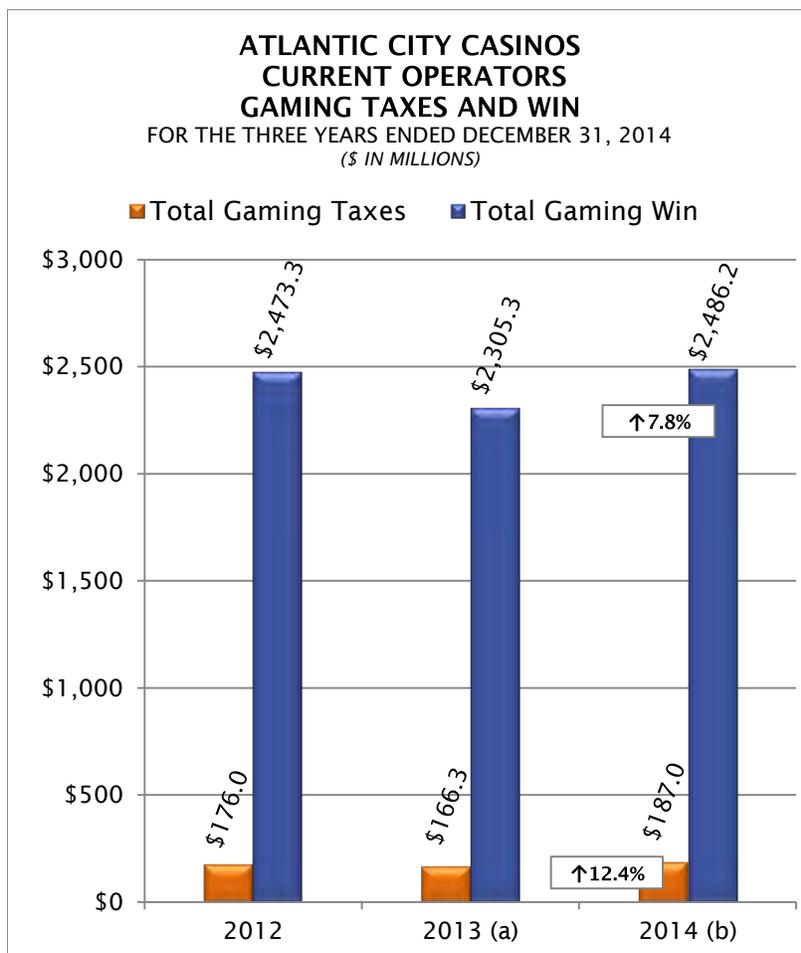
	Casino Win			Internet Gaming Win (b)			Total Gaming Win		
	2014	2013	(+/-) %	2014	2013	(+/-) %	2014	2013	(+/-) %
Current Operators	\$ 2,368,481,342	\$ 2,297,844,907	3.1%	\$ 117,726,896	\$ 7,485,800	(c)	\$ 2,486,208,238	\$ 2,305,330,707	7.8%
Discontinued Operators (a)	250,769,564	564,224,011	(c)	5,149,906	883,037	(c)	255,919,470	565,107,048	(c)
<b>INDUSTRY TOTAL</b>	<b>\$ 2,619,250,906</b>	<b>\$ 2,862,068,918</b>	<b>-8.5%</b>	<b>\$ 122,876,802</b>	<b>\$ 8,368,837</b>	<b>(c)</b>	<b>\$ 2,742,127,708</b>	<b>\$ 2,870,437,755</b>	<b>-4.5%</b>

(a) Atlantic Club closed to the public on January 13, 2014. In September 2014, the number of casinos was reduced to 8 from 11, as Revel, Showboat, and Trump Plaza closed to the public.

(b) Internet gaming started in November 2013 and is taxed at 15%.

(c) Not comparable since figures for each year do not include the same number of months.

Source of data: Monthly Gross Revenue Reports Form DGE-101 and Monthly Internet Gross Revenue Report Form DGE-105 as of 01/14/15.



In CY 2014, the current operators outperformed 2012 total gaming taxes by 6.3% and total gaming win by 0.5%.

In CY 2014, the current operators outperformed 2013 total gaming taxes by 12.4% and total gaming win by 7.8%.

(a) Internet gaming started in November 2013 and is taxed at 15%.

(b) Atlantic Club closed to the public on January 13, 2014 and 1st and 2nd 2014 Quarter totals reflect 11 casinos. In September 2014, the number of casinos was reduced to 8 from 11, as Revel, Showboat, and Trump Plaza closed to the public.

**ATLANTIC CITY CASINO INDUSTRY  
REVENUE BY PERCENTAGE  
FOR THE YEAR ENDED DECEMBER 31, 2014  
(\$ IN THOUSANDS)**

	Bally's AC (a)		Borgata*		Caesars AC (a)		Golden Nugget*	
	Revenue	As a % of Total Revenue	Revenue	As a % of Total Revenue	Revenue	As a % of Total Revenue	Revenue	As a % of Total Revenue
Casino	\$ 221,894	70.7%	\$ 672,570	69.3%	\$ 327,421	74.0%	\$ 181,537	73.9%
Rooms	35,609	11.3%	116,159	12.0%	35,415	8.0%	18,495	7.5%
Food and Beverage (b)	45,927	14.6%	138,396	14.2%	59,364	13.4%	29,141	11.9%
Other (c)	10,628	3.4%	43,323	4.5%	20,489	4.6%	16,374	6.7%
<b>Total Revenue</b>	<b>\$ 314,058</b>	<b>100.0%</b>	<b>\$ 970,448</b>	<b>100.0%</b>	<b>\$ 442,689</b>	<b>100.0%</b>	<b>\$ 245,547</b>	<b>100.0%</b>
Less: Promotional Allowances	86,479	27.5%	232,237	23.9%	131,494	29.8%	44	0.2%
<b>Net Revenue</b>	<b>\$ 227,579</b>	<b>-</b>	<b>\$ 738,211</b>	<b>-</b>	<b>\$ 311,195</b>	<b>-</b>	<b>\$ 178,968</b>	<b>-</b>

	Harrah's AC		Resorts		Tropicana*		Trump Taj Mahal*	
	Revenue	As a % of Total Revenue	Revenue	As a % of Total Revenue	Revenue	As a % of Total Revenue	Revenue	As a % of Total Revenue
Casino	\$ 359,995	65.4%	\$ 137,746	74.7%	\$ 288,618	74.3%	\$ 213,232	74.4%
Rooms	75,599	13.7%	22,330	12.1%	52,426	13.5%	46,264	13.5%
Food and Beverage (b)	86,063	15.6%	16,593	15.7%	34,238	8.8%	27,649	8.8%
Other (c)	28,804	5.2%	7,753	4.2%	12,961	3.3%	11,685	3.3%
<b>Total Revenue</b>	<b>\$ 550,461</b>	<b>100.0%</b>	<b>\$ 184,422</b>	<b>100.0%</b>	<b>\$ 388,243</b>	<b>100.0%</b>	<b>\$ 298,830</b>	<b>100.0%</b>
Less: Promotional Allowances	66,579	27.1%	146,550	26.6%	47,222	25.6%	85,164	21.9%
<b>Net Revenue</b>	<b>\$ 403,911</b>	<b>-</b>	<b>\$ 137,200</b>	<b>-</b>	<b>\$ 303,079</b>	<b>-</b>	<b>\$ 212,152</b>	<b>-</b>

	Caesars Interactive Entertainment NJ		Discontinued Operators*		INDUSTRY TOTALS	
	Revenue	As a % of Total Revenue	Revenue	As a % of Total Revenue	Revenue	As a % of Total Revenue
Casino	\$ 19,687	91.9%	\$ 247,276	63.1%	\$ 2,669,976	70.1%
Rooms	0	0.0%	70,112	17.9%	472,409	12.4%
Food and Beverage (b)	0	0.0%	47,839	12.2%	485,210	12.8%
Other (c)	1,729	8.1%	26,639	6.8%	180,385	4.7%
<b>Total Revenue</b>	<b>\$ 21,416</b>	<b>100.0%</b>	<b>\$ 391,866</b>	<b>100.0%</b>	<b>\$ 3,807,980</b>	<b>100.0%</b>
Less: Promotional Allowances	86,678	29.0%	99,935	25.5%	982,382	25.8%
<b>Net Revenue</b>	<b>\$ 21,372</b>	<b>-</b>	<b>\$ 291,931</b>	<b>-</b>	<b>\$ 2,825,598</b>	<b>-</b>

\*Figures include Internet gaming revenue.

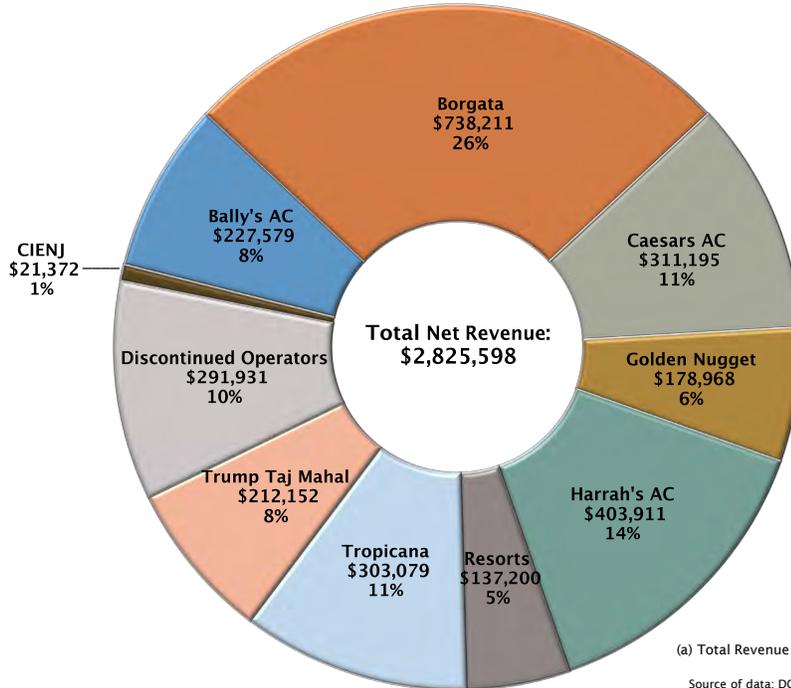
(a) Figures do not include Internet gaming revenue. Internet gaming at Bally's AC and Caesars AC is operated by Caesars Interactive Entertainment (CIENJ), which holds a casino license issued by the Casino Control Commission. As such, CIENJ's revenue is reported separately.

(b) Food & Beverage Revenue for casino owned outlets only.

