

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

BEFORE THE MISSOURI GAMING COMMISSION
3417 KNIPP DRIVE
JEFFERSON CITY, MISSOURI 65109

TRANSCRIPT OF HEARING

June 25, 2025

9:30 A.M.

JAN ZIMMERMAN, Commission Chairman
DAVID W. HANE, Commission Vice Chairman
PAT CONWAY, Commissioner (via telephone)
KEVIN SPAULDING, Commissioner
MIKE LEARA, Executive Director

P R O C E E D I N G S

1
2 CHAIRMAN ZIMMERMAN: Good morning and welcome,
3 everyone, to the June meeting of the Missouri Gaming
4 Commission. I'll now call the June 25, 2025, Missouri Gaming
5 Commission meeting to order. Angie, would you call the roll?

6 MS. FRANKS: Chairman Zimmerman?

7 CHAIRMAN ZIMMERMAN: Present.

8 MS. FRANKS: Vice Chairman Hane. I'm going to call you
9 Commissioner Hane. Commissioner Hane?

10 COMMISSIONER HANE: You can call me Dave. Present.

11 MS. FRANKS: Commissioner Conway?

12 COMMISSIONER CONWAY: Present.

13 MS. FRANKS: Commissioner Spaulding?

14 COMMISSIONER SPAULDING: Present.

15 CHAIRMAN ZIMMERMAN: All right, we have a quorum, so
16 let's get started.

17 We'll start this morning with Team Member Recognition.
18 I think Terri Hutchison, Assistant Director of Enforcement,
19 will be making the presentation this morning.

20 MS. HUTCHISON: Thank you. I kind of wrote something
21 down just so I wouldn't forget to say what I want to say about
22 this recognition of a very special employee. Today we're
23 celebrating a special milestone, the retirement of Pat O'Dell.
24 It's both an honor and bittersweet to stand here and recognize
25 the end of an era and the beginning of a well-deserved new

1 chapter.

2 He's been with us a little over 11 years, and he's come
3 very close to a lot of us. You're not just an employee,
4 you're a friend, you're a mentor and just an excellent person.

5 I got to let everybody know he demonstrated a level of
6 excellence and integrity that set the standard for all of us.
7 His impact can be seen not only in his work he's done, but in
8 the way he's done it with professionalism, kindness, and a
9 commitment to doing things the right way.

10 So I got to know Pat, and one of the things when he
11 first started, his supervisor trained him well, meaning she
12 just threw him in, didn't help him train, and he was about the
13 only full-time person because we had retired IRS agents
14 working. He would go to an IRS agent and ask them a question,
15 and they didn't know the answer. And he thought how could
16 they not know the answer? And he said that he had to dig in
17 and find the answer himself. Later to come find out, the IRS
18 agents were told, Do not give him an answer, I want him to
19 figure it out, is what his supervisor said.

20 So luckily he had some knowledge and knew what to do
21 and was able to dig in and get it right, so he learned the
22 hard way, but he got it done. So it was great to talk to you
23 and know that that was part of your learning experience.

24 So as we stand here, Pat O'Dell, you're going into
25 retirement, and I hope it's filled with all kinds of joy and

1 you get to do what you want to do and enjoy not having to get
2 up to work, get up and work early in the morning and think, Oh
3 my gosh, what now.

4 So on behalf of the entire Gaming Commission, we'd like
5 to thank you, Pat O'Dell, for everything you've done and all
6 the work you've done, and we hope you really enjoy this next
7 chapter in your life.

8 [ROUND OF APPLAUSE]

9 CHAIRMAN ZIMMERMAN: Congratulations, Pat, for your
10 incredible years of service to the MGC and to the citizens of
11 the State of Missouri.

12 Okay, the first item this morning is the Adoption of
13 the Agenda. I move that we adopt today's agenda. Is there a
14 second?

15 COMMISSIONER HANE: Second.

16 CHAIRMAN ZIMMERMAN: Any discussion? Seeing none,
17 Angie, would you call the roll?

18 MS. FRANKS: Chairman Zimmerman?

19 CHAIRMAN ZIMMERMAN: Approved.

20 MS. FRANKS: Commissioner Hane?

21 COMMISSIONER HANE: Approved.

22 MS. FRANKS: Commissioner Conway?

23 COMMISSIONER CONWAY: Approved.

24 MS. FRANKS: Commissioner Spaulding?

25 COMMISSIONER SPAULDING: Approved.

1 MS. FRANKS: By your vote, you've adopted the agenda.

2 CHAIRMAN ZIMMERMAN: The next item of business is
3 Consideration of the Minutes from the May meetings. I move to
4 approve the minutes of the May 13 meeting. Is there a second?

5 COMMISSIONER SPAULDING: Second.

6 CHAIRMAN ZIMMERMAN: Any discussion? Seeing none,
7 Angie, would you call the roll?

8 MS. FRANKS: Chairman Zimmerman?

9 CHAIRMAN ZIMMERMAN: Approved.

10 MS. FRANKS: Commissioner Hane?

11 COMMISSIONER HANE: Approved.

12 MS. FRANKS: Commissioner Conway?

13 COMMISSIONER CONWAY: Approved.

14 MS. FRANKS: Commissioner Spaulding?

15 COMMISSIONER SPAULDING: Approved.

16 MS. FRANKS: By your vote, you've adopted the minutes
17 of the May 13, 2025 meeting.

18 CHAIRMAN ZIMMERMAN: The next item of business is
19 Consideration of the Minutes from the May 27 and 28 meetings.
20 Since I was absent, I will abstain from the vote and ask for a
21 motion to approve the minutes of the May 27 and 28 meetings.

22 COMMISSIONER HANE: So moved.

23 CHAIRMAN ZIMMERMAN: Is there a second?

24 COMMISSIONER SPAULDING: Second.

25 CHAIRMAN ZIMMERMAN: Any discussion? Seeing none,

1 Angie, would you call the roll?

2 MS. FRANKS: Chairman Zimmerman?

3 CHAIRMAN ZIMMERMAN: Approved.

4 MS. FRANKS: Abstained?

5 CHAIRMAN ZIMMERMAN: Abstained.

6 MS. FRANKS: Commissioner Hane?

7 COMMISSIONER HANE: Approved.

8 MS. FRANKS: Commissioner Conway?

9 COMMISSIONER CONWAY: Approved.

10 MS. FRANKS: Commissioner Spaulding?

11 COMMISSIONER SPAULDING: Approved.

12 MS. FRANKS: By your vote, you've adopted the May 27
13 and 28, 2025 meetings.

14 CHAIRMAN ZIMMERMAN: Next we have Consideration of
15 Hearing Officer Recommendation for Joseph Mahfood. Mr.
16 Snider, you have the floor.

17 HEARING OFFICER SNIDER: Thank you again. Mr. Mahfood
18 is here on his second request for removal from the exclusion
19 list. I've presented you with Findings of Facts and
20 Conclusions of Law recommending that he be removed from the
21 list.

22 I'm an attorney and so I look for a precedent, I look
23 for some method to determine -- to be consistent in
24 determining when people should be removed from the list, and
25 we saw some precedent in a case called Bonnie Sue Lawson; and

1 in my findings, you'll see that we analyzed that in comparison
2 to Mr. Mahfood as part of that recommendation.

3 So again, my recommendation would be for you to approve
4 his removal from the exclusionary list.

5 CHAIRMAN ZIMMERMAN: I believe we'll --

6 DIRECTOR LEARA: Questions?

7 CHAIRMAN ZIMMERMAN: Yeah, are there any questions for
8 Mr. Snider? I believe we'll hear from Tom Venneman. Thank
9 you, Mr. Snider.

10 HEARING OFFICER SNIDER: Thank you.

11 MR. VENNEMAN: Good morning, Commissioners. Tom
12 Venneman, Deputy General Counsel for the Missouri Gaming
13 Commission.

14 On August 27, 2019, Joseph Mahfood pled guilty to the
15 felonies of conducting an illegal gambling business,
16 transportation of aide in a racketeering enterprise, two
17 counts of laundering of money instruments, and filing a
18 fraudulent tax return.

19 Not only did Mr. Mahfood plead guilty to an extensive
20 list of associated felonies, but he pled guilty to a felony
21 that was directly involving illegal gambling.

22 It is the duty of the Commission to maintain a well-
23 regulated gaming industry in the State of Missouri, and to
24 accomplish this, the Commission has been given the authority
25 to exclude individuals who have been convicted of felonies

1 involving crimes of moral turpitude or crimes involving
2 gaming.

3 Further, the Commission has been given the authority to
4 prohibit licensees and their employees from associating with
5 people of notorious and unsavory reputation. We believe that
6 allowing Mr. Mahfood to participate in this industry would
7 accomplish exactly the opposite of the responsibility we are
8 charged with and thus the Commission is obligated to exclude
9 him indefinitely.

10 Because the Commission has the authority and the duty
11 to ensure public confidence and trust in gaming, and in the
12 interest of the citizens of the State of Missouri and the
13 gaming industry therein, we ask that the hearing officer's
14 recommendation be rejected and Joseph Mahfood's request to be
15 removed from the Missouri Gaming Commission's involuntary
16 exclusion list be denied. Thank you.

17 CHAIRMAN ZIMMERMAN: Are there any questions for
18 Mr. Venneman? I would only say -- and I wasn't here obviously
19 last month -- that in your report, Mr. Venneman, you discuss
20 the difference between embezzling money and using it to gamble
21 being materially different from running an illegal gambling
22 operation, laundering money, and racketeering. I agree with
23 your opinion.

24 MR. VENNEMAN: Thank you. In -- I in no way am making
25 excuses for either behavior as being any better or worse; we

1 just believe that when a crime is directly involving gambling,
2 it is affecting the industry within the State of Missouri.

3 CHAIRMAN ZIMMERMAN: Thank you. Any other questions
4 for Mr. Venneman? Seeing none, thank you.

5 I move to approve Resolution 25 -- I'm sorry?

6 MS. EVANS: Chairman, Mr. Mahfood's attorney is
7 present, and Mr. Mahfood's attorney would like to make
8 statements.

9 CHAIRMAN ZIMMERMAN: Absolutely. I apologize. I
10 didn't realize you were here.

11 MR. ANDRES: Good morning, my name's Jonathan Andres.
12 I am counsel for Mr. Mahfood, and I'm here today to present
13 statements and arguments in support of the hearing officer's
14 recommendation and final order.

15 Before I begin, I just want to point out that I'm
16 joined here today by Mr. Mahfood, who is sitting in the front
17 row in the black shirt sitting next to me where I was seated
18 minutes ago.

19 As the hearing officer pointed out, this is
20 Mr. Mahfood's second request to have his name removed from the
21 exclusionary list. The first attempt or the first appearance
22 before this Commission resulted in a finding that Mr. Mahfood
23 had accepted responsibility, had met his obligations under the
24 sentence of probation, of restitution and community service.

25 And I want to begin by pointing out something that the

1 Commission admonished Mr. Mahfood about that I think is
2 relevant here today. The reason given for not removing him
3 from the exclusionary list was because it had only been 20
4 months since he had entered his guilty plea, but the
5 Commission added something else that I think is important.

6 It said, "Mr. Mahfood" -- and I quote -- "is encouraged
7 to continue to the progress" -- "or to the progress he has
8 made since his crimes" -- let me read that again. I think I
9 maybe misstated.

10 Quote, "Mr. Mahfood is encouraged to continue in the
11 progress he has made since his crimes and to reapply for
12 removal from the exclusion list in the future." There was no
13 time given, but the invitation was certainly extended to
14 appear here again, which we are doing today, and in support of
15 the hearing officer's recommendation that his name be removed
16 from the exclusionary list.

17 I want to point out something or pick up on something
18 that the hearing officer said. He said he looked at the
19 Bonnie Sue Lawson decision and he tried to find some equity or
20 corollary that he could glean from the two to apply in this
21 case.

22 Bonnie Sue Lawson was the public administrator of
23 Buchanan County and stole hundreds of thousands of dollars
24 from the county that she used, she admitted, to go gamble.
25 The sentence that she received was a 37-month prison sentence,

1 which she served completely. She reapplied or moved to
2 reapply twice. I don't know when the first time was, but the
3 second time, which was the successful time, was 14 years after
4 her guilty plea.

5 So it occurs to me that when you look at Mr. Mahfood,
6 who was sentenced not to prison, but to three years'
7 probation -- and I don't mean to minimize his conduct, I mean
8 to emphasize what the Court considered would be an appropriate
9 sentence for his conduct. It was a three-year probation, and
10 you'll find in the record that's before you and supports the
11 hearing officer's finding, he only served 13 months of that
12 probation and was released from probation early because of
13 good conduct, cooperation, and other attributes -- positive
14 attributes that the Court found justified removing him from
15 three years' probation.

16 So now we have a comparison. We have Bonnie Sue Lawson
17 serving 37 months, three years in prison, and we have
18 Mr. Mahfood serving 12 or 13 months of probation. When you
19 look at the time that Bonnie Sue Lawson took to reapply the
20 second time, that's 14 years. Well, for every year she was in
21 prison, that was 4.6 years of waiting to reapply.

22 So I'd submit to you that that is a reasonable standard
23 to consider as this Commission unanimously voted back in 2023
24 to reinstate Bonnie Sue Lawson and remove her name from the
25 list.

1 So how does that transfer to Mr. Mahfood? He was on
2 probation for one year; not in prison, but on probation.
3 Using that 4.6, Mr. Mahfood should apply no sooner, and I'll
4 round it up to five years, after his guilty plea.

5 Well, he's here today, we are here today to seek
6 reinstatement after nine years. His guilty plea was in 2017,
7 and I don't have to do the math, you know what today is, so
8 we're almost at eight and a half, nine years of time,
9 certainly more than the 4.6 or five years that was considered
10 appropriate given the incarceration of Ms. Lawson.

11 I also want to point out something else. It was
12 mentioned by my opponent across the table here that the
13 felonies involved a gambling business. Well, the hearing
14 officer made a very important point in his findings.
15 Mr. Mahfood was a local bookie. He took sports bets. He was
16 not involved in riverboat gambling, he was not involved in
17 gaming operations that you would consider germane to
18 riverboats.

19 Secondly, in November 2024, the voters of this great
20 State of Missouri found it appropriate to legalize sports
21 gambling. If you go back to the Bonnie Sue Lawson case, one
22 of the things that this Commission considered and found
23 persuasive was she was no longer public administrator and the
24 chances of her stealing money and being a recidivist were
25 minimal, if nonexistent.

1 Well, I'll submit to you that another corollary between
2 the Bonnie Sue Lawson decision and what you have heard
3 presented here today involves much the same thing.

4 Mr. Mahfood's desire to be a sports bookie has evaporated by
5 virtue of what the voters did in November of 2024. If there's
6 any temptation to bet on sports, people are going to walk
7 right down the street to the local authorized gaming facility.

8 Now, I know that it's been in the news recently and
9 it's not legally up and running currently, but that's a matter
10 of time; and I think that's something that is a red herring in
11 terms of my argument that the recidivist potential here is
12 again like the Bonnie Sue Lawson situation, minimal to
13 nonexistent.

14 So there was not -- the safety issue here, there's no
15 safety issue that Mr. Mahfood is going to be involved in a
16 gambling activity of a gaming boat facility type operation;
17 and to the extent he has an interest in sports betting, well,
18 he now has an opportunity to do that legally here in the State
19 of Missouri.

20 So I would just close by saying that I think the
21 hearing officer did a terrific job analyzing the situation, I
22 think his conclusion was correct. I think his corollary that
23 he drew between the Bonnie Sue Lawson decision and the present
24 decision was well reasoned and I think provides this
25 Commission ample basis to reinstate or remove Mr. Mahfood's

1 name from the exclusionary list.

2 And so for all of those reasons, Commissioners, I'm
3 here to advocate and urge you to adopt the finding 25-057a,
4 which is in support of or would adopt the hearing officer's
5 Findings of Fact and Conclusions of Law and recommendation.

6 I don't have any further comments, but I'm happy to
7 answer any questions -- oh, I do have one more comment I want
8 to make.

9 When we were here last a month ago, there was some
10 discussion about whether Mr. Mahfood was registered to vote or
11 could be registered to vote. And I mention that because in
12 the Bonnie Sue Lawson decision and the debate that this
13 Commission had, it was emphasized that once a person has
14 completed their parole or period of probation, that they have
15 reinstated to the rights of a citizen of Missouri. And that
16 was the conclusion of the Commission, and I think it was a
17 correct one.

18 One of those rights that was pointed out in Bonnie Sue
19 Lawson was the right to vote, and we mention that and I'm
20 going to take us back to just a month ago, we mentioned that
21 the last time I was before this Commission. Mr. Mahfood was
22 not registered, but I can report that I brought his
23 registration card, and since that last hearing, he has
24 registered to vote, which is to say that Mr. Mahfood has not
25 only taken the steps and continues to take the steps to be a

1 good citizen, but he has, I would submit, been reinstated to
2 the rights of a citizen after the successful completion of his
3 parole and probation period.

4 And again, that's another corollary, I think, that I
5 would submit for the Commission's consideration in finding in
6 favor of the hearing officer's findings.

7 So with that, what turned into sort of a lengthy
8 footnote, I don't have any other further comments, and I'm
9 happy to answer any questions.

10 CHAIRMAN ZIMMERMAN: Do you have questions for Mr.
11 Andres?

12 COMMISSIONER HANE: I have a question for Mr. Mahfood.

13 CHAIRMAN ZIMMERMAN: Okay.

14 COMMISSIONER HANE: Mr. Mahfood?

15 MR. MAHFOOD: Yes, sir?

16 COMMISSIONER HANE: Why is it that you want to be
17 reinstated in order that you can go back to the casinos?

18 MR. MAHFOOD: Basically see friends and have dinner
19 with them and that. My wife goes with them, and I'd like to
20 join them. You could say I could never enter a casino and
21 never gamble. That would never bother me in my lifetime.
22 It's just to be able to meet friends for lunch that go on the
23 boat and do that. My wife does that with them sometimes and
24 does meet them for dinner, which of course I don't go. It
25 would just be nice to be able to join them.

1 COMMISSIONER HANE: I understand. Is it a requirement
2 that you go through the turnstiles in order to visit the
3 eating establishments.

4 DIRECTOR LEARA: That would depend on which restaurant.
5 Some restaurants are inside on the floor of the casino, and
6 some are outside of that. It just depends on the facility.

7 COMMISSIONER HANE: Are you familiar enough with those
8 in the St. Louis area?

9 DIRECTOR LEARA: Some, yes. I have visited some of the
10 restaurants, both in and outside of the -- on and off the
11 casino floor, yes.

12 COMMISSIONER HANE: Okay.

13 DIRECTOR LEARA: So there are both.

14 MR. ANDRES: May I comment on that, Mr. Commissioner?

15 COMMISSIONER HANE: Certainly.

16 MR. ANDRES: I'm sorry to interrupt. I'll give you an
17 example. The Ameristar Casino in St. Charles has restaurants
18 outside the turnstile and has them inside the turnstile, so
19 what Mr. Mahfood is talking about would be those restaurants
20 that are outside the turnstile; and I have knowledge that, you
21 know, those are the types of restaurants he's referring to in
22 terms of joining family and friends socially on a gaming
23 facility. I appreciate you letting me make that comment.

24 MS. EVANS: Mr. Hane, if I may, if the person is
25 involuntary excluded, the rule states that they're not

1 permitted entry into any portion of the riverboat gaming
2 operation, so that could be broadly interpreted to be the
3 entire property, not just the gaming floor.

4 COMMISSIONER HANE: Thank you.

5 CHAIRMAN ZIMMERMAN: Mr. Andres, I do want to take
6 exception, I suppose -- maybe it's not the right word, but at
7 least make a comment about your reference to Mr. Mahfood only
8 was a bookie, that he wasn't engaged in illegal gambling on a
9 riverboat or, you know, the type of gambling that you would
10 ordinarily see this Commission providing oversight for; but
11 again, I take exception to he was only a bookie and the fact
12 that sports wagering is going to become legal by the end of
13 this year and so he won't have the opportunity to engage in
14 that illegal activity again.

15 You know, I, you know, applaud him for, you know,
16 walking the straight and narrow and, you know, the things that
17 he has done to rehabilitate himself; however, I feel like the
18 offenses that he committed that are in direct conflict with
19 what we stand for here at the Gaming Commission and the fact
20 that he was just a bookie obviously, you know, is still
21 illegal up until sports wagering becomes legal in the State of
22 Missouri.

23 So I do take exception with minimizing the fact that he
24 was only acting as a bookie and not engaging in running his
25 own gambling operation like a riverboat.

1 MR. ANDRES: May I respond?

2 CHAIRMAN ZIMMERMAN: Absolutely.

3 MR. ANDRES: First of all, thank you for those
4 comments. I meant no offense or disrespect or minimization to
5 anything that Mr. Mahfood did. What was in my mind when I
6 made those comments was the Commissioner's report that had
7 "bookie" in quotation marks. The word "just" was probably --
8 "just a bookie" was probably not -- a poor choice of phrasing.
9 I am not minimizing something that he did that was illegal or
10 suggesting that there's now some path to do something that was
11 previously illegal illegally, if that makes sense.

12 So my apologies to the Commission for any offense. I
13 was simply pointing out or had in my mind, as I said, the
14 designation "bookie" in quotation marks as being maybe
15 something that the hearing officer was trying to point out in
16 the colloquial. We all know what "bookie" means rather than
17 someone who takes bets for sports activities and so forth.

18 So thank you for allowing me to respond to that and,
19 again, I meant no offense or disrespect.

20 CHAIRMAN ZIMMERMAN: Tom, did you have anything else?

21 MR. VENNEMAN: Just a couple of comments. There was --
22 there's a lot of talk about a prior case, Bonnie Sue Lawson.
23 We're not here to litigate that case. There are different
24 facts for that case than this case. I would venture to say
25 that if Bonnie Sue Lawson embezzled from a government agency,

1 that she would not be hired again at that government agency.

2 We're talking about someone who was taking sports bets
3 illegally and trying to continue to participate in the
4 gambling industry in the State of Missouri, and we do not
5 think that that would be in the best interests of the citizens
6 or industry.

7 And while sports betting, we plan on going active in
8 December or by December of this year, it will still be illegal
9 to run a sports gambling operation and those do continue to
10 run, even though a state has legalized it. Only when you are
11 licensed by the Missouri Gaming Commission is it legal to run
12 one of those operations, and we will not be licensing anyone
13 to run gambling operations from their home.

14 CHAIRMAN ZIMMERMAN: Well, certainly not someone who's
15 been arrested for doing that, I would assume.

16 MR. VENNEMAN: Yes.

17 CHAIRMAN ZIMMERMAN: And because there's been so much
18 reference to Bonnie Sue Lawson, and I was part of the
19 Commission that approved her return to being able to enter the
20 boats, I find that embezzling money, which absolutely was a
21 despicable crime, she was in a position of public trust and
22 embezzled that money, and using it to gamble is materially
23 different than running an illegal gambling operation.

24 You know, Bonnie Sue Lawson would not be part of this
25 conversation at all if she had embezzled that money and used

1 it to join a book club or used it to go on vacation, so I find
2 her offense, you know, while absolutely criminal and
3 inappropriate, is different than racketeering and money
4 laundering and running an illegal gambling operation.
5 I feel like the crimes are different.

6 Kevin?

7 COMMISSIONER SPAULDING: I don't have anything.

8 CHAIRMAN ZIMMERMAN: Pat, do you -- would you like to
9 weigh in here?

10 COMMISSIONER CONWAY: No, I understand the conversation
11 and, you know, I'll go with the -- I'm ready to vote.

12 CHAIRMAN ZIMMERMAN: Okay. Are there any other
13 questions for Mr. Andres or Mr. Mahfood or Mr. Snider or
14 Mr. Venneman? All right, thank you.

15 Sorry I jumped the gun earlier. Thank you, everyone.
16 I move to approve Resolution Number 25-057b. Is there a
17 second?