(c) Other revenue reflects concert and show tickets, casino-owned spa revenue, casino-owned retail sales, rental income, and other miscellaneous revenue sources.

Source of data: Quarterly Financial Reports Form DGE-210 as of 04/29/15.

**ATLANTIC CITY CASINO INDUSTRY  
NET REVENUE (a) AND MARKET SHARE**  
FOR THE YEAR ENDED DECEMBER 31, 2014  
(*\$ IN THOUSANDS*)



Source of data: DGE Quarterly Press Releases and Statistical Summaries and Quarterly Reports Form DGE-245 as of 04/29/15.

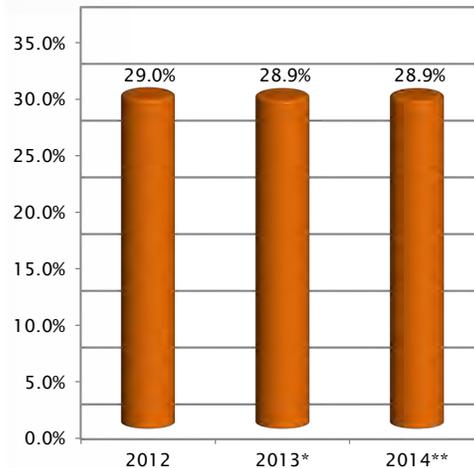
In 2014, all casino licensees reported Total Revenue of \$3.8 billion and \$265.7 million in Third Party Business Sales.

In CY 2014, Total Revenue for the current operators increased 4.7% from 2013.

In CY 2014, Net Revenue for the current operators increased 3.9% from 2013.

In CY 2014, Operating Profit for the current operators increased 12.1% from 2013.

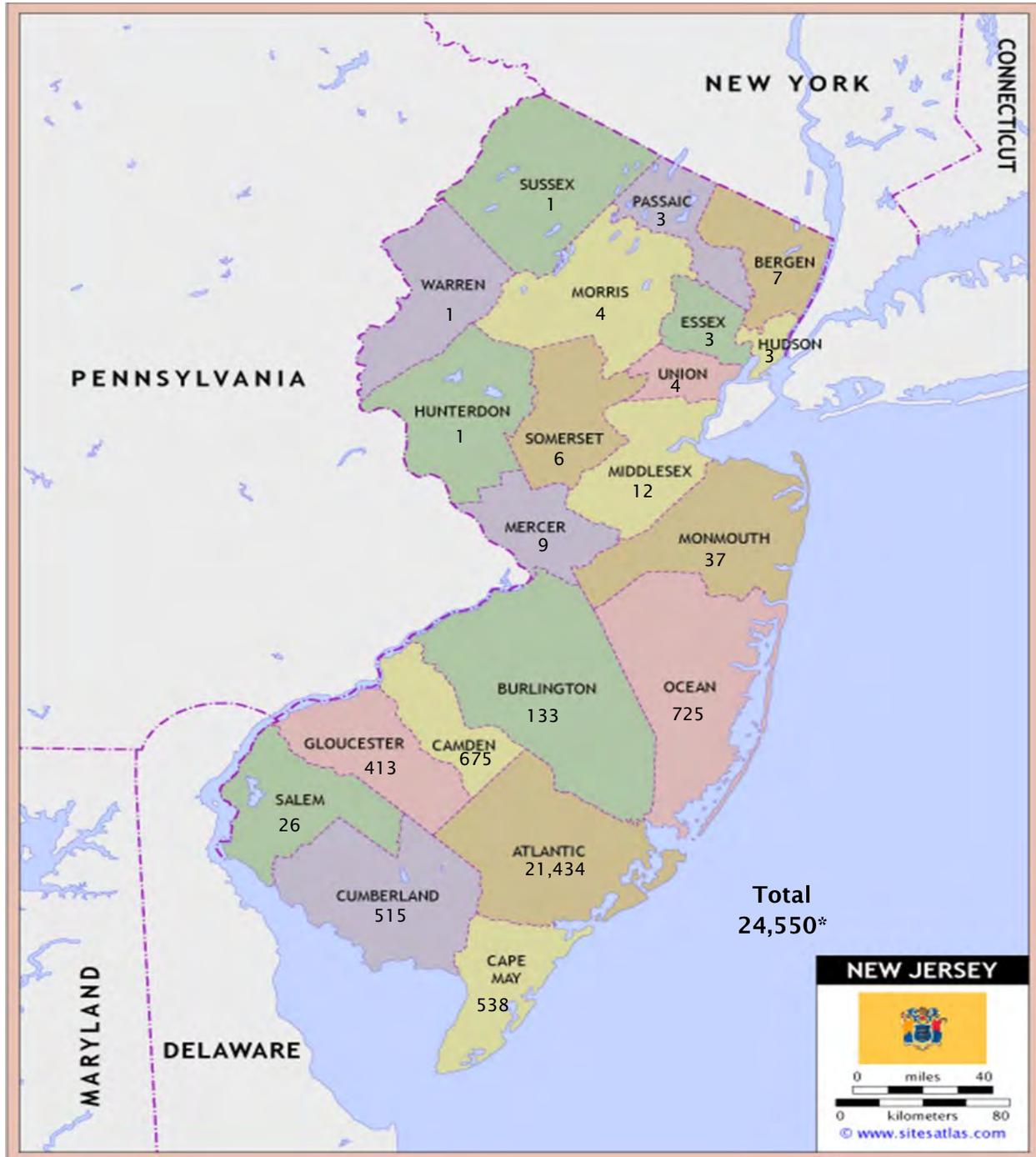
**ATLANTIC CITY CASINO INDUSTRY  
PROMOTIONAL ALLOWANCES AND  
EXPENSES AS A PERCENT OF  
TOTAL REVENUE**  
FOR THE THREE YEARS ENDED DECEMBER 31, 2014



\* Internet gaming started in November 2013.  
\*\* Atlantic Club closed to the public on January 13, 2014. In September 2014, the number of casinos was reduced to 8 from 11, as Revel, Showboat and Trump Plaza closed to the public.

Source of data: Quarterly Financial Reports Forms DGE-210 and DGE-245.

**ATLANTIC CITY CASINO LICENSEES EMPLOYMENT BY COUNTY**  
 FOR THE YEAR ENDED DECEMBER 31, 2014



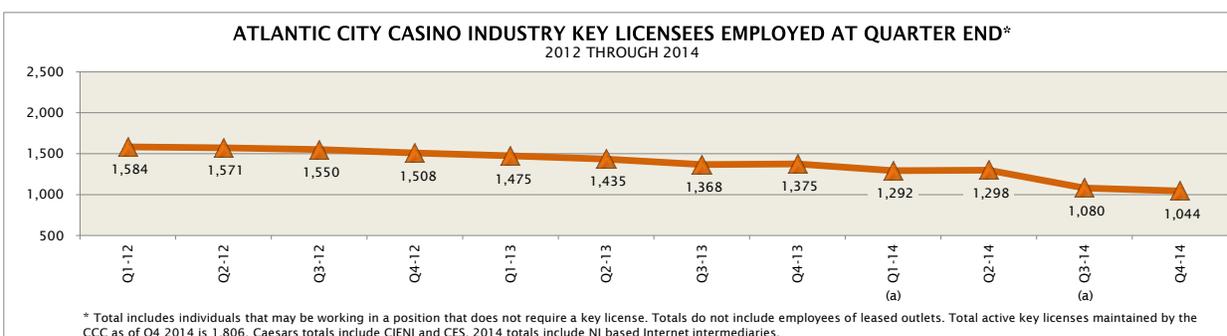
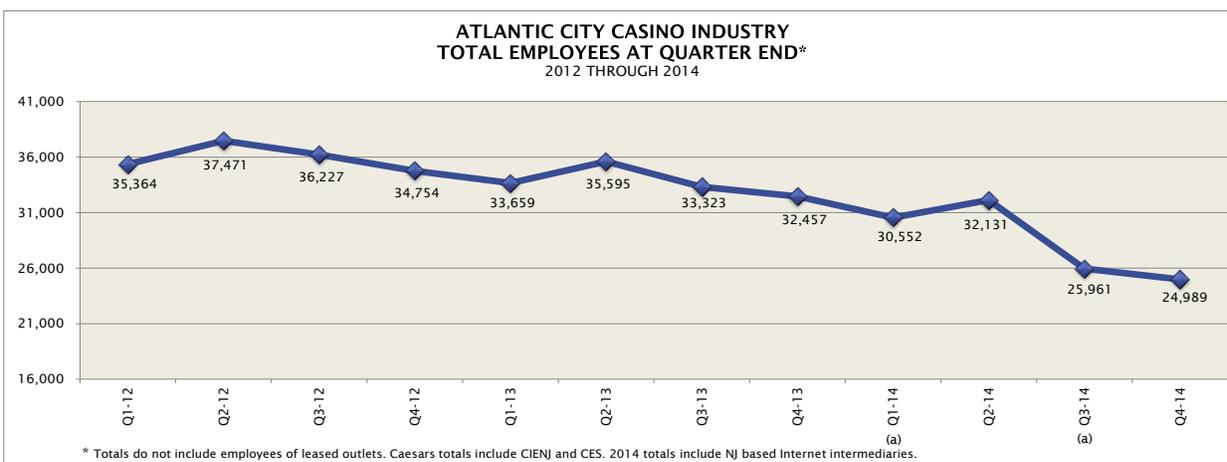
\*Margin of error for total casino hotel employees is 1.1%. Map used with permission.

## ATLANTIC CITY CASINOS – EMPLOYMENT STATISTICS

FOR THE THREE YEARS ENDED DECEMBER 31, 2014

	2014	2013	2012
Bally's AC	2,993	3,147	3,418
Borgata	6,042	5,841	5,936
Caesars AC †	2,724	2,880	3,024
Golden Nugget	2,081	1,881	1,779
Harrah's AC	3,663	3,639	3,924
Resorts	1,881	1,884	1,962
Tropicana	2,857	2,748	2,918
Trump Taj Mahal	2,472	2,777	3,051
<b>Total for Current Operators</b>	<b>24,713</b>	<b>24,797</b>	<b>26,012</b>
Discontinued Operators (a)	130	7,660	8,742
Internet Gaming Intermediaries (b)	146	-	-
<b>Industry Totals</b>	<b>*24,989</b>	<b>32,457</b>	<b>34,754</b>

\*18,275 (73.1%) are full time employees, 3,569 (14.3%) are part time employees, and 3,145 (12.6%) are considered other employees. † Caesars figures include Caesars Interactive Entertainment (CIENJ) and Caesars Enterprise Services (CES, formerly HEC). Totals do not include employees of leased retail and food & beverage outlets.