18 COMMISSIONER HANE: Second.

19 CHAIRMAN ZIMMERMAN: Any further discussion? Seeing
20 none, Angie, would you call the roll?

21 MS. FRANKS: Chairman Zimmerman?

22 CHAIRMAN ZIMMERMAN: Approved.

23 MS. FRANKS: Commissioner Hane?

24 COMMISSIONER HANE: Approved.

25 MS. FRANKS: Commissioner Conway?

1 COMMISSIONER CONWAY: Di sapprove.

2 MS. FRANKS: Commi ssi oner Spaul di ng?

3 COMMISSIONER SPAULDI NG: Approved.

4 MS. FRANKS: By your vote, you've adopted Resol uti on
5 Number 25-057b.

6 CHAIRMAN ZIMMERMAN: Thank you all for comi ng.

7 Next we have a presentation by Bally's Corporation for
8 consi deration of Class B l i censure, and we'll start with a
9 presentation by the applicants. I believe we'll hear from GM
10 Mark Wong, and you can introduce any of the rest of your team
11 members who are here.

12 MR. CANTWELL: Thank you. Chair man Zimmerman,
13 Commi ssi oners, Executive Di rector Leara, and Staff, good
14 morni ng. My name is Robert Cantwell, and I'm happy to present
15 today on behal f of Bally's Corporation and it's di rect
16 subsi diary, Bally's Kansas Ci ty -- Bally's Casi no Kansas Ci ty
17 LLC to request relicensure of its Class B l i cense in Mi ssouri .

18 I'm joined today by Mark Wong, who is the general
19 manager of that property. He's got some exci ting details to
20 share wi th you for your consi derati on about how that property
21 has proceeded over its last period of l i censure, and I think
22 it's -- I think you were there, Chair man Zimmerman, for the
23 renewal of that property, and it's pretty exci ting for the
24 State.

25 CHAIRMAN ZIMMERMAN: Yes.

1 MR. CANTWELL: I just want to stress before I have
2 Mr. Wong begin that Mr. Wong, his team, and myself are
3 available at your convenience to answer any questions that you
4 have and help with your consideration in this matter. Thank
5 you.

6 MR. WONG: Chairman Zimmerman, members of the
7 Commission, Executive Director Leara, Staff, good morning and
8 thank you for the opportunity to be here today. I'm both
9 grateful and very humble to be here. I actually started my
10 gaming career here in the State of Missouri 31 years ago and,
11 you know, just really surreal and humbling at the same time to
12 be here and full circle presenting to all of you today, so
13 thank you very much. With me, part of the Bally's KC property
14 is Sabrina Clauser, our compliance manager.

15 So the property has come a long way since the first
16 days of 1996 when Isle of Capri or Flamingo, I'm sorry, first
17 dipped the boat into the moat, and we have pictures of that
18 and admit to kind of go back in history, so the property
19 itself has come a long way.

20 Bally's Corporation has also come a long way and, you
21 know, a lot of things have changed since the last renewal
22 hearing. But one thing stays true is the fact that Bally's
23 Corporation has a deep and rich history of, you know, the
24 brand itself in gaming, from a slot manufacturer to now a
25 major gaming corporation to over 20 years of experience in

1 retail, casino resort retail experience.

2 We have 19 properties now. Since the last hearing,
3 we've actually merged with the Casino Queen, who is an outfit
4 out of Illinois primarily and also Iowa. High brand awareness
5 as well, we have properties all over the country spanning from
6 almost coast to coast, as a matter of fact.

7 Here is just a quick glimpse of where we're at in terms
8 of our footprint, now up to 19 properties. I think last
9 hearing we were at 15, 14 or 15. Chicago was one of our
10 newest properties as well.

11 We have over 15,000 -- or 11,500 employees and nearly
12 18,000 slot machines, so a vast footprint in terms of our size
13 and scale and, you know, further on I'll be talking about
14 another project that we have coming up as well as a
15 corporation.

16 So right now as a corporation, we have Bally's Chicago
17 that's opening up, and I was fortunate enough to be the
18 opening general manager for the Bally's Chicago property, the
19 temporary property. Right now they're under construction with
20 the permanent property which is a \$1.7 billion project.

21 Marquette, Iowa, and Baton Rouge, which are two Casino
22 Queen properties are now going land based, so that's very
23 exciting for those folks. In addition to we have, you know,
24 partnership with the Oakland A's who, by the way, just broke
25 ground on their stadium this past Monday, so very exciting

1 news. And shortly we'll hear some more information about how
2 we've evolving into the picture as well. But again, a lot of
3 great excitement.

4 Chairman Zimmerman, I understand you were at the
5 opening ceremony or the renovation ceremony of Bally's KC, and
6 we finished that project almost three years ago now, so it's
7 been going well and we'll see some of the progress here in
8 just a second.

9 So on a local aspect, the property we have -- I just
10 want to introduce to, on picture at least, the executive
11 leadership team here. Most of these folks have been on the
12 property since the beginning. We have one, our surveillance
13 director, who's been there since the opening, so day one
14 employee.

15 Everyone here has nearly over 20 years' experience and
16 Missouri experience as well, so that's a big added plus for
17 the property, a lot of institutional knowledge in addition to
18 just understanding gaming in general from other jurisdictions
19 as well.

20 So here's the wonderful picture. When I was asked for
21 some pictures, and this really caught my eye, this is the
22 first day, the picture on the very left, when the Flamingo was
23 dipped in the moat, very exciting day. I was actually,
24 believe it or not, part of the opening team for the Flamingo.
25 I actually was a blackjack instructor back then and our

1 training center was actually down in the West Bottoms, so I
2 still remember those days very well.

3 But, you know, credit to Bally's Corporation who had
4 the vision to see the property through and, you know, has a
5 rich history of evolution from various leaderships and past
6 companies; however, it's Bally's Corporation who's actually
7 had great vision to take it to where it's at today and trussed
8 it up.

9 And if anyone on the Commission or Staff that hasn't
10 visited the property, I'd love to invite you over and take a
11 tour, but it's something that's very, very different from what
12 was in the past.

13 From a capital investment standpoint, you know, some of
14 this is probably old information, but we updated with some
15 recent capital spend. The original purchase price was over,
16 you know, \$180 million, and since then Bally's has really --
17 hasn't been shy in terms of putting more money back in the
18 property, interior, exterior, a lot of repairs and
19 maintenance.

20 As you can imagine, a 29-year-old property has had --
21 you know, we're starting to show our age on the interior and,
22 you know, some of those deferred capital, we certainly have
23 been very serious in terms of maintaining, making sure the
24 property is safe and also shows well, that it's representative
25 of the high standards that Missouri Gaming has for the

1 industry.

2 And all of that's really translating into some
3 tremendous growth for us. As you can see, since the day that
4 we brought it over, you know, throughout the last four years,
5 18 percent growth in revenues, top line revenue and non-gaming
6 as well.

7 During the renovation, we added a full service
8 restaurants, Chickie's and Pete's. That's been doing really
9 well. In addition, just, you know, more foot traffic, you
10 know, we have a very robust marketing plan also that, you
11 know, drives a lot of that foot traffic, and that translates
12 into a lot of non-gaming revenue for us as well.

13 So economic impact to the city, as you can imagine, our
14 success equates to the city's success in addition to the
15 state's success. You know, 2022-23 fiscal year, Kansas City
16 has benefited with over \$12 million dollars in general funds
17 funding, and in the '23-24 fiscal year was adopted and actuals
18 haven't come out yet, so we got this off their publication.
19 Then '24-25 we're projected to be even higher than that this
20 year.

21 As far as, you know, broaden it up to the state and the
22 city and also the KC Port, who is our landlord, per se, you
23 know, throughout the years, our contributions have continued
24 to grow and 2024 was our banner year, both in our own
25 performance and it translated to higher contributions for the

1 port, our local port, in addition to the state for nearly \$45
2 million in total contributions.

3 One of the things that we're most proud of and, you
4 know, I'm a benefactor of (inaudible), really gain a lot from
5 the gaming industry, and this is what it's all about for me in
6 terms of our hiring and, you know, giving the opportunities to
7 folks that may not have seen the gaming industry in the light
8 that we see it with a lot of value, a lot of benefits to it,
9 making a career out of it.

10 So I'm happy to report that nearly 50 percent of our
11 work force is of minority descent, and 27 percent of those
12 folks are in leadership roles as well. And, you know, comes
13 to diversity, we are a company that's very high in terms of
14 providing leadership roles in terms of women, so nearly 50
15 percent of our leadership right now is women, and that's
16 corporate wide as well. We have a very good core value in
17 terms of making sure we have good diversity in our work force.

18 As far as our commitment and our relationships with
19 vendor, vendor supplier spend, you know, 23.4 million last
20 year in terms of our total spend, and 43.7 percent of that was
21 of minority supplier and vendor spend, so 98 MBE/WBE vendors.

22 We continue to do our bid analysis every time we do go
23 out for a project of significant size. One of our criteria in
24 our bid analysis is actually looking for those opportunities,
25 even though it's not a Tier 1, we want to make sure that those

1 Tier 1 contractors, vendors, suppliers, also bring on a Tier 2
2 that may be a MBE/WBE as well.

3 Some exciting news that Rob mentioned earlier, we have
4 a hotel coming up. Even though it's not a Bally's, you know,
5 we're not building that, we are having a partner (inaudible)
6 hotel group, very, very strong in terms of their portfolio.
7 They're very good developers in hotel, they own various
8 brands.

9 This particular one that they're going to be building
10 on two and a half acres that's in our parking lot, it's a
11 SpringHill Suites by Marriott brand, so very, very high end
12 boutique brand for us. And that's been a lot of, you know,
13 hard work and collaboration with the KC Port and the city of
14 Kansas City in terms of getting that -- all that orchestrated.

15 You know, I've been told by the True North that they're
16 opening, you know, they're going through permitting right now
17 and hope to break ground sometime in the fall, hopefully in
18 time for the World Cup.

19 CHAIRMAN ZIMMERMAN: Well, I don't know about that.

20 MR. WONG: Fingers crossed.

21 You know, being in business with community partners is
22 another one of our core values as well. You know, we are
23 members of various chambers around the city and in the
24 metropolitan area, Hispanic Chamber of Commerce, the city --
25 Kansas City Chamber of Commerce and, you know, we constantly

1 have ongoing dialogue and participation with each of these
2 organizations to make sure that, you know, not only are we
3 meeting their needs and their collaboration and cooperation,
4 but also we are getting some support from those organizations
5 as well.

6 Community engagement, you know, we have -- as a
7 corporation, we have the Bally's crew, and that is really
8 about not only donating and providing in terms of monetarily,
9 but we also do a lot in terms of in-kind and also through our
10 efforts as well. You know, ongoingly, we are involved in over
11 20 organizations, you know, from veterans' agencies or
12 organizations, to youth and adolescent development resources,
13 Jazzoo, so a lot of pet lovers in our property as well.

14 But, you know, one of the things that we do a lot
15 throughout the year is clean up the riverfront. We feel like
16 it's our stewardship to make sure that that riverfront -- you
17 know, it's come a long way. I grew up on the Kansas side and
18 I used to drive by the riverfront, and it's probably somewhere
19 you didn't want to go back in the, you know, 90s, and now it's
20 one of the most beautiful places in Kansas City to be in.

21 Responsible gaming, this is a true core value of our
22 corporation. We have a very robust compliance committee on
23 the board of directors, and one of the things that they always
24 preach to us and that we live by is the fact that we're
25 involved in various responsible gaming organizations and

1 agencies, we partner with those folks with an online sports
2 betting, I-gaming segment as well that also employs a lot of
3 these tools and educational pieces that will help with
4 responsible gaming execution there.

5 So locally, we also in every jurisdiction that we're
6 in, we not only participate in the minimum, but we also go
7 above and beyond in terms of our education, our training, and
8 also inviting groups into our properties to do education
9 awareness and just resource education for any customers that
10 would want to know a little bit about responsible gaming.

11 So company wide, we are one of the largest donors of
12 the ICRG. We -- you know, that prevents a bunch of -- a lot
13 of preventing underage gambling, communicating gambling tools.
14 We use AI software in fact on our online gaming platform to
15 kind of help detect any sort of potential gaming risk
16 customers, and we proactively either slow them down or cut
17 them off, so that's been kind of revolutionary for us.

18 On property we do annual responsible gaming for all our
19 team members prior to coming on their -- performing their
20 duties on first day, they go through a two-day training about
21 responsible gaming and all the other requirements, you know,
22 per the Commission.