(a) Atlantic Club closed to the public on January 13, 2014, reducing total industry employees by 1,655. As of April 1 and July 1, Atlantic Club had 8 full time employees and zero employees, respectively. In September 2014, Revel, Showboat, and Trump Plaza closed to the public, reducing total industry employees by 4,882.

(b) New Jersey based totals provided by DGE.

Source of data: Employment statistics provided by the casinos to the DGE.

**ATLANTIC CITY CASINOS – SALARIES AND WAGES**  
 FOR THE THREE YEARS ENDED DECEMBER 31, 2014  
 (\$ IN THOUSANDS)

	2014	2013	2012
Bally's AC	\$ 71,071	\$ 69,734	\$ 79,548
Borgata	139,637	141,424	145,892
Caesars AC (a)	69,667	69,981	74,150
Golden Nugget	55,442	41,161	40,292
Harrah's AC	80,334	76,099	83,985
Resorts	42,340	42,641	42,714
Tropicana	68,496	66,517	69,937
Trump Taj Mahal	63,726	71,737	75,887
<b>Total for Current Operators</b>	<b>\$ 590,713</b>	<b>\$ 579,294</b>	<b>\$ 612,405</b>
Discontinued Operators (b)	93,319	195,284	202,077
<b>Industry Totals (c)</b>	<b>\$ 684,032</b>	<b>\$ 774,578</b>	<b>\$ 814,482</b>

(a) Caesars totals do not include Caesars Interactive Entertainment and Caesars Enterprise Services (formerly HEC).

(b) Atlantic Club closed to the public on January 13, 2014. In September 2014, the number of casinos was reduced to 8 from 11, as Revel, Showboat, and Trump Plaza closed to the public.

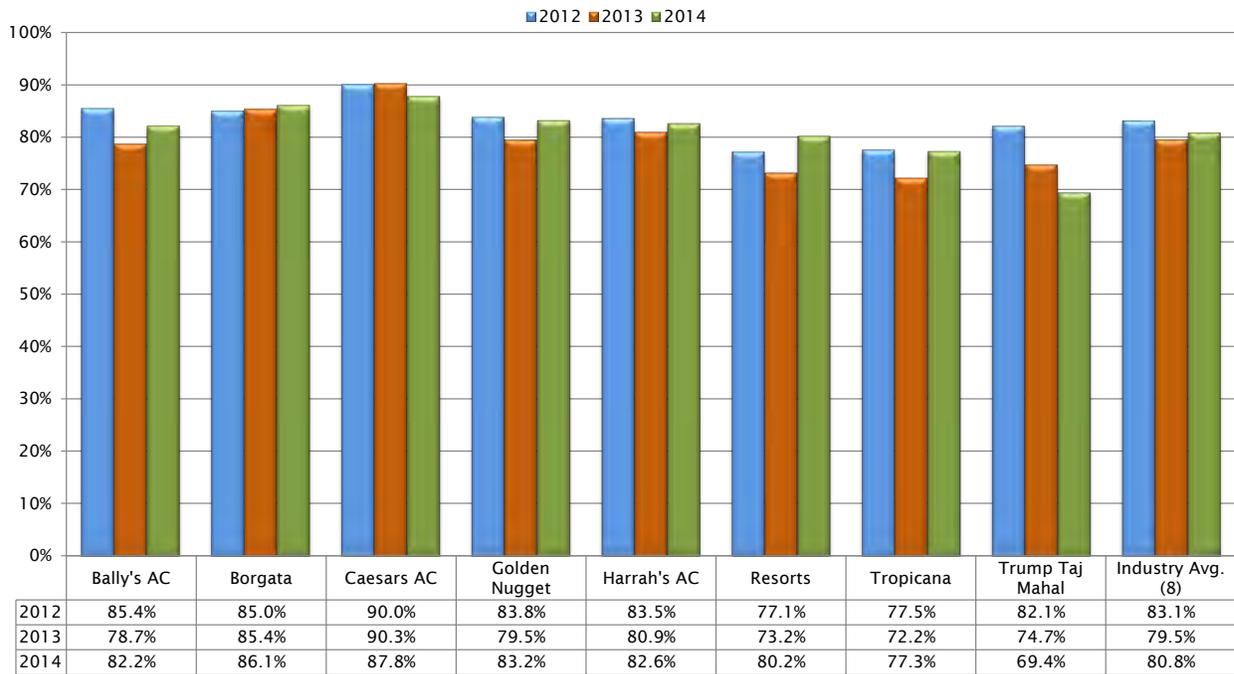
(c) Totals do not include employees of leased retail and food & beverage outlets or Internet gaming intermediaries.

Source of data: Form DGE-370



Bass Pro Shops—Atlantic City Grand Opening Day

**HOTEL OCCUPANCY RATES FOR ATLANTIC CITY CASINOS**  
2012-2014 YEARLY AVERAGES BY CASINO



Source of data: DGE Quarterly Press Releases and Statistical Summaries.

**ATLANTIC CITY CASINO INDUSTRY HOTEL ROOM STATISTICS**  
FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2014

	Bally's AC	Borgata	Caesars AC	Golden Nugget	Harrah's AC	Resorts	Tropicana	Trump Taj Mahal	Industry Total
<b># of Hotel Rooms (a)</b>	1,180	2,767	1,141	727	2,590	942	2,079	2,010	13,436
<b># of Available Room Nights</b>	483,804	1,009,955	416,465	265,067	945,350	343,830	737,755	733,650	4,935,876
<b>Average Rate per Occupied Room</b>	\$90	\$134	\$97	\$84	\$97	\$81	\$92	\$91	\$101

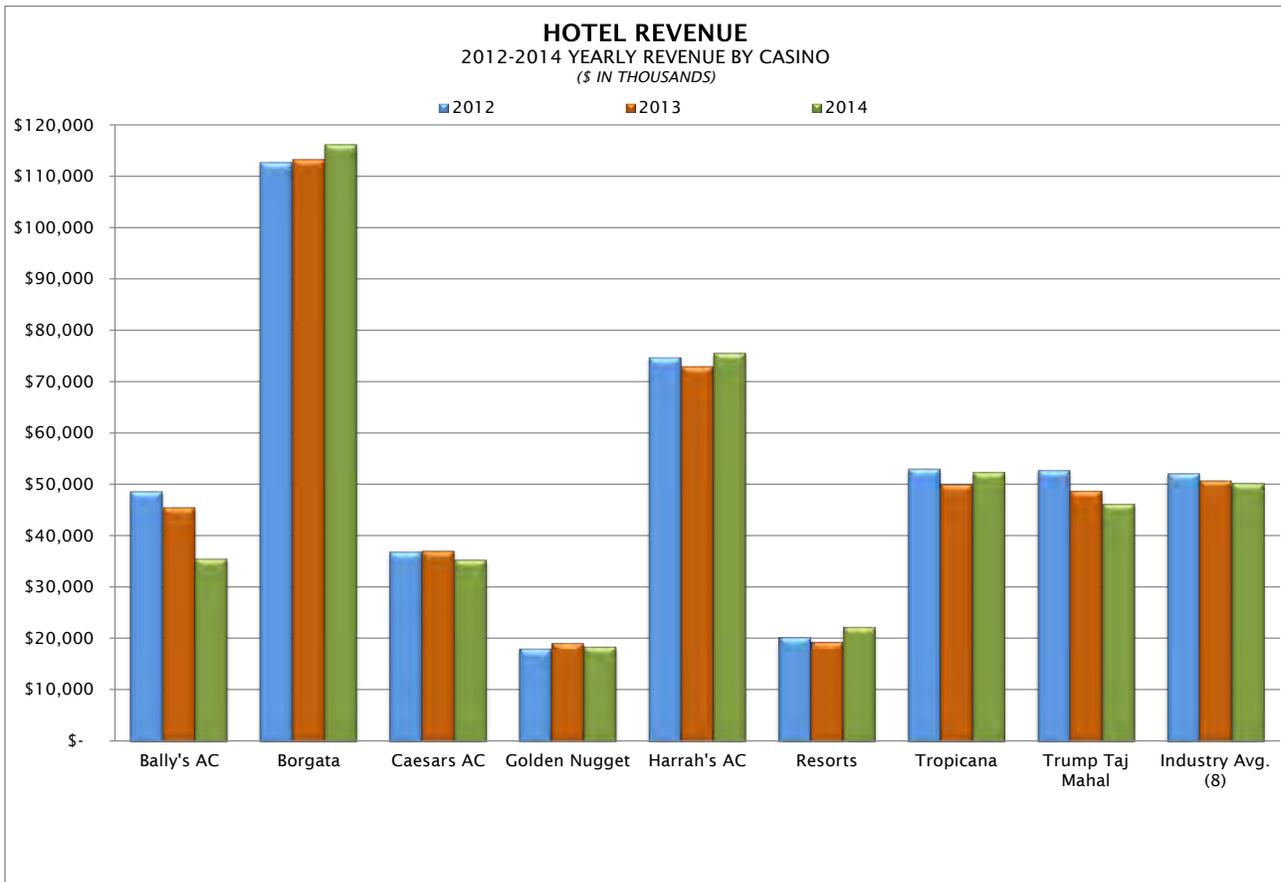
(a) Number of guest rooms at end of year.

Source of data: DGE Quarterly Press Releases and Statistical Summaries.

In CY 2014, hotel occupancy rate for all casinos was 80.2%, an increase of 2.8% from 2013.

In CY 2014, six out of the eight current operators saw an increase in its hotel occupancy rate from 2013.

In CY 2014, six out of the eight current operators had an average room rate equal to or better than its 2013 average rate.



(\$ in Thousands)	HOTEL REVENUE (a)			HOTEL PROMOTIONAL ALLOWANCES		
	2012	2013	2014	2012	2013	2014
<b>Bally's AC</b>	\$ 48,725	\$ 45,559	\$ 35,609	\$ 25,866	\$ 24,106	\$ 19,256
<b>Borgata</b>	112,709	113,195	116,159	71,251	70,792	70,660
<b>Caesars AC</b>	37,002	37,111	35,415	20,185	19,427	19,367
<b>Golden Nugget</b>	18,100	19,170	18,495	9,243	8,927	11,981
<b>Harrah's AC</b>	74,771	72,985	75,599	41,356	37,755	39,943
<b>Resorts</b>	20,336	19,422	22,330	10,959	10,331	10,844
<b>Tropicana</b>	53,089	50,050	52,426	18,757	15,957	16,396
<b>Trump Taj Mahal</b>	52,808	48,780	46,264	31,206	28,681	27,800
<b>Total for Current Operators</b>	\$ 417,540	\$ 406,272	\$ 402,297	\$ 228,823	\$ 215,976	\$ 216,247
<b>Industry Avg. (8)</b>	52,193	50,784	50,287	28,603	26,997	27,031
<b>Discontinued Operators (b)</b>	101,870	111,571	69,809	46,976	55,403	27,494
<b>Industry Totals</b>	\$ 519,410	\$ 517,843	\$ 472,106	\$ 275,799	\$ 271,379	\$ 243,741

Yellow shading indicates an increase in revenue from 2013.

(a) Prior revenue figures may have been updated from last year's report due to amendments. The analysis on this page ignores the impact of hotel comps on other revenue sources.

(b) Excludes Atlantic Club for 2014.

Source of data: DGE Quarterly Press Releases and Statistical Summaries and Forms DGE -210 and DGE-245 as of 04/29/15.

## NUMBER OF OCCUPIED ROOM NIGHTS FOR ATLANTIC CITY CASINOS FOR THE TWO YEARS ENDED DECEMBER 31, 2014 AND 2013

Casino	2014	2013	Difference	% Difference
Bally's AC*	397,609	502,562	(104,953)	-20.9%
Borgata	869,978	862,328	7,650	0.9%
Caesars AC	365,636	375,896	(10,260)	-2.7%
Golden Nugget	220,478	210,924	9,554	4.5%
Harrah's AC	780,834	765,235	15,599	2.0%
Resorts	275,703	251,564	24,139	9.6%
Tropicana	570,537	547,835	22,702	4.1%
Trump Taj Mahal	509,111	548,239	(39,128)	-7.1%
<b>Industry Totals (8)</b>	<b>3,989,886</b>	<b>4,064,583</b>	<b>(74,697)</b>	<b>-1.8%</b>

indicates an increase in occupied room nights from 2013.

\* Claridge sold in February 2014.

Source of data: DGE Quarterly Press Releases and Statistical Summaries.

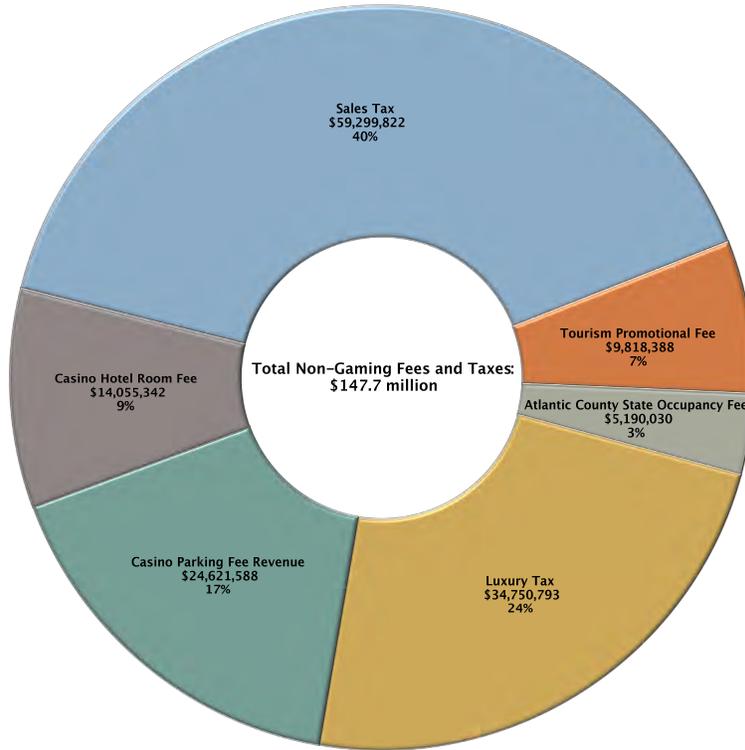
### ATLANTIC CITY CASINO INDUSTRY – INCLUDES CLOSED CASINOS NUMBER OF OCCUPIED ROOM NIGHTS BY QUARTER 2012 THROUGH 2014



(a) Atlantic Club closed to the public on January 13, 2014. In September 2014, the number of casinos was reduced to 8 from 11, as Revel, Showboat, and Trump Plaza closed to the public.

Source of data: Quarterly Press Releases and Statistical Summaries by the DGE.

**ATLANTIC CITY/COUNTY  
2014 SELECTED NON-GAMING FEES AND TAXES**

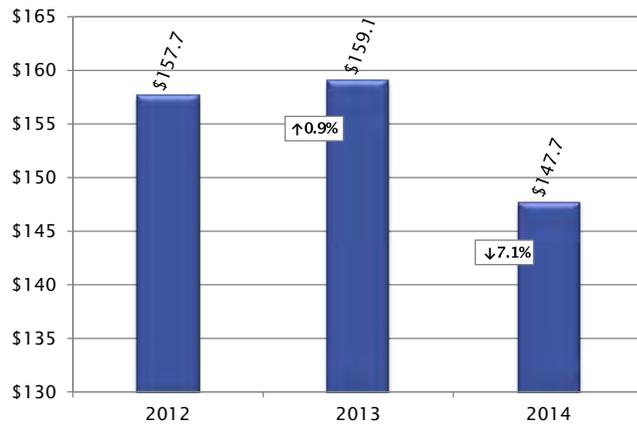


Note: See next few pages for a detailed description of each fee and tax.

Source of data: State of New Jersey Department of the Treasury, Division of Taxation and DGE 4th Quarter Press Release.

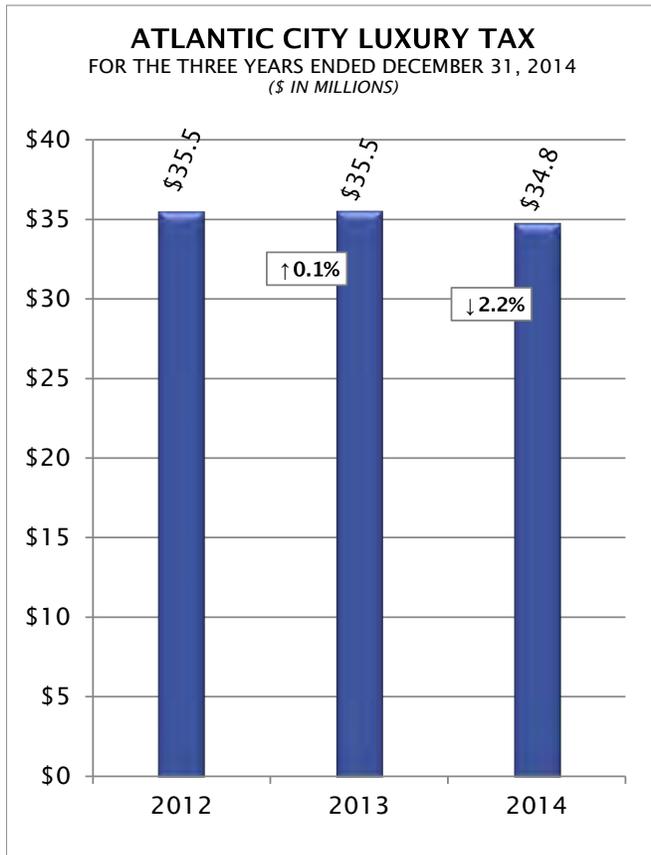
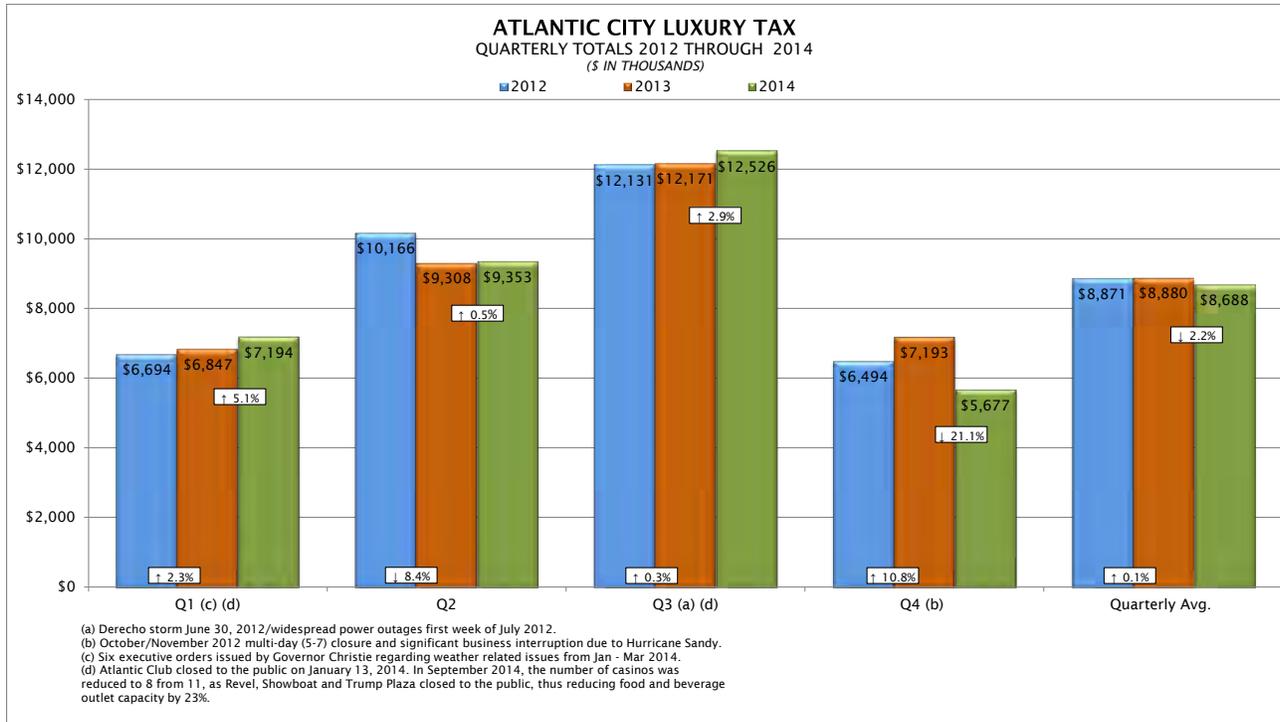


**ATLANTIC CITY/COUNTY  
SELECTED NON-GAMING  
FEES AND TAXES (a)  
FOR THE THREE YEARS ENDED DECEMBER 31, 2014  
(\$ IN MILLIONS)**