23 In addition to that, we have collateral throughout the
24 casino floor entrances, casino cashier cages, and then we have
25 a website that also provides education and also resources for

1 anyone that wants to, you know, be put on the self-exclusion
2 list. And we have disclaimers on our material, our marketing
3 material and, you know, we are fully compliant with the DAP
4 program as well.

5 So underage gambling is a serious matter for us. We,
6 you know, certainly this is an ongoing -- ongoing challenge in
7 terms of how good fake IDs nowadays, it's incredible how
8 amazingly the technology is; but we're as good as our
9 employees, right, and we -- depend, all the training we put
10 in, it's not just a one and done, it's throughout the entire
11 year.

12 We have a strict ID check that's anyone that appears
13 under 40, which is above and beyond. Most of our properties,
14 even in other jurisdictions, do under 30 ID check, but we do
15 under 40, anyone that looks under 40, so that's pretty strict.
16 We have poster signage in the front as well that, you know,
17 alerts folks that -- alerts folks that we highly enforce the
18 21 years of age requirement.

19 And then, again, onboarding training, in addition to
20 annual training, you know, this year Sabrina was proactive in
21 terms of working with local MGC Staff to do ID check that also
22 enhanced the way that, you know, folks are taught how to check
23 IDs, fake IDs, alter IDs and so forth and so on. So I think
24 that was really helpful. There was a lot of great tips from
25 some of the state troopers that conducted those trainings for

1 us.

2 We also have internally a bounty hunter program that
3 encourages our team members to look for fake IDs and also
4 identify underage gamblers if they're in the casino. So far,
5 2024 we actually awarded \$4,800 worth of bounty money, so that
6 was really encouraging. Same thing for the DAP program,
7 anyone that catches a D-A-P on the floor, we also recognize
8 monetarily as well.

9 Something that we're being proactive with, because of
10 the hotel coming on, it's just an increasing topic and concern
11 throughout is we're going to be working with CATE, which is
12 Coalition Against Trafficking and Exploitation, and what that
13 does is just raises awareness and education, trains our
14 employees and our sales even further on how to identify anyone
15 that's at risk of those situations.

16 With that, I'll be happy to answer any questions, and
17 thank you very much again for allowing me to be here today.

18 CHAIRMAN ZIMMERMAN: Mr. Wong, I actually have a
19 question. I noticed in the packet as I was, you know, going
20 through all of the information that the references are back
21 and forth between Bally's and Isle of Capri, so a number of
22 places in the packet you all are still referred to as --
23 sorry, thank you, Liz -- as the Isle of Capri. Even in some
24 of your own policies, like the Affirmative Action Policy or
25 the Equal Employment Policy, there's still reference to the

1 Isle of Capri and wondered -- and again, you know, some
2 outside agencies as well, I think the fire marshal referred to
3 you all as the Isle of Capri as well.

4 MR. WONG: Yes.

5 CHAIRMAN ZIMMERMAN: Anything on the horizon about
6 getting all of that changed over to Bally's?

7 MR. WONG: Yes, absolutely. It is confusing for me.
8 We are still, you know, we sent out emails and notices to
9 every vendor and business partner that we've had, and some of
10 these invoices are still coming in as the Isle of Capri. So I
11 think that's going to be a name that's going to stick, you
12 know, for a little bit longer, unfortunately, but in Q-4 of
13 last year, we obviously changed it to, you know, satisfy what
14 our local brand is, right, it's Bally's KC.

15 CHAIRMAN ZIMMERMAN: Right.

16 MR. WONG: People now know us as Bally's KC, number one
17 and, number two, for the GLPI transaction, that made it a
18 little easier as well to have that sort of identifier for us.

19 CHAIRMAN ZIMMERMAN: Sure.

20 MR. WONG: But absolutely, we're working on it steadily
21 but surely.

22 CHAIRMAN ZIMMERMAN: Yeah, I was more concerned about,
23 like I said, some of your own policies still referring to
24 yourself as Isle of Capri, so I'm glad to hear that that's
25 kind of, you know, on your to-do list.

1 MR. WONG: Yep. That's on Sabrina's to-do list.

2 CHAIRMAN ZIMMERMAN: Okay, Sabrina will be working on
3 that, okay.

4 MR. WONG: Yeah. It all goes downhill.

5 CHAIRMAN ZIMMERMAN: I understand that, believe me.
6 Any other questions for Sabrina, Mr. Cantwell, Mr. Wong? Pat,
7 do you have any questions? No?

8 COMMISSIONER CONWAY: No, not at this time.

9 CHAIRMAN ZIMMERMAN: Okay. Thank you. Thank you all
10 so much.

11 MR. WONG: Thank you very much for your time.

12 CHAIRMAN ZIMMERMAN: We've now reached the place in the
13 presentation when the public may come forward and provide
14 comments regarding Bally's application. Is there anyone from
15 the public that would like to come forward? All right, seeing
16 none, I'll now call on Sergeant Jason McTheeney to provide an
17 investigative summary. Sergeant, you have the floor.

18 SERGEANT McTHEENEY: Good morning, Chairman and
19 Commissioners. Bally's Kansas City LLC, doing business as
20 Bally's Kansas City Casino, submitted an application to the
21 Missouri Gaming Commission on December 31, 2024, for renewal
22 of the company's Class B Riverboat Gaming License which is set
23 to expire on June 30, 2025.

24 Missouri State Highway Patrol Investigators and
25 Missouri Gaming Commission Financial Analysts conducted

1 relicensing investigations which consisted of a financial
2 analysis, a review of disciplinary actions, litigation, and
3 business credit profiles, along with a review of key persons
4 associated with the company.

5 Investigative findings were provided to the Missouri
6 Gaming Commission Staff for their review, and investigators
7 would be glad to answer any questions you might have. Thank
8 you.

9 CHAIRMAN ZIMMERMAN: I don't have any questions.

10 COMMISSIONER HANE: I do not.

11 COMMISSIONER SPAULDING: I have none.

12 CHAIRMAN ZIMMERMAN: Pat, do you have any questions for
13 the sergeant?

14 COMMISSIONER CONWAY: No, not at this time.

15 CHAIRMAN ZIMMERMAN: Okay, thank you. Thank you,
16 Sergeant McTheeney. We'll now hear from Jennifer Hemmel,
17 Senior Regulatory Auditor, who will provide a report on the
18 MBE/WBE compliance of Bally's.

19 MS. HEMMEL: Good morning, Chairman, Commissioners. In
20 2025, the Missouri Gaming Commission Staff conducted an audit
21 of the MBE/WBE records for the Class B licensees, Bally's
22 Kansas City Casino. The results of our audit and specific
23 details related to those findings are included in the summary
24 report in your possession.

25 I'll be happy to answer any questions if you should

1 have any.

2 CHAIRMAN ZIMMERMAN: Any questions for Ms. Hemmel?

3 COMMISSIONER SPAULDING: No.

4 CHAIRMAN ZIMMERMAN: No? Pat, any questions?

5 COMMISSIONER CONWAY: No.

6 CHAIRMAN ZIMMERMAN: All right, thank you, Ms. Hemmel.

7 We'll now hear the Staff recommendation from MGC Executive

8 Director Mike Leara.

9 DIRECTOR LEARA: Staff recommends relicensure.

10 CHAIRMAN ZIMMERMAN: All right. Thank you. Any

11 questions for the director? All right, seeing none, I move to

12 approve Resolution 25-088. Is there a second?

13 COMMISSIONER CONWAY: Second.

14 CHAIRMAN ZIMMERMAN: Any further discussion? Seeing

15 none, Angie, would you call the roll.

16 MS. FRANKS: Chairman Zimmerman?

17 CHAIRMAN ZIMMERMAN: Approved.

18 MS. FRANKS: Commissioner Hane?

19 COMMISSIONER HANE: Approved.

20 MS. FRANKS: Commissioner Conway?

21 COMMISSIONER CONWAY: Approved.

22 MS. FRANKS: Commissioner Spaulding?

23 COMMISSIONER SPAULDING: Approved.

24 MS. FRANKS: By your vote, you've adopted Resolution

25 Number 25-088.

1 CHAIRMAN ZIMMERMAN: All right, thank you. Next we
2 have a presentation by Century Casino Caruthersville for
3 consideration of Class B licensure, and we'll start with the
4 presentation by the applicants. I believe we're going to hear
5 from GM Denny Callen. Good morning, gentlemen, and VP of
6 Operations, Lyle Randolph. And I'll let you introduce anybody
7 else from your team that's here. Welcome, gentlemen.

8 MR. CALLEN: Good morning, Chairman Zimmerman and
9 Commissioners, Executive Director Leara. It's an honor and a
10 privilege to be here this morning. And also joining us today,
11 I brought the team from Caruthersville; so we've got Lisa
12 McMahan, our Director of Marketing; we've got David Lynn, our
13 Director of Finance; Rhonda Owens, our Director of Human
14 Resources; Daniel Harris, he goes by Danny, he's our Director
15 of Operations; and Wilma House is our Compliance Manager.

16 This is the team that worked with us and got us through
17 the last four years, but also joining us today is our mayor of
18 the City of Caruthersville, Ms. Sue Grantham, who made the
19 drive up as well to join us this morning. So, Mayor, thank
20 you very much for joining us here this morning.

21 I think the one word that can describe our last four
22 years is transformational. What I'd like to say, it's just
23 been exciting at our property because four years ago, we
24 started on a riverboat; but prior to that, some key dates that
25 got us to today and to this new transformation, this new

1 casino that we have, I just want to highlight a few of those
2 dates that are impactful for this property.

3 You know, it began this journey to relocate off the
4 river. Understand, four years ago, we were still on a
5 riverboat on the channel in the Mississippi River dealing with
6 all that you deal with on a river. But on July 14 of 2021,
7 Governor Parson signed Senate Bill 26, and that is what
8 allowed the definition of "nonfloating facility" that allowed
9 us to build what we built there in Caruthersville over the
10 last couple of years.

11 Now, we didn't think we were going to need that bill as
12 quick as we did, but on October 13 of 2022, due to severe
13 drought in the bootheel and record low water on the
14 Mississippi River, we were forced to close access to that
15 riverboat for the last time to the public just because the
16 transitions between that barge and that riverboat was too
17 dangerous for people to cross, so we moved our operations onto
18 that barge.

19 Shortly after that, just a few weeks later, this
20 Commission granted us the approval to move on land into our
21 temporary casino while we were moving, and we were able to do
22 that with Senate Bill 26 and the water tanks underneath that
23 casino floor.

24 But then the other official date was December 14, 2022,
25 we officially closed operations on the river, and just a

1 couple of days later, we opened that temporary location. And
2 that marked the end of 27 years of operations of that casino
3 on the river, having to deal with the floods and the water and
4 the no water and the all-famous runaway barges that from time
5 to time would come down on that riverboat and cause
6 evacuations.

7 MR. RANDOLPH: I'm Lyle Randolph, Vice President of
8 Operations for Century Casinos in Missouri.

9 And as we look at this before photo of the original
10 riverboat casino, I'm just reminded of how far we've come, not
11 only as a property, but in the community of Caruthersville.

12 When the casino first opened 30 years ago, Pemisnot
13 County was facing a real crisis. Unemployment rate in the
14 county was over 18 and a half percent. Families were
15 struggling to get by. In that moment, the riverboat casino
16 was not just a casino, it was a lifeline.

17 I remember attending that very first job fair, just
18 looking for an opportunity. And here we are, three decades
19 later, Lisa, Denny, David, and I have been working together,
20 you know, for a couple of decades now. And just yesterday on
21 the drive up, I was listening to them talking about their
22 plans over the summer to visit with grandchildren and all
23 those things, it just said something about longevity, loyalty,
24 and what this place has meant to our lives.

25 Rhonda Owens, who is here with us, was the first local

1 employee hired after the shoe factory closed, so Brown Shoe
2 Factory there shut down. She started in Human Resources, and
3 nearly 31 years later, she remains a valid part of our team
4 and is now the Director of Human Resources.

5 Wilma House also joined us on day one. She was working
6 ticketing at turnstiles. She was tearing the ticket stubs off
7 the boarding passes at that time. She'll be the first to tell
8 you that she'd still rather be out on that gaming floor than
9 behind a desk. We keep telling her that there are these
10 temporary office jobs that we need her to do, and she's been
11 at it, but she's now our -- serves the role as our Compliance
12 Manager and plays a crucial role for the property.