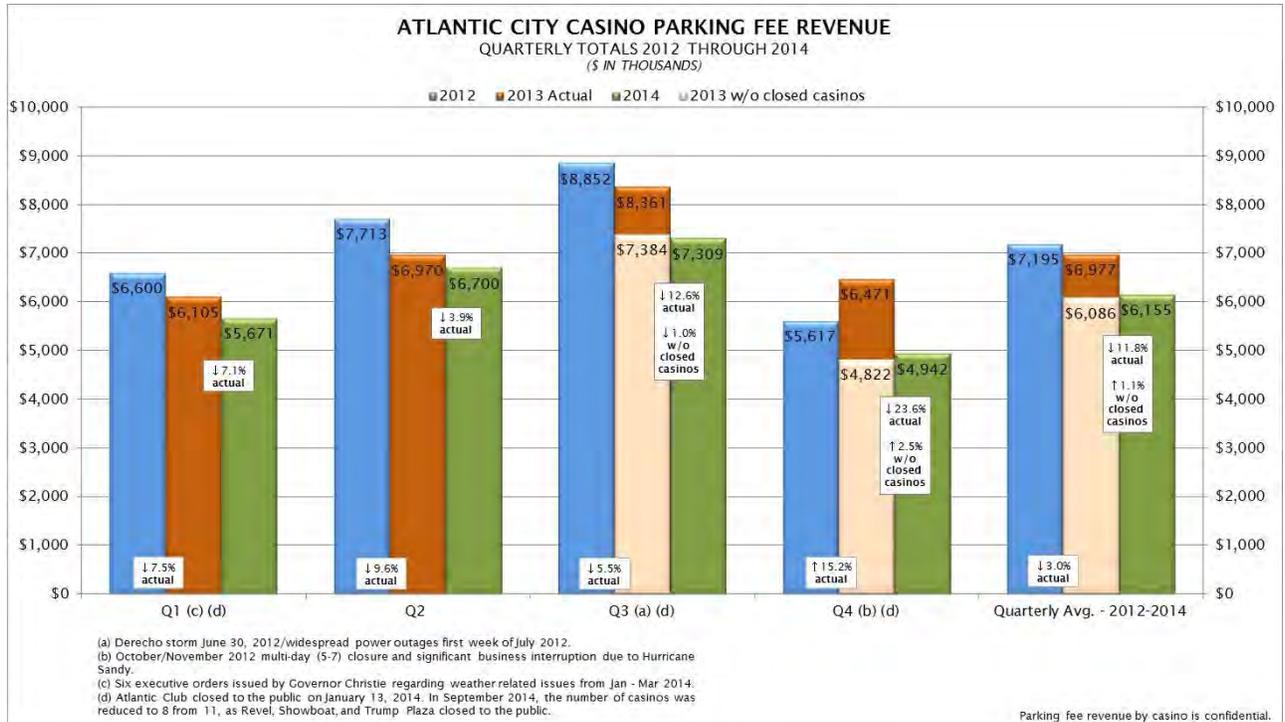
(a) Total Non-gaming Fees and Taxes includes: Sales Tax, Tourism Promotional Fee, Atlantic County State Occupancy Fee, Luxury Tax, Casino Parking Fee and Casino Hotel Room Fee revenues.

Source of data: State of New Jersey Department of the Treasury, Division of Taxation and DGE 4th Quarter Press Releases.



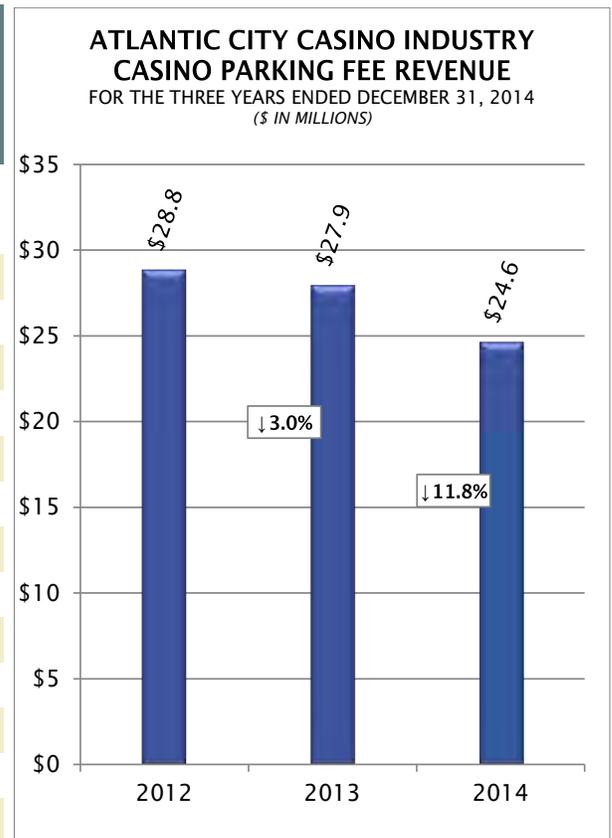
The Atlantic City Luxury Tax is 3% of the cost of alcoholic beverages and 9% of the cost of all other taxable sales (i.e. cover and entertainment charges, room rentals, rentals of beach chairs, cabanas, rolling chairs and tickets of admission within Atlantic City). The maximum combined Atlantic City Luxury Tax rate and New Jersey State Sales Tax rate (excluding the State Occupancy Fee) may not exceed 13%. The State Sales Tax rate is reduced to the extent that the Luxury Tax exceeds 7%.

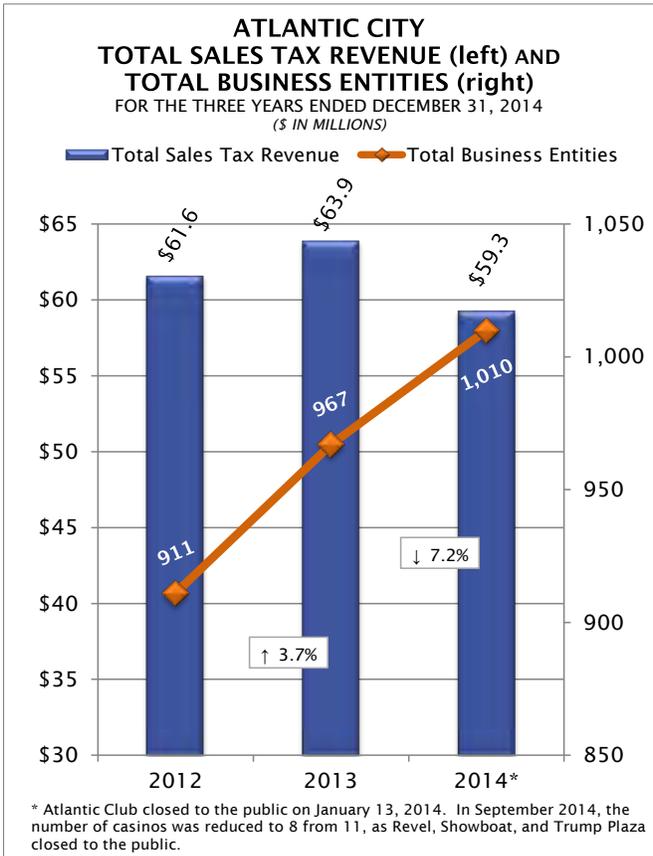
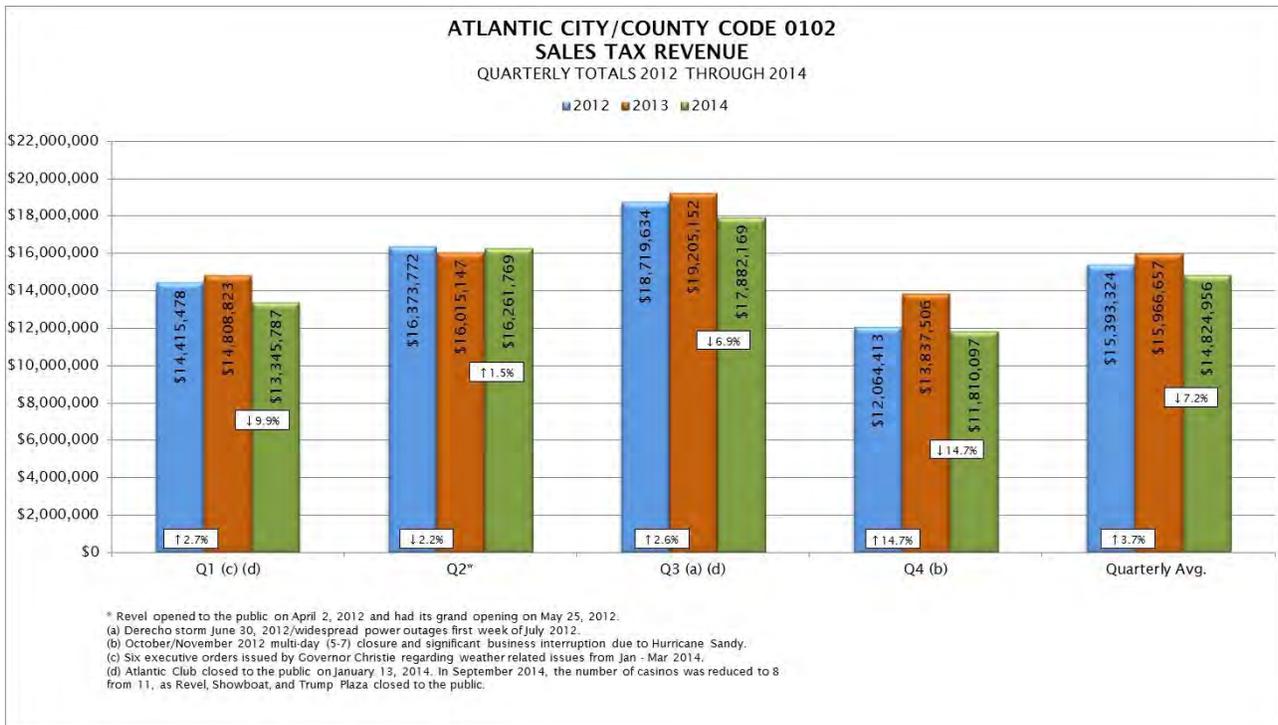
Source of data: State of New Jersey Department of the Treasury.