13 Stories like Rhonda and Wilma's remind us that this
14 property's always been about more than gaming. It's been
15 about providing stability, creating opportunity, and making a
16 long-term difference in people's lives. But after three
17 decades, as we were approaching this, we realized the
18 limitations of that old riverboat were really undeniable,
19 rising water, historic droughts, those things Denny was
20 talking about; the long-term viability of that property was at
21 risk.

22 To secure the next 30 years, we had to adapt, the team
23 at Caruthersville had to adapt, and that's exactly what they
24 did with vision and perseverance and unwavering belief in
25 Caruthersville's future, Denny's going to kind of tell you

1 what we did to really transform this property.

2 MR. CALLEN: Thank you, Lyle. So these are just a few
3 photos I wanted to share, you know, on our journey to our
4 nonfloating casino that the top picture there is the Governor
5 signing Senate Bill 26, and then the bottom right is us
6 opening that temporary facility on December 16 of '22, marking
7 the end of the riverboat operations and the temporary casino.

8 You know, these are just some of the ways we were able
9 to take that pavilion building, and these are pictures of --
10 the top left one was actually our banquet room, and then the
11 other pictures are what used to be our restaurant and what
12 used to be a sports bar and what used to be a lobby in that
13 pavilion building all turned into a temporary casino in a
14 matter of about six weeks that we were able to do that.

15 December 16 or right in the same time frame, we broke
16 ground on that new facility at Caruthersville, and we were
17 going to build it right behind this picture which would
18 connect to that pavilion building. If people remember that
19 property from several years back, there used to be a large
20 expo tent on that footprint in a parking lot where we held
21 concerts back in the late 90s and early 2000s. That tent had
22 to go, and I don't believe it hurt anybody's feelings when
23 that tent left.

24 But during the past four years of this license period,
25 Century Casino has committed to Caruthersville and this state

1 and they put that investment in. We also purchased a rundown
2 hotel across from the property and added about three and a
3 half million dollar investment to remodel that and open that
4 as The Farmstead, which is separate from the casino, but it
5 gave additional 36 hotel rooms from the City of Caruthersville
6 that they didn't have prior to that. And with the
7 construction of our new casino, we added another 38 hotel
8 rooms, so we've provided 74 new hotel rooms because of this
9 commitment that Century Casino's made to the City of
10 Caruthersville to that property to make us viable for the
11 future.

12 This here is just a photo of that last beam that was
13 put in place. This is a milestone in the construction
14 process, and it's hard to see on this picture, but we set that
15 beam out in front of our pavilion building for several weeks
16 and allowed our patrons to sign it and make notes on it and
17 allowed our employees to go out there and put messages on it
18 before it got wrapped and put in place; so hopefully a long
19 time from now if that beam ever gets exposed, those notes will
20 still be there, but it's just a little time capsule that we
21 created some synergy with our patrons to create that
22 excitement going.

23 This here, I just wanted to share this. This is our
24 tank room. This is what allowed us to meet the requirements
25 of the law and maintain it. And you'll notice I have four

1 1,000-gallon tanks in that tank room. The law required 2,000
2 gallons. We decided to double that just to make sure that we
3 never have any issues, should one of those tanks develop a
4 leak over the years. Those are actually just agriculture
5 tanks that are used out on farms, and being in a rural
6 community, they were easily accessible for us to get.

7 And then the highlight of this is our grand opening on
8 November 1 of last year where we were opening the new
9 facility, 27,000 square-foot gaming space, just under 600 slot
10 machines, nine table games, the perfect footprint for our
11 market which comes out of West Tennessee and North Arkansas.

12 For our performance results, as you can see here, it
13 shows our GGR is growing, and the majority of this increase
14 for the past fiscal year has really been since November 1 when
15 we opened that new casino. Our overall growth is showing 13.7
16 percent growth, but just since November, we've seen our growth
17 closer to 24 percent of GGR. And each month since our grand
18 opening, our growth each month has been greater than 15
19 percent, with the exception of February, which was only 10
20 percent, but we'll still take that, you know.

21 And during the last license period, the economic impact
22 on the City of Caruthersville generated approximately 7.7
23 million in taxes, and in that same time frame, we also paid
24 close to -- just under 33 million in salaries, wages, and
25 benefits for that community and that area.

1 So as Lyle mentioned, we still provide good employment
2 for our rural community. Caruthersville is a town of 6,000
3 people, and the county's population is around 18,000; so we'll
4 see in a minute where our employees are coming from, but it's
5 good employment for that rural area and careers.

6 These are just some of the home dock improvements that
7 the mayor shared with me. They were able to upgrade their
8 city water plant and they were able to buy a couple of
9 vehicles for the fire department, just to name a few of what
10 they've been able to do.

11 For our capital investments, Century Casinos has spent
12 approximately just under \$60 million in capital since
13 purchasing the property in December of 2019, and the large
14 chunk of that obviously was our new casino, but the other
15 worthy notes of capital investment, we spent 3.6 million in
16 new slot product over the last time frame, two million dollars
17 just for that temporary casino that we used for two years,
18 almost 1.1 million in surveillance upgrades, both for the
19 temporary casino and the new casino, and then almost half a
20 million dollars in our HVAC, air conditioning, and then IT
21 equipment.

22 As far as our crime activity, we have a letter from our
23 chief of police, but basically what he's saying is, I'm proud
24 to report that Century Casino has maintained an impeccable
25 record with no notable criminal activity reported at the

1 property. It goes into further detail there, but that's from
2 our Chief Jerry Hudgens of the police department. We maintain
3 a very good relationship, working relationship with our local
4 police department.

5 We also -- this is our turnstile area of our new
6 casino, and we do have that strict identification policy just
7 like most of the other casinos in this state, and we require
8 anyone under the age of 35 or appearing to be under the age of
9 35 to present that ID to game, but then we use our VeriDoc
10 system, and we're in the process of upgrading that system as
11 well.

12 We have our newly hired team members, they receive the
13 underage training during orientation, and then we do conduct
14 an annual fraudulent identification training at the property.
15 It's mandatory for Security personnel, but it's also
16 encouraged for all team members to attend, whether they're
17 cage, beverage, table games; anyone that has to deal with
18 identifications are encouraged to attend that training, but we
19 do make it mandatory for our Security people.

20 And then we do stress to all team members it's
21 everyone's job to make sure that everyone on that casino floor
22 is of age and needs to be there. We also -- I don't know if
23 you can see it here, but on the front of our podiums at
24 Security, those red stripes actually say Must be 21 to Enter,
25 so it's just another final reminder of people that you have to

1 be of age.

2 Some of our charitable contributions, we understand the
3 importance of being a good corporate citizen, and what we
4 have, ours is branded Century Cares and it's our charitable
5 brand that's implemented at the property. And we support a
6 lot of activities in the community, whether it's cash
7 donations, in-kind donations, or the volunteer hours of our
8 team members, and we do encourage volunteer hours with our
9 team where if they need time off from work to participate, we
10 make sure that happens for them.

11 Just a couple of the organizations that we do support
12 through this license period is the Caruthersville Humane
13 Society and the Caruthersville Arts Area Council. You know,
14 Wreaths Across America, and I don't think it's up there, but
15 that one there is dear and near to me as being a veteran and
16 fellow veterans that are on our team, we participate in that,
17 actually placing the wreaths at the graves of fallen soldiers.

18 The Delta Children's Home, Kenny Rogers Children's
19 Center there in Sikeston, the United Way in Kennett, and of
20 course St. Jude's Research Hospital there in Memphis,
21 Tennessee, we're proud supporters of them.

22 We also recently, our county hospital is a rural county
23 hospital, and they sent out a letter asking for support from
24 the community as they're facing some tough situations, so we
25 made a donation for them as well because it's important that

1 we maintain that hospital in that area. Although it's a rural
2 area, it's a vital piece of our community.

3 These next few photos are just some of our team members
4 at their events. You can see the Arts Council, we actually
5 helped put up the Christmas trees at the city front or
6 Reynolds Park that people can drive through.

7 So the development agreement with the city has long
8 expired, but even though it's expired, we still continue to
9 provide support through monetary and in-kind donations and the
10 volunteer opportunities within the City of Caruthersville.

11 Our vendor diversity, you know, it's always a challenge
12 being in that rural part of the state with our minority spend
13 and our women-owned business spend. We do work to identify
14 those organizations, those companies that we can establish as
15 vendors and then have them provide the services and goods that
16 we need; but in our current license period, you'll see an
17 anomaly there where our minority spend increased, however the
18 women spend decreased.

19 But a lot of that minority spend is contributed to the
20 new construction, the temporary construction, and then the
21 remodel of that hotel across from us, and that's a lot of FF&E
22 equipment that we were able to purchase through a minority
23 vendor. And we will continue to work on our minority spends
24 to increase those numbers.

25 For our employee diversity, our employment at

1 Caruthersville is 28.5 percent. In Pemi scot County, the gauge
2 is 34 percent. Our female is at 53.6 percent, where Pemi scot
3 County is at 53, so we're right there with it. We currently
4 employ 196 team members, but what I'd also like to point out
5 is our property management team, just the managers and above
6 is 55 percent female and 15 percent minority, so we continue
7 to work in those areas as well to provide those opportunities
8 to women and minorities in our management team.

9 To understand where our team members are coming from
10 and the vital role we can play as a good employer in that
11 community, almost 81 percent of our employees are from
12 Missouri, mainly from Dunklin and Pemi scot Counties. We do
13 have employees that walk to work, ride bikes to work; it's
14 just a small town and we don't have public transportation.
15 14.8 percent from Arkansas and then the remaining are coming
16 out of West Tennessee.

17 I would also like to point out, like Lyle mentioned, we
18 have 13 team members with 25-plus years of service at the
19 property and several of those are with us today. You know, we
20 continue to provide those good jobs for the community, but we
21 also provide careers for team members that can see that
22 opportunity of how they can grow within the property. They
23 may start as a ticket taker one day but rise to Compliance;
24 right? Or like myself, started in Security and have risen to
25 General Manager.

1 These are just some follow-up property photos of the
2 new facility. I'll turn it back over to Lyle.

3 MR. RANDOLPH: I think I just want to summarize kind of
4 what Denny presented here, and what the team accomplished down
5 at Caruthersville to me is nothing short of extraordinary.
6 And let me kind of say it wasn't easy. If you ask Denny and
7 the team, there were a lot of challenges in those photos that
8 you saw.

9 You think about coming off the river and all the things
10 we had to go through that really started with a conversation
11 back with the Commission Staff, you know, as soon as Century
12 purchased the property, what can we do, what opportunities do
13 we have?

14 And we knew that we had to make some adjustments to
15 maintain the property. It would have been far simpler for us
16 to just sit back and to maintain status quo, to hope for
17 better conditions or just wait it out; but instead, the team
18 chose action. And it's important to recognize that this
19 wasn't just a local initiative, Century Casinos in partnership
20 with VICI, who funded this project made a major investment in
21 Missouri, had a lot of faith in us, in the local team, and now
22 it's our job to deliver on that commitment.

23 I'm proud to say that this \$51 million project, the
24 largest private construction investment ever in Pemiscot
25 County, is already delivering results. As Denny mentioned,

1 since opening the facility in November, they've seen
2 consistent month-over-month growth, year-to-year revenue is up
3 nearly 25 percent, May alone we topped over 30 percent, so I
4 think that growth will continue to expand.

5 And the benefits go beyond community. More than 75
6 percent of those guests coming to Caruthersville are coming
7 from outside the state. They're coming from Tennessee, coming
8 from Arkansas, bringing new dollars and fresh tax revenue into
9 the State of Missouri. This is cross-border economic
10 development in action.

11 This facility is living proof of what's possible when
12 vision, legislative leadership, private investment can come
13 together with the vision of this Commission. I'm incredibly
14 proud of what we've built and even more excited for what lies
15 ahead.

16 MR. CALLEN: With that, I would just like -- I would
17 just like to close with, you know, the transformation there at
18 Caruthersville these past four years, it wouldn't have been
19 possible without the commitment and the investment of Century
20 Casinos who saw that vision all the way back in 2019. It
21 wouldn't have happened without the help of our legislators and
22 the numerous other people involved in helping with Senate Bill
23 26. And it really wouldn't have happened without the
24 assistance of this Commission who, throughout this process,
25 you know, helped make our dream of getting off that river and

1 on the protected side of a flood wall a reality, you know.

2 So on behalf of the team, we appreciate everyone who
3 played a part in us building that facility there. So with
4 that, I'm available to take any questions.

5 CHAIRMAN ZIMMERMAN: Any questions for Mr. Callen or
6 Mr. Randolph?

7 COMMISSIONER SPAULDING: Who's running the shop today?

8 CHAIRMAN ZIMMERMAN: Everybody's here.

9 MR. CALLEN: Management team, sir.

10 CHAIRMAN ZIMMERMAN: Yeah, we already hear how things
11 roll downhill, so earlier when Bally's talked about that.

12 For the record, I do want to mention to everyone here
13 that we received an outstanding letter of support from the
14 Honorable Mayor Sue Grantham, who I know is here, and voicing
15 her appreciation for the great partnership that Caruthersville
16 has with the casino and with you all, in particular the tax
17 revenues, the employment opportunities that you all provide,
18 and just the things that the city has benefited from the
19 partnership that they have with you all.

20 But I would like to give her the opportunity to come up
21 and say a few words if she would like to.

22 MR. RANDOLPH: As she approaches, one of the things
23 that we looked at yesterday was that 25 percent of the city's
24 revenue income is generated from the casinos's tax revenue, so
25 this increase in volume is certainly going to be impactful for

1 the city as well.

2 CHAIRMAN ZIMMERMAN: I know the public service
3 entities --

4 MAYOR GRANTHAM: (Inaudible), you know, a joy for us to
5 have there. And of course, you know they've been there 30
6 years and I've been involved with the council and mayor, but
7 I've been there, and they have been nothing but a pleasure to
8 have. And if you need something, you call them and you say,
9 Can you help us? And guess what, they have. I don't care who
10 you are, okay. I don't care if you're the city, I don't care
11 if you're The Humane Society or just someone who needs help,
12 they help. And we appreciate it.

13 They even get out and pick up trash, I'm telling you.
14 We have days when we have people like them, they come and get
15 out there and do it. So we are thrilled, and we thank you
16 all. We thank them.

17 CHAIRMAN ZIMMERMAN: Thank you, Mayor Grantham. Thank
18 you so much.

19 MAYOR GRANTHAM: Thank you.

20 CHAIRMAN ZIMMERMAN: We've now reached the place in the
21 agenda where the public may come forward and provide any
22 comments regarding Century's application for licensure.
23 Anyone like to come forward? All right, seeing none, I'll now
24 call on Sergeant John Masters to provide the investigative
25 summary. Sergeant Masters, you have the floor.

1 SERGEANT MASTERS: Good morning, Chairman and
2 Commissioners. On January 14, 2025, IOC-Caruthersville LLC,
3 doing business as Century Casino and Hotel Caruthersville,
4 submitted its application to the MGC for the renewal of its
5 Class B riverboat gaming license which is set to expire on
6 June 30, 2025.

7 Investigators from the Missouri State Highway Patrol
8 along with MGC Financial Analysts conducted the relicensing
9 investigation of Century Casino, which consisted of feedback
10 from affected local and state governmental agencies, a
11 financial analysis, a review of disciplinary actions,
12 litigation, and business credit profiles, as well as a review
13 of key persons associated with the company.

14 There were no issues or concerns discovered. The
15 findings of this investigation were provided to the MGC Staff,
16 and the investigating officers are present to answer any
17 questions you might have. Thank you.

18 CHAIRMAN ZIMMERMAN: Any questions for Sergeant
19 Masters? Pat, do you have anything?

20 COMMISSIONER CONWAY: No.

21 CHAIRMAN ZIMMERMAN: Thank you. All right, thank you,
22 Sergeant Masters. We'll now hear from Ms. Hemmel again, who
23 will provide the MBE/WBE for Caruthersville.

24 MS. HEMMEL: Good morning again, Chairman and
25 Commissioners. In 2025, the Missouri Gaming Commission Staff

1 conducted an audit of the MBE/WBE records for the Class B
2 licensee, Century Casino Caruthersville.

3 The results of our audit and specific details related
4 to those findings are included in the summary report in your
5 possession. If you have any questions, I'll be happy to
6 answer them.

7 CHAIRMAN ZIMMERMAN: Ms. Hemmel, it's not really a
8 question as much -- and perhaps it was a question for
9 Mr. Randolph or Mr. Callen. I noticed in your report you say
10 that they should continue to seek opportunities for the
11 advancement of minority management. Any programs in place,
12 anything that they're doing to work on that?

13 MS. HEMMEL: I'll refer to management.

14 CHAIRMAN ZIMMERMAN: Sorry to make you get back up,
15 Denny.

16 MR. CALLEN: Internally for the property we are working
17 on an upward mobility training program for employees and
18 supervisors to attend to grow into managers. We did have a
19 program with Lady Luck and Century Casinos, we're just
20 revamping that program. It should launch hopefully later this
21 year.

22 CHAIRMAN ZIMMERMAN: Great, I'll be interested --

23 MR. CALLEN: We just initiated that program.

24 CHAIRMAN ZIMMERMAN: Great. I'll be interested to hear
25 how it's doing.

1 MR. RANDOLPH: I do think that one item that is
2 somewhat of a roadblock, and it is the regulatory environment.
3 And for a lot of folks in the area, that step to management,
4 when we approach them about seeking a Level I gaming license,
5 that becomes a real challenge. And I think that, you know,
6 particularly with individuals that have not been accustomed to
7 that level of scrutiny and as we're trying to motivate them to
8 move forward, that definitely becomes a challenge,
9 particularly in Caruthersville, but we see it in Cape
10 Girardeau as well, that the -- that Level I process becomes a
11 little bit of a challenge.

12 But those are things we're trying to work through with
13 them and really trying to build them up to make those folks a
14 little more comfortable from that. But I do think that that
15 is one of the reasons why it is a little more challenging in
16 getting folks in the higher levels of leadership from, you
17 know, in the smaller properties.

18 CHAIRMAN ZIMMERMAN: What that process might reveal,
19 that level of scrutiny that you talk about?

20 MR. RANDOLPH: I just think that the issue is primarily
21 about the -- maybe even a lack of understanding or they may
22 have family members that have challenges, legal challenges or
23 other things, a lot of -- they're not in traditional
24 situations, you know, a number of issues that they may have
25 where they're trying to raise themselves up out of some of

1 those challenges, but that still is a hindrance for them
2 moving forward.

3 CHAIRMAN ZIMMERMAN: Certainly. I'll be interested to
4 hear how you all are doing.

5 MR. CALLEN: Thank you.

6 CHAIRMAN ZIMMERMAN: Thank you. Any other questions
7 for Ms. Hemmel? No? All right, thank you. We'll now hear
8 the Staff recommendation from MGC Executive Director Mike
9 Leara.

10 DIRECTOR LEARA: Well, Staff recommends relicensure.

11 CHAIRMAN ZIMMERMAN: I know you were just trying to
12 draw it out, the suspense for -- okay, all right. Thank you,
13 any questions for the Director? All right, hearing none, I
14 move to approve Resolution 25-089. Is there a second?

15 COMMISSIONER HANE: Second.

16 CHAIRMAN ZIMMERMAN: Any further discussion? Hearing
17 none, Angie, would you call the roll?

18 MS. FRANKS: Chairman Zimmerman?

19 CHAIRMAN ZIMMERMAN: Approved.

20 MS. FRANKS: Commissioner Hane?

21 COMMISSIONER HANE: Approved.

22 MS. FRANKS: Commissioner Conway?

23 COMMISSIONER CONWAY: Approved.

24 MS. FRANKS: Commissioner Spaulding?

25 COMMISSIONER SPAULDING: Approved.

1 MS. FRANKS: By your vote, you've adopted Resolution
2 Number 25-089.

3 CHAIRMAN ZIMMERMAN: Thank you. Next we have a
4 presentation by Isle of Capri Boonville for Consideration of
5 Class B License.

6 DIRECTOR LEARA: Chairman, we heard that presentation
7 last month.

8 CHAIRMAN ZIMMERMAN: Okay.

9 DIRECTOR LEARA: And I think we'll move right to
10 investigative summary.

11 CHAIRMAN ZIMMERMAN: Okay.

12 DIRECTOR LEARA: From Sergeant Vernon, if you wish.

13 CHAIRMAN ZIMMERMAN: Yeah, absolutely. I missed out.

14 SERGEANT VERNON: Good morning, Chairman and
15 Commissioners. IOC-Boonville, Incorporated, doing business as
16 Isle of Capri Casino Boonville, submitted an application to
17 the Missouri Gaming Commission on December 24, 2024, for
18 renewal of the company's Class B riverboat gaming license
19 which is set to expire June 30, 2025.

20 Missouri State Highway Patrol Investigators and
21 Missouri Gaming Commission Financial Analysts conducted
22 relicensing investigations which consisted of financial
23 analysis, a review of disciplinary actions, litigation, and
24 business credit profiles and a review of key persons
25 associated with the company.

1 Investigative findings were provided to the Missouri
2 Gaming Commission Staff for their review, and investigators
3 would be glad to answer any questions you might have.

4 CHAIRMAN ZIMMERMAN: Sergeant Vernon, this probably
5 isn't a question for you. Is there somebody here from
6 Boonville? I know the presentation was last month.

7 DIRECTOR LEARA: There is.

8 CHAIRMAN ZIMMERMAN: Okay, I do have a question about
9 something that came up in the report. And I'm sorry, sir,
10 would you introduce yourself for the record?

11 MR. MORTEN: Jonathan Morten, Compliance Manager.

12 CHAIRMAN ZIMMERMAN: Okay, thank you so much for being
13 with us today. In the report that was provided to us, there
14 was a reference -- there was concerns voiced in the
15 enforcement report about patrons returning after being
16 rejected for a variety of reasons, either intoxicated, causing
17 a disturbance or maybe damaging property, things like that.

18 And of course my concern and the concern for both the
19 patrons, you know, your employees, for the people from the
20 patrol who are stationed there, is it being a safety issue
21 when those individuals are allowed to return not long after
22 they've been ejected.

23 Is this something that's being addressed in policy or
24 being addressed by your staff about, you know, some sort of
25 rule or something that our folks can understand and work with,

1 you know, where patrons aren't returning back to the floor
2 almost immediately after being rejected?

3 MR. MORTEN: Right. What I would say is many times
4 when somebody's ejected from the floor, whether it's for a
5 disturbance, intoxication or whatnot, when they do return,
6 there may be a different officer at the turnstile. One of the
7 things that we have implemented is a pass-on, where we write a
8 description down of the individual so that the oncoming
9 turnstile officer can reference that and kind of gauge
10 individuals if they come back.

11 So I would say that's probably the primary cause of
12 them coming back on the floor, but generally they're caught
13 soon thereafter by the individuals on the casino floor who
14 were a party to what occurred.

15 CHAIRMAN ZIMMERMAN: Well, and as I said, it's a
16 concern obviously, you know, not only officer safety, but the
17 safety of your patrons and, you know, that individual who has
18 caused some sort of disturbance is now back causing the same
19 sort of disruptive behavior, so yeah, I'll look forward to
20 hearing how implementation of a policy may go, you know, going
21 forward to keep everybody safe. Any other questions for
22 Sergeant Vernon or --

23 COMMISSIONER SPAULDING: No.

24 CHAIRMAN ZIMMERMAN: Pat, do you have anything?

25 COMMISSIONER CONWAY: No.

1 CHAIRMAN ZIMMERMAN: Okay, thank you. We'll now hear
2 -- I'm sorry?

3 COMMISSIONER HANE: I just want to reiterate that we
4 will be looking at our internal enforcement reports to see how
5 this is going because it is, in my opinion, a concern for our
6 personnel, the safety and wellbeing of your other patrons; so,
7 yeah, we'll be looking at that. Thank you.

8 MR. MORTEN: We agree with your concern and we will
9 follow up and have something.

10 COMMISSIONER HANE: That would be great, thanks.

11 CHAIRMAN ZIMMERMAN: Thank you.

12 DIRECTOR LEARA: Madam chair, you may -- we skipped
13 over the public comment. You may want to offer that.

14 CHAIRMAN ZIMMERMAN: Yeah, absolutely.

15 DIRECTOR LEARA: Okay.

16 CHAIRMAN ZIMMERMAN: Well, we skipped over the place in
17 the presentation where the public can come forward and
18 comment. Does anybody have any comments about IOC-Boonville's
19 application for licensure?