### ATLANTIC CITY CASINO INDUSTRY CASINO PARKING FEE REVENUE FOR THE YEARS ENDED DECEMBER 31, 2014 (\$ IN THOUSANDS)

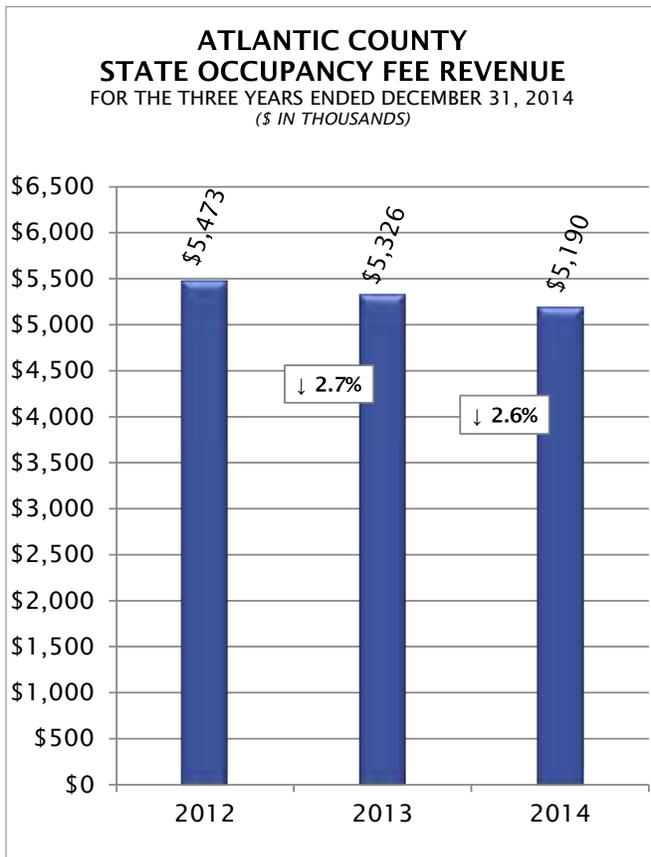
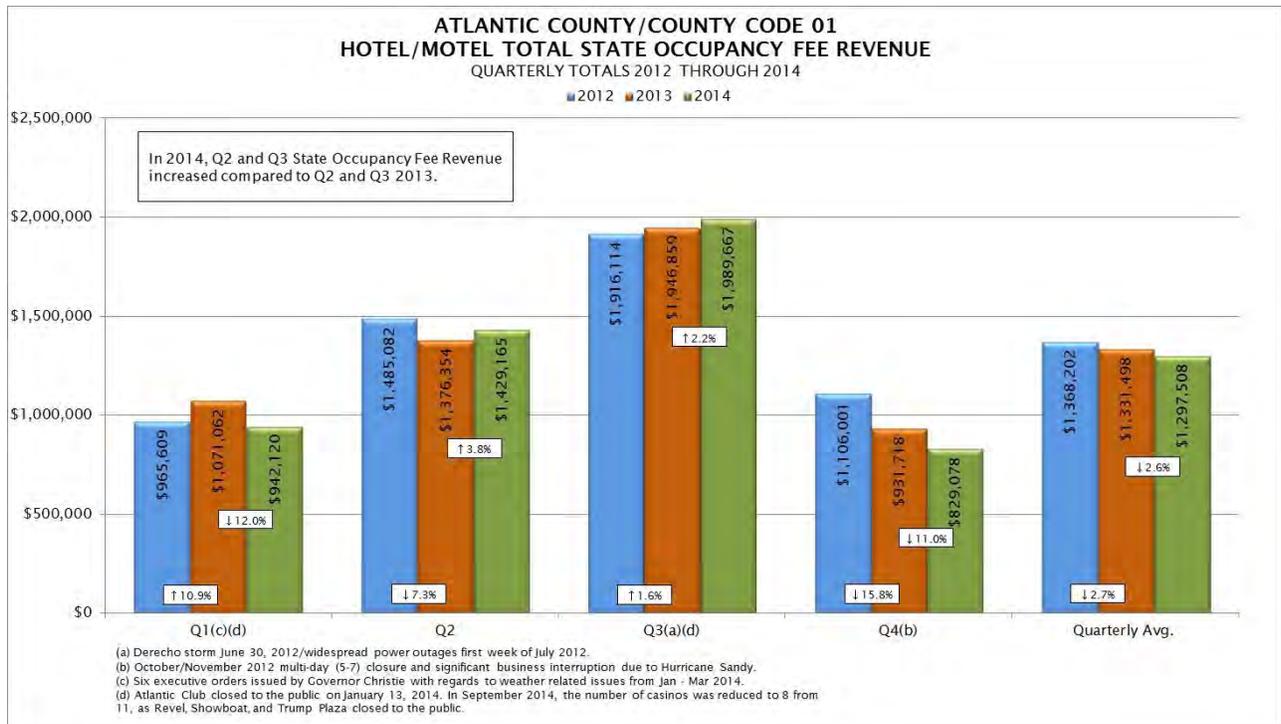
	2014	2013	Growth (Decline)	
			\$	%
January	\$ 1,773	\$ 1,937	(164)	(8.5)
February	1,802	1,864	(62)	(3.3)
March	2,096	2,303	(207)	(9.0)
April	2,052	2,129	(77)	(3.6)
May	2,358	2,334	24	1.0
June	2,290	2,507	(217)	(8.7)
July	2,643	2,906	(263)	(9.0)
August	2,796	3,033	(237)	(7.8)
September	1,870	2,422	(552)	(22.8)
October	1,733	2,147	(414)	(19.3)
November	1,654	2,238	(584)	(26.1)
December	1,555	2,087	(532)	(25.5)
<b>Total</b>	<b>\$24,622</b>	<b>\$27,907</b>	<b>(3,285)</b>	<b>(11.8)</b>





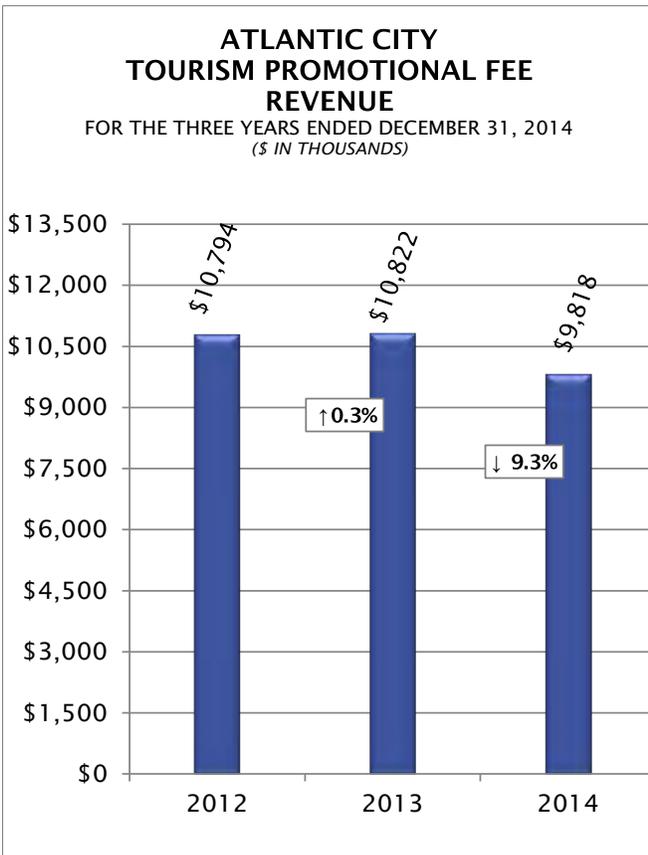
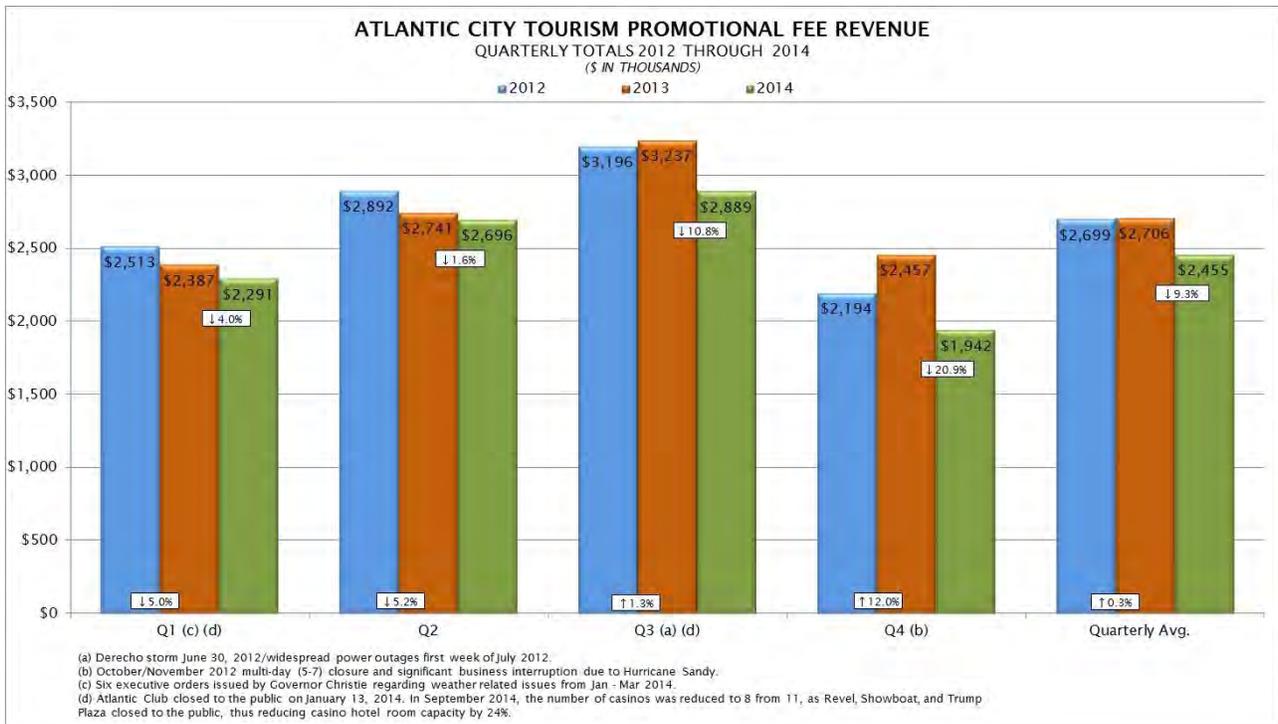
Sales Tax revenue does not typically include business entities that have Atlantic City locations but are primarily based outside of Atlantic City. Total number of business entities represents Atlantic City-based business entities active at any time during the year. Subject to change.

Source of data: State of New Jersey Department of the Treasury, Division of Taxation.



The State Occupancy Fee in Atlantic City is 1%. Atlantic City is prohibited from enacting Municipal Occupancy Tax as it imposes other local taxes (luxury and tourism promotional taxes). The general State Occupancy Fee rate is 5% and the Municipal Occupancy Tax is less than or equal to 3%. The State Occupancy Fee is imposed on room rentals that are currently subject to New Jersey Sales Tax and is in addition to the Sales Tax.

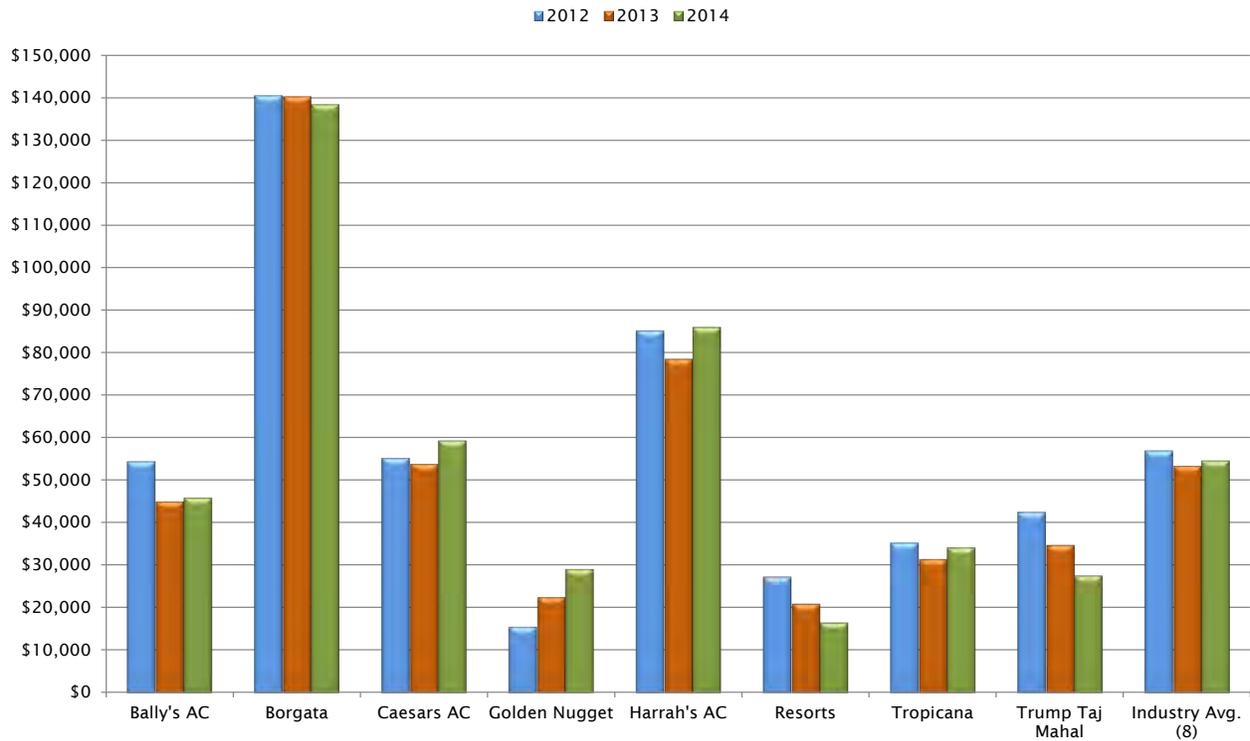
Source of data: State of New Jersey Department of the Treasury, Division of Taxation - Hotel/Motel Information County Totals Reports 2012 -2014.



The Atlantic City Tourism Promotional Fee is \$1 or \$2 per occupied hotel/motel room in Atlantic City as reported to the Division of Taxation. Proceeds are appropriated to a special fund held by the convention center operating authority exclusively for the purpose of promoting tourism, conventions, resorts and casino gaming.

Source of data: State of New Jersey Department of the Treasury.

**FOOD AND BEVERAGE REVENUE (a)**  
2012-2014 YEARLY REVENUE BY CASINO  
(\$ IN THOUSANDS)



(a) Figures do not include Third Party Business Sales.

(\$ in Thousands)	FOOD AND BEVERAGE REVENUE (a)			FOOD AND BEVERAGE PROMOTIONAL ALLOWANCES		
	2012	2013	2014 (a)	2012	2013	2014
Bally's AC	\$ 54,435	\$ 45,046	\$ 45,927	\$ 32,970	\$ 25,302	\$ 25,472
Borgata	140,391	140,292	138,396	53,118	51,791	51,804
Caesars AC	55,211	53,869	59,364	38,613	36,001	42,904
Golden Nugget	15,569	22,557	29,141	7,415	9,992	12,572
Harrah's AC	85,160	78,563	86,063	44,608	39,461	47,602
Resorts	27,361	20,994	16,593	18,119	13,306	10,636
Tropicana	35,313	31,474	34,238	21,003	17,119	19,780
Trump Taj Mahal	42,581	34,799	27,649	23,690	18,942	15,697
<b>Total for Current Operators</b>	<b>456,021</b>	<b>427,594</b>	<b>437,371</b>	<b>239,536</b>	<b>211,914</b>	<b>226,467</b>
<b>Industry Avg. (8)</b>	<b>57,003</b>	<b>53,449</b>	<b>54,671</b>	<b>29,942</b>	<b>26,489</b>	<b>28,308</b>
<b>Discontinued Operators (b)</b>	<b>94,482</b>	<b>94,831</b>	<b>47,839</b>	<b>55,390</b>	<b>54,407</b>	<b>24,779</b>
<b>Industry Totals</b>	<b>\$ 550,503</b>	<b>\$ 522,425</b>	<b>\$ 485,210</b>	<b>\$ 294,926</b>	<b>\$ 266,321</b>	<b>\$ 251,246</b>

■ indicates an increase in revenue from 2013.

(a) Prior revenue figures may have been updated from last year's report due to amendments. The analysis on this page ignores the impact of food and beverage comps on other revenue sources.

(b) Promotional Allowances for Atlantic Club for 2014 not categorized, and therefore, not included.

Source of data: DGE Quarterly Press Releases and Statistical Summaries and Forms DGE -210 and DGE-245 as of 04/29/15.

For CY 2014, 155 (or 51%) of the 302 total food & beverage and retail outlets were owned by the current licensees and 147 (or 49%) were leased by outside operators. Of the 302 total outlets, 200 are food & beverage outlets with 108 owned and 92 leased.

NON-GAMING TOTAL REVENUE (a)				
FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2014 AND 2013				
Type of Revenue (\$ In Thousands)	2014 (b)	2013	\$ Change	% Change
Rooms	\$ 402,297	\$ 406,272	\$ (3,975)	-1.0%
Food and Beverage (c)	437,371	427,594	9,777	2.3%
Entertainment and Other	153,746	148,418	5,328	3.6%
<b>Total Non-Gaming Revenue (8 Casinos)</b>	<b>\$ 993,414</b>	<b>\$ 982,284</b>	<b>\$ 11,130</b>	<b>1.1%</b>
Non-Gaming Revenue Discontinued Operators	144,590	247,129	(102,539)	(e)
<b>Total Non-Gaming Revenue (all Licensees)</b>	<b>\$ 1,138,004</b>	<b>\$ 1,229,413</b>	<b>\$ (91,409)</b>	<b>-7.4%</b>
<b>Total Third Party Business Sales (8 Casinos) (d)</b>	<b>\$ 202,796</b>	<b>\$ 195,173</b>	<b>\$ 7,623</b>	<b>3.9%</b>
Third Party Business Sales Discontinued Operators	62,930	95,503	(32,573)	(e)
<b>Total Third Party Business Sales (all Licensees)</b>	<b>\$ 265,726</b>	<b>\$ 290,676</b>	<b>\$ (24,950)</b>	<b>-8.6%</b>

(a) Not adjusted for promotional allowances. Current year revenue figures are unaudited. Prior revenue figures may have been updated from last year's report due to amendments.

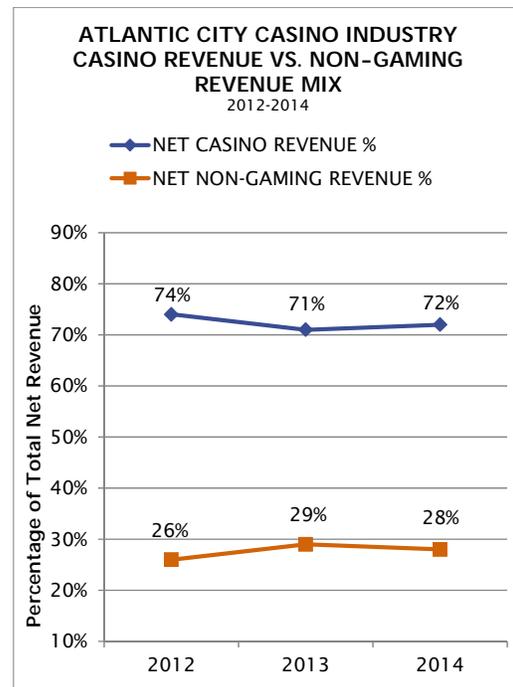
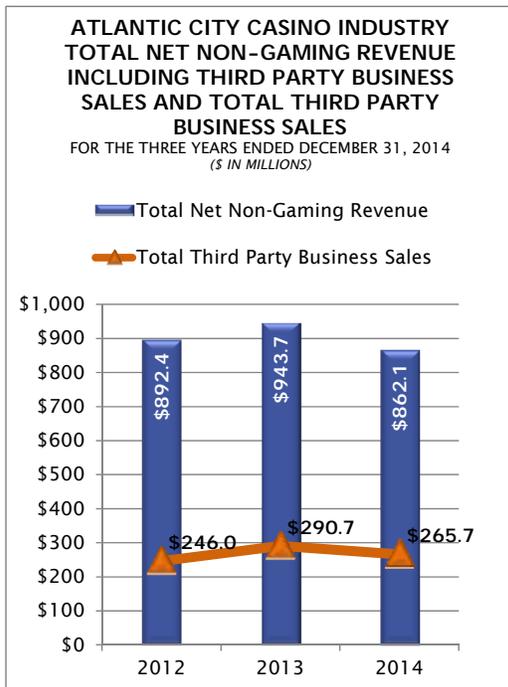
(b) Atlantic Club closed to the public on January 13, 2014. In September 2014, the number of casinos was reduced to 8 from 11, as Revel, Showboat, and Trump Plaza closed to the public.

(c) Food & Beverage Revenue for casino owned outlets only.

(d) Third Party Business Sales include food, beverage, retail, entertainment, and hospitality related items.

(e) Not comparable since figures for each year do not include the same number of months.