20 I wasn't sure if that came up last time when they did
21 the presentation. All right, seeing none, we will now skip
22 down to Jennifer again. She will talk about MBE/WBE.

23 MS. HEMMEL: Chairman and Commissioners, in 2025, the
24 Missouri Gaming Commission Staff conducted an audit of the
25 MBE/WBE records for the Class B licensee IOC-Boonville. The

1 results of our audit and specific details related to those
2 findings are included in the summary report which is in your
3 possession. I'll be happy to answer any questions if you have
4 any.

5 CHAIRMAN ZIMMERMAN: Not a question, just a comment
6 that your conclusion that IOC-Boonville exceeds in the hiring
7 of both minorities and females and also in management
8 positions as well, so congratulations on doing something
9 that's very difficult to do.

10 All right, thank you, Ms. Hemmel. We'll hear the staff
11 recommendation from MGC Executive Director Mike Leara.

12 DIRECTOR LEARA: Staff recommends relicensure.

13 CHAIRMAN ZIMMERMAN: Thank you. Any questions for the
14 Director? Seeing none, I move to approve Resolution 25-090.
15 Is there a second?

16 COMMISSIONER SPAULDING: Second.

17 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,
18 would you call the roll?

19 MS. FRANKS: Chairman Zimmerman?

20 CHAIRMAN ZIMMERMAN: Approved.

21 MS. FRANKS: Commissioner Hane?

22 COMMISSIONER HANE: Approved.

23 MS. FRANKS: Commissioner Conway?

24 COMMISSIONER CONWAY: Approved.

25 MS. FRANKS: Commissioner Spaulding?

1 COMMISSIONER SPAULDING: Approved.

2 MS. FRANKS: By your vote, you've adopt Resolution
3 Number 25-090.

4 CHAIRMAN ZIMMERMAN: Next we have the Licensure of
5 Certain Key and Level I Applicants, Resolution 25-091.
6 Sergeant Lance Laughlin, you have the floor.

7 SERGEANT LAUGHLIN: Good morning, Chairman and
8 Commissioners. Missouri State Highway Patrol Investigators
9 and Missouri Gaming Commission Financial Analysts conducted
10 comprehensive background investigations on Key and Level I
11 applicants. The investigations included, but were not limited
12 to, civil, criminal, financial, and general character
13 inquiries that were made in jurisdictions where the applicants
14 have lived, worked, and/or frequented.

15 The following applicants are being presented for your
16 consideration.

17 Nancy Ramirez Ayala, Ainsworth Game Technology,
18 Incorporated, Senior Vice President, General Counsel and Group
19 Chief Compliance Officer.

20 Donald Andrew Beatson, Bally's Corporation, Chief
21 Technology Officer.

22 Daniel Aaron Borkenstein, AP X Voyager VoteCo, LLC,
23 Class B Member.

24 Richard Allen Carmack, IOC-Boonville, Incorporated,
25 Security Manager.

1 Daniel Evan Cohen, AP X Voyager VoteCo, LLC, Managing
2 Member.

3 Martin Andre Vincent Ghislain de Cartier de Marchienne,
4 Line Management BVBA, Director.

5 Antoine Charles de Cartier de Marchienne, ASSaPP,
6 Director.

7 Julie Aline Fabienne Ghislaine de Cartier de
8 Marchienne, Line Management, BVBA, Director.

9 Christine Isabelle Elaine Marie Joseph Ghislain Deudon
10 de Le Vieilleuze, Line Management, BVBA, Director.

11 Richard Allen Ditton, Incredible Technologies,
12 Incorporated, Executive Vice President.

13 Marcus Blake Dunlop, HG Vora Capital Management, LLC,
14 Partner.

15 Philip Marvin Garthe, HG Vora Capital Management, LLC,
16 Chief Operating Officer.

17 Elaine Alison Hodgson, Incredible Technologies,
18 Incorporated, Chief Executive Officer and President.

19 Kim Harris Jones, Caesars Entertainment, Incorporated,
20 Director.

21 Elisabeth Marie Ghislaine Francoise Dominique Laloux,
22 ESPPAS, Director.

23 Manying Lam, HG Vora Capital Management, LLC, Chief
24 Financial Officer.

25 Michael Francis Marchetti, Light & Wonder,

1 Incorporated, Director.

2 Christopher Michael McLean, HG Vora Capital Management,
3 LLC, Chief Compliance Officer.

4 Gary Evan Moross, HG Vora Capital Management, LLC,
5 Partner and Member of Investment Committee.

6 Daniel David Ornstein, HG Vora Capital Management, LLC,
7 Partner, Head of Training, Member of Investment Committee.

8 Monta Ozolina, AP X Voyager VoteCo, LLC, Class B
9 Member.

10 Charles Adelain Paelinck, Affinity Interactive, Chief
11 Information Officer.

12 David Benjamin Sambur, AP X Voyager VoteCo, LLC,
13 Managing Member.

14 Brad Edward Splear, Incredible Technologies,
15 Incorporated.

16 Daniel Joseph Schrementi, Incredible Technologies,
17 Incorporated, Presiding -- President of Gaming, excuse me.

18 Parag Mahesh Vora, HG Vora Capital Management, LLC.

19 Andrew Seth Weinberg, Bingo Holdings I, LLC, Partner.

20 Primoz Bogataj, BMM North America, Incorporated, Senior
21 Director, Service Delivery.

22 Investigative findings were provided to the Missouri
23 Gaming Commission Staff for their review, and investigators
24 are available to answer any questions you might have. Thank
25 you.

1 DIRECTOR LEARA: Madam Chair, I think there was one on
2 the list that was not read into the record.

3 CHAIRMAN ZIMMERMAN: I was about to say that.

4 DIRECTOR LEARA: Okay.

5 CHAIRMAN ZIMMERMAN: Was it --

6 DIRECTOR LEARA: Yong Seok Lee.

7 CHAIRMAN ZIMMERMAN: Yong Seok Lee. And I also had a
8 question, too. I think that Manying Lam was listed as the
9 Chief Financial Officer and not as General Counsel.

10 SERGEANT LAUGHLIN: Oh, you are correct, I missed Mr.
11 Lee. I apologize, so let me correct that.

12 Manying Lam, HG Vora Capital Management, LLC, General
13 Counsel.

14 Yong Seok Lee, HG Vora Capital Management, LLC, Chief
15 Financial Officer.

16 CHAIRMAN ZIMMERMAN: That was a long list. You get a
17 pass. Okay, thank you. Thank you so much. Any questions for
18 Sergeant Laughlin?

19 COMMISSIONER HANE: Amazing job on the --

20 CHAIRMAN ZIMMERMAN: On the names.

21 COMMISSIONER HANE: -- on the names. I think the Z is
22 silent on Christine's, but I'm not sure.

23 CHAIRMAN ZIMMERMAN: I wouldn't even want to attempt
24 doing that. Kevin, do you have anything?

25 COMMISSIONER SPAULDING: No.

1 CHAIRMAN ZIMMERMAN: Pat, any questions for Sergeant
2 Laughlin?
3 COMMISSIONER CONWAY: No, thanks.
4 CHAIRMAN ZIMMERMAN: All right, no, thank you. Thank
5 you so much. I move to approve Resolution 25-091. Is there a
6 second?
7 COMMISSIONER CONWAY: Second.
8 CHAIRMAN ZIMMERMAN: Any further discussion?
9 DIRECTOR LEARA: Madam Chair?
10 CHAIRMAN ZIMMERMAN: Yes?
11 DIRECTOR LEARA: Before we vote, there was one
12 background investigation that appears not to have been on the
13 list.
14 MS. EVANS: It was.
15 DIRECTOR LEARA: It was on the list?
16 MS. EVANS: Yes.
17 DIRECTOR LEARA: But not read in?
18 MS. EVANS: Correct. Richard Allen Carmack.
19 CHAIRMAN ZIMMERMAN: He was read in --
20 COMMISSIONER HANE: Earlier.
21 DIRECTOR LEARA: Okay.
22 CHAIRMAN ZIMMERMAN: Yeah, he was not on the end of the
23 list, but he was read in --
24 DIRECTOR LEARA: I stand corrected.
25 CHAIRMAN ZIMMERMAN: Yeah, he was read in earlier,

1 yeah.

2 MS. EVANS: My apol ogi es.

3 CHAIRMAN ZIMMERMAN: You are fi ne.

4 COMMI SSI ONER HANE: As a Level 1?

5 CHAIRMAN ZIMMERMAN: Yeah, earlier in the list, so --
6 okay, did I get a second from Pat?

7 MS. FRANKS: You di d.

8 CHAIRMAN ZIMMERMAN: Okay. Angi e, woul d you call the
9 rol l ?

10 MS. FRANKS: Chai rman Zi mmerman?

11 CHAIRMAN ZIMMERMAN: Approved.

12 MS. FRANKS: Commi ssi oner Hane?

13 COMMI SSI ONER HANE: Approved.

14 MS. FRANKS: Commi ssi oner Conway?

15 COMMI SSI ONER CONWAY: Approved.

16 MS. FRANKS: Commi ssi oner Spaul di ng?

17 COMMI SSI ONER SPAULDI NG: Approved.

18 MS. FRANKS: By your vote, you've adopted Resol uti on
19 Number 25-091.

20 CHAIRMAN ZIMMERMAN: Next we have Consi derati on of
21 Rel icensure of Certai n Key Person Li censees, Resol uti on
22 25-092. Corporal Don Doza wi ll be making the presentati on
23 thi s morni ng.

24 CORPORAL DOZA: Good morni ng, Ms. Chai rman and
25 Commi ssi oners. Mi ssouri State Highway Patrol I nvestigators

1 conducted background investigation updates on Key Person
2 License renewals.

3 The investigations included an application review as
4 well as civil, criminal, and general character inquiries made
5 in the jurisdictions where the applicants currently reside.

6 The following renewals are being presented for your
7 consideration.

8 Peter Michael Carlino, Chairman and CEO, Gaming and
9 Leisure Properties, Incorporated.

10 Uri Lahajj Clinton, EVP, General Counsel and Secretary,
11 Boyd Gaming Corporation.

12 Ryan Patrick Comstock, Chief Operating Officer,
13 Ainsworth Game Technology, Incorporated.

14 Miguel Angel Cuadros, Officer, Director, Secretary,
15 Treasurer, President - Latin America, Ainsworth Game
16 Technology, Incorporated.

17 Michael John Domielli, President, NRT Technology
18 Corporation.

19 Richard Patrick Garza, Director, Shareholder, Genesis
20 Gaming Solutions.

21 Randall Lee Knust, President, Secretary, Treasurer,
22 Director and Shareholder, Genesis Gaming Solutions.

23 Mark Allan Lipparelli, Chairman, Independent Board
24 Director, Galaxy Gaming, Incorporated.

25 Kate Claire Lowenhar-Fisher, EVP, Chief Legal Officer,

1 General Counsel and Corporate Secretary for Everi Payments,
2 Incorporated.

3 Brandon John Moore, President, Chief Operating Officer
4 and Secretary, Gaming and Leisure Properties, Incorporated.

5 Richard Matthew Primus, SVP, Chief Information Officer,
6 PENN Entertainment, Incorporated.

7 Lyle Walker Randolph, VP of Operations and General
8 Manager, Century Casinos, Incorporated.

9 Saul V. Reibstein., Director, PENN Entertainment,
10 Incorporated.

11 Alton Eric Schoppe, Director, Shareholder, Genesis
12 Gaming Solutions.

13 Brian Walter Waters, Independent Board Director, Galaxy
14 Gaming, Incorporated.

15 Bret Daniel Yunker, CFO, Caesars Entertainment,
16 Incorporated.

17 Investigative findings were provided to the Missouri
18 Gaming Commission Staff for their review, and I would be glad
19 to answer any questions you might have. Thank you.

20 CHAIRMAN ZIMMERMAN: Any questions for Corporal Doza?
21 No? Pat, you still there?

22 COMMISSIONER CONWAY: I'm still here.

23 CHAIRMAN ZIMMERMAN: Okay. All right, thank you,
24 Corporal. Thank you. I move to approve Resolution 25-092.
25 Is there a second?