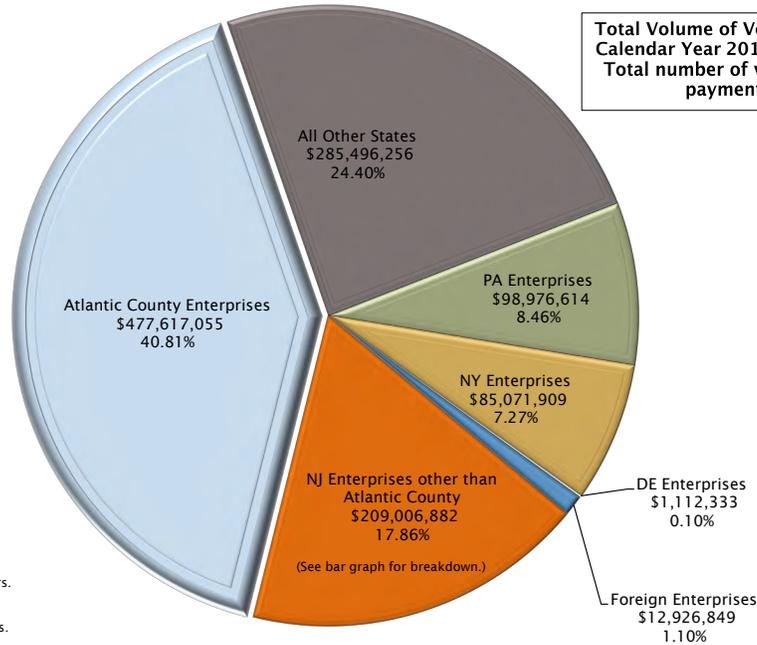
Source of data: DGE Quarterly Press Releases and Statistical Summaries of Income.



Note: Casino Revenue excludes promotional allowances and starting in 2013 also includes Internet gaming revenue. Total Non-Gaming Revenue is shown net of promotional allowances and includes Third Party Business Sales. Third Party Business Sales includes food, beverage, retail, entertainment and hospitality related sales from casino leased food & beverage and retail outlets. Prior revenue figures may have been updated from last year's report due to amendments.

### ATLANTIC CITY CASINO INDUSTRY TOTAL DOLLAR VOLUME OF VENDOR BUSINESS\* FOR THE YEAR ENDED DECEMBER 31, 2014

- Atlantic County Enterprises
- All Other States
- PA Enterprises
- NY Enterprises
- DE Enterprises
- Foreign Enterprises
- NJ Enterprises other than Atlantic County



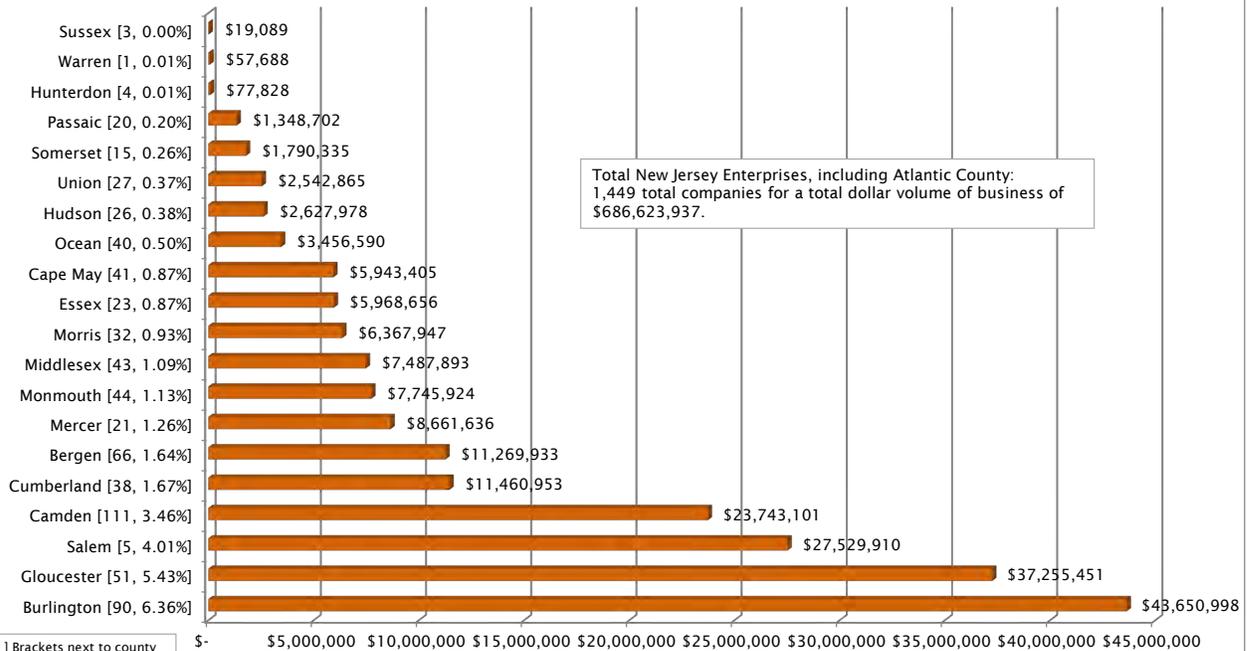
**Total Volume of Vendor Business for Calendar Year 2014: \$1,170,207,898**  
**Total number of vendors receiving payments: 3,677**

\*Dollar Volume of Business represents only those monies paid by casino licensees for goods and services including disbursements to subcontractors. This figure does not include such payments as governmental taxes, fines and fees, charitable contributions, guest losses, and court garnishments.

Numbers reflect the states in which offices serving hotel/casinos are located and may not be the states in which the enterprises are incorporated or have a home office.

Source of data: DGE Annual Employee & Vendor Statistics - Total Vendor Volume of Business Report.

### NEW JERSEY ENTERPRISES OTHER THAN ATLANTIC COUNTY TOTAL VOLUME OF VENDOR BUSINESS FOR THE YEAR ENDED DECEMBER 31, 2014



**Total New Jersey Enterprises, including Atlantic County:**  
**1,449 total companies for a total dollar volume of business of \$686,623,937.**

[ ] Brackets next to county indicate total companies contributing and percent of total \$ business.

Source of data: DGE Annual Employee & Vendor Statistics - Total Vendor Volume of Business Report.

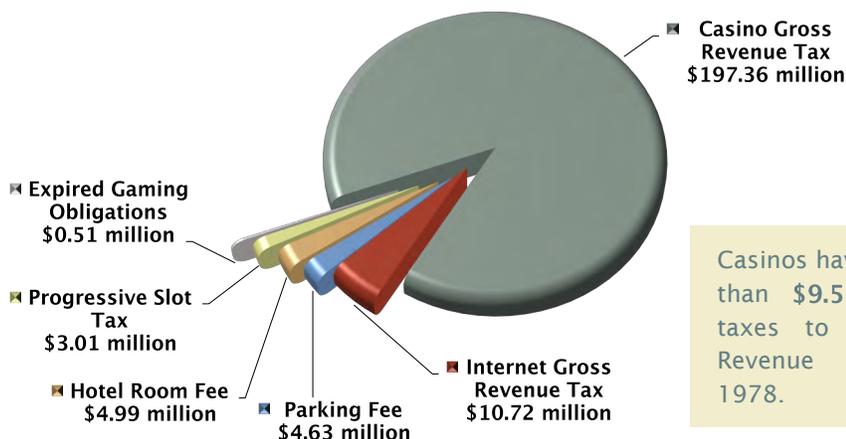
## CASINO REVENUE FUND FOR THE FISCAL YEAR ENDED JUNE 30, 2014

New Jersey casinos pay the state 15 percent tax on Internet gross revenues and 8 percent tax on casino gross revenues appropriated to the Casino Revenue Fund for the benefit of the aged and disabled citizens of the State of New Jersey. Gross gaming revenue is the amount won from gamblers after all payouts have been made.

Funding is generated through two casino related taxes and five casino related fees. The largest revenue source is the gross revenue tax which is 15 percent on Internet gross revenue and 8 percent on casino gross revenue and can only be spent on programs that benefit New Jersey State seniors and people with disabilities. The responsibility for administering these taxes and fees resides with the Division of Gaming Enforcement, Division of Taxation, and the Casino Control Commission.

- Gross Revenue Tax includes audit assessments, penalties, interest, and other adjustments.
- Casino Parking Fee: Casinos remit a fee of \$3.00 per day for each occupied casino parking space. In FY 14, \$0.50 of the parking fee revenue was allocated to the Casino Revenue Fund and \$2.50 was allocated to the Casino Reinvestment Development Authority (CRDA) for statutorily restricted projects.
- Casino Room Fee: Casinos remit \$3.00 per day for each hotel room occupied by a guest. In FY 14, \$1.00 was allocated to the CRDA and \$2.00 was allocated to the Casino Revenue Fund.
- Multi-Casino Progressive Slot Tax: An 8 percent tax on casino service industry enterprise multi-casino progressive slot revenue.
- Expired Obligations: Casinos are required to remit a percentage of each expiring gaming obligation.
- Forfeited Winnings: Winnings of underage gamblers or excluded persons are subject to forfeiture. Forfeitures under \$100,000 are split equally between Casino Revenue Fund and compulsive gambling programs. For forfeitures over \$100,000, compulsive gambling programs receive \$50,000 and the balance is allocated to the Casino Revenue Fund. For FY 14, no forfeited winnings went to the Casino Revenue Fund.
- Fines: The first \$600,000 of fines imposed on casinos in a fiscal year is allocated to the General Fund for compulsive gambling programs. Any amount over \$600,000 is allocated to the Casino Revenue Fund. For FY 14, no fines went to the Casino Revenue Fund.

**Total Taxes Deposited Into Casino Revenue Fund for FY 2014**  
**\$221.2 million**



Casinos have paid more than **\$9.5 billion** in taxes to the Casino Revenue Fund since 1978.

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# INDEPENDENT AUDITOR'S REPORT

**NEW JERSEY**  
**COMPREHENSIVE.**  
**ANNUAL.**  
**FINANCIAL.**  
**REPORT.**



FOR THE FISCAL YEAR ENDED  
JUNE 30, 2014

**Chris Christie**, Governor  
**Kim Guadagno**, Lt. Governor

**Is available at:**

<http://www.state.nj.us/treasury/omb/publications/14cafr/pdf/fullcafr2014.pdf>

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Chris Christie  
Governor

New Jersey  
Casino  
Control Commission

Matthew B. Levinson  
Chairman/CEO

Sharon Anne Harrington  
Vice Chair

Alisa Beth Cooper  
Commissioner



If you or anyone you know has a gambling problem, call  
1-800-GAMBLER