1 COMMISSIONER SPAULDING: Second.

2 CHAIRMAN ZIMMERMAN: Any further discussion? Seeing

3 none, Angie, would you call the roll?

4 MS. FRANKS: Chairman Zimmerman?

5 CHAIRMAN ZIMMERMAN: Approved.

6 MS. FRANKS: Commissioner Hane?

7 COMMISSIONER HANE: Approved.

8 MS. FRANKS: Commissioner Conway?

9 COMMISSIONER CONWAY: Approved.

10 MS. FRANKS: Commissioner Spaulding?

11 COMMISSIONER SPAULDING: Approved.

12 MS. FRANKS: By your vote, you've adopted Resolution

13 Number 25-092.

14 CHAIRMAN ZIMMERMAN: Next we have Consideration of

15 Ratification of Extension of License, Resolution 25-093.

16 General Counsel Nikki Evans will be making the presentation.

17 Good morning, Ms. Evans.

18 MS. EVANS: Good morning, Chairman and Commissioners.

19 Under Tab J is a Request for Ratification of Extension of

20 Licenses. IGT, International Game Technology, Incorporated,

21 B&D Holding, S.p.A., Di Agostini S.p.A., International Game

22 Technology, PLC, and Blu Acquario Prima S.p.A. are the holders

23 of supplier licenses that were scheduled to expire on May 31,

24 2025.

25 On May 29, 2025, Chairman Zimmerman approved an

1 extension of the supplier licenses for these entities, and
2 they now expire on July 30, 2025. Staff does now request that
3 the Commission ratify that action taken by the Chairman, and
4 I'm happy to answer any questions that you may have.

5 CHAIRMAN ZIMMERMAN: Any questions for Ms. Evans or for
6 me for signing? All right, thank you, Ms. Evans. I move to
7 approve Resolution 25-093. Is there a second?

8 COMMISSIONER HANE: Second.

9 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,
10 would you call the roll?

11 MS. FRANKS: Chairman Zimmerman?

12 CHAIRMAN ZIMMERMAN: Approved.

13 MS. FRANKS: Commissioner Hane?

14 COMMISSIONER HANE: Approved.

15 MS. FRANKS: Commissioner Conway?

16 COMMISSIONER CONWAY: Approved.

17 MS. FRANKS: Commissioner Spaulding?

18 COMMISSIONER SPAULDING: Approved.

19 MS. FRANKS: By your vote, you've adopted Resolution
20 Number 25-093.

21 CHAIRMAN ZIMMERMAN: We now have Consideration of
22 Omnibus Petition for Approval of Transfer of Interest and
23 Change in Control, Resolution 25-094. Ms. Evans, you still
24 have the floor.

25 MS. EVANS: Thank you, Chairman. Under Tab K is an

1 Omnibus Petition for Transfer of Interest and Change of
2 Control filed jointly by AP X Voyager VoteCo, LLC,
3 International Game Technology, PLC, and Everi Holdings,
4 Incorporated, the Petitioners.

5 AP X Voyager VoteCo, LLC is an applicant for a Key
6 Business Entity License in Missouri, International Game
7 Technology, PLC is the holder of a Supplier License in
8 Missouri, and Everi Holdings, Incorporated is the holder of a
9 Key Business Entity License in Missouri.

10 Pursuant to 11 CSR 45-10.040(12), this Commission must
11 approve any voluntary material change in ownership or control
12 of a gaming licensee. The Petitioners here are asking the
13 Commission to approve the merger of Everi Holdings, which is
14 the ultimate parent company of Everi Games and Everi Payments
15 with Voyager Merger Sub, LLC, a wholly-owned subsidiary of
16 Voyager Parent, LLC, with Everi Holdings as the surviving
17 entity.

18 The petition further requests approval for the
19 acquisition by Voyager Parent, LLC of 100 percent of the
20 equity of Ignite Rotate LLC, which is a direct subsidiary of
21 IGT PLC and immediately prior to the transactions will become
22 the ultimate parent company of IGT.

23 The Petitioners worked with Commission Staff to
24 determine the proper entities and individuals in the new
25 structure that would require licensure, which are also being

1 brought forth at this meeting for your approval.

2 The standard for Commission approval of a change of
3 control is outlined in 11 CSR 45-10.040(12). The standard
4 states that a transfer is in the best interest of the State of
5 Missouri, it is not injurious to the public health, safety,
6 morals, good order, or general welfare of the people of the
7 State of Missouri, and would not discredit or tend to
8 discredit the gaming industry or the State of Missouri, it
9 would have no material negative competitive impact, it would
10 have no potential to affect the licensee's suitability to hold
11 a gaming license, and it would not result in negative changes
12 to the financial condition of any of the licensees.

13 And I'm happy to answer any questions you have.

14 THE COURT: Any questions for Ms. Evans? No? All
15 right, hearing none, thank you, Ms. Evans.

16 MS. EVANS: Thank you.

17 CHAIRMAN ZIMMERMAN: I move to approve Resolution
18 25-094. Is there a second?

19 COMMISSIONER SPAULDING: Second.

20 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,
21 would you call the roll?

22 MS. FRANKS: Chairman Zimmerman?

23 CHAIRMAN ZIMMERMAN: Approved.

24 MS. FRANKS: Commissioner Hane?

25 COMMISSIONER HANE: Approved.

1 MS. FRANKS: Commi ssi oner Conway?

2 COMMI SSI ONER CONWAY: Approved.

3 MS. FRANKS: Commi ssi oner Spaul di ng?

4 COMMI SSI ONER SPAULDI NG: Approved.

5 MS. FRANKS: By your vote, you've adopted Resol uti on
6 Number 25-094.

7 CHAIRMAN ZIMMERMAN: Next we have Considerati on of
8 Rel icensure of Certain Suppl iers and thei r Key Busi ness
9 Enti ties, Resol uti ons 25-095 through 25-100. Sergeant Bri an
10 Vernon wi ll be making the presentati on. Sergeant, you have
11 the floor agai n.

12 SERGEANT VERNON: Chai rman and Commi ssi oners, Mi ssouri
13 State Highway Patrol Investi gators, along wi th Mi ssouri Gami ng
14 Commi ssi on Financi al Analysts conducted the renewal Li censi ng
15 i nvesti gati ons of ten i nterrelated compani es associ ated wi th
16 Li censed suppl iers, IGT, Everi Games, Incorporated, and Everi
17 Payments, Incorporated. IGT is bei ng presented for renewal of
18 i ts suppl ier Li cense. IGT has held a Li cense i n Mi ssouri
19 si nce May 27, 1994.

20 The fol l owi ng fi ve suppl ier key busi ness enti ties are
21 al so bei ng presented.

22 De Agosti ni S. p. A.

23 B&D Hol di ngs, S. p. A.

24 Blu Acquari o Pri ma S. p. A.

25 Internati onal Game Technol ogy, Incorporated.

1 And International Game Technology PLC.

2 The licenses of IGT and the key business entities are
3 set to expire on July 30, 2025. Everi Games, Incorporated and
4 Everi Games Holding, Incorporated are being presented for
5 renewal of their respective supplier and supplier key business
6 entity licenses. Both entities have been licensed in Missouri
7 since April 27, 2016, and their current licenses expire on
8 December 31, 2025.

9 Everi Payments, Incorporated and Everi Holding,
10 Incorporated are being presented for renewal of their
11 respective supplier and supplier key business entity licenses.
12 Both entities have been licensed in Missouri since
13 September 29, 2010, and their current licenses expire on
14 December 31, 2025.

15 The investigations consisted of, but were not limited
16 to, financial reviews, feedback from Missouri casinos, a
17 review of disciplinary actions, litigation, and business
18 credit profiles, as well as a review of the key persons
19 associated with the companies.

20 The results of these investigations were provided to
21 the Missouri Gaming Commission Staff for their review, and the
22 investigating officers are available to answer any questions
23 you may have.

24 CHAIRMAN ZIMMERMAN: Any questions for Sergeant Vernon?
25 Seeing none -- and I know you're not off the hot seat yet.

1 Thank you.

2 I move to approve Resolution Numbers 25-095 through and
3 including 25-0100. Is there a second?

4 COMMISSIONER CONWAY: Second.

5 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,
6 would you call the roll?

7 MS. FRANKS: Chairman Zimmerman?

8 CHAIRMAN ZIMMERMAN: Approved.

9 MS. FRANKS: Commissioner Hane?

10 COMMISSIONER HANE: Approved.

11 MS. FRANKS: Commissioner Conway?

12 COMMISSIONER CONWAY: Approved.

13 MS. FRANKS: Commissioner Spaulding?

14 COMMISSIONER SPAULDING: Approved.

15 MS. FRANKS: By your vote, you've adopted Resolutions
16 Number 25-095 through and including Resolution 25-100.

17 CHAIRMAN ZIMMERMAN: Thank you. Next we have
18 Consideration of Licensure of Certain Supplier, Incredible
19 Technologies, Resolution 25-101. Sergeant Vernon, you still
20 have the floor.

21 SERGEANT VERNON: Chairman and Commissioners, Missouri
22 State Highway Patrol Investigators and Missouri Gaming
23 Commission Financial Analysts conducted an initial licensing
24 investigation of Incredible Technologies, Incorporated in
25 response to a new supplier license application received on

1 October 7, 2024.

2 Incredible Technologies, Incorporated is a manufacturer
3 and supplier of electronic gaming products for the gaming
4 industry. The company operates in the United States, Canada,
5 Central and South America, Asia, and the Caribbean.

6 The investigation included a financial review, a review
7 of disciplinary actions, litigation, and the key people
8 associate with the company. The findings of this
9 investigation were provided to Missouri Gaming Commission
10 Staff, and I would be happy to answer any questions you might
11 have.

12 CHAIRMAN ZIMMERMAN: Thank you. Any questions for
13 Sergeant Vernon? No? All right, seeing none, I move to
14 approve Resolution 25-101. Is there a second?

15 COMMISSIONER HANE: Second.

16 CHAIRMAN ZIMMERMAN: Any further discussion? Seeing
17 none, Angie, would you call the roll?

18 MS. FRANKS: Chairman Zimmerman?

19 CHAIRMAN ZIMMERMAN: Approved.

20 MS. FRANKS: Commissioner Hane?

21 COMMISSIONER HANE: Approved.

22 MS. FRANKS: Commissioner Conway?

23 COMMISSIONER CONWAY: Approved.

24 MS. FRANKS: Commissioner Spaulding?

25 COMMISSIONER SPAULDING: Approved.

1 MS. FRANKS: By your vote, you've adopted Resolution
2 Number 25-101.

3 CHAIRMAN ZIMMERMAN: Next we have Consideration of
4 Licensure of Key Business Entities Associated with Certain
5 Suppliers, Resolution 25-102, through and including 25-118.
6 Sergeant Vernon, you're obviously being punished for
7 something, so you still have the floor.

8 SERGEANT VERNON: Thank you, Chairman. Missouri State
9 Highway Patrol Investigators along with Missouri Gaming
10 Commission Financial Analysts conducted the initial licensing
11 investigations of 17 interrelated companies associated with
12 licensed suppliers IGT, Everi Games, Incorporated and Everi
13 Payments, Incorporated.

14 The following key business entities are being presented
15 due to their involvement in the purchase of the aforementioned
16 Missouri licensed suppliers.

- 17 Apollo Investment Fund 10, LP.
- 18 Apollo Overseas Partners (Delaware) 10, LP.
- 19 Apollo Overseas Partners (Delaware 892) 10, LP.
- 20 Apollo Overseas Partners 10, LP.
- 21 Apollo Overseas Partners (Lux) 10, SCSp.
- 22 AP 10 Voyager Aggregator, LP.
- 23 AP Voyager Co-Invest, LP.
- 24 AP Voyager Holdings, LP.
- 25 AP 10 Voyager VoteCo, LLC.

1 Voyager TopCo GP, LLC.
2 Voyager TopCo, LP.
3 Voyager Management Co-Invest, LLC.
4 Voyager Management Holdings, LLC.
5 Voyager HoldCo I Corporation.
6 Voyager HoldCo II, LLC.
7 Voyager Parent, LLC.
8 And Ignite Rotate LLC.

9 The supplier key business entity license applications
10 were received by the Missouri Gaming Commission on
11 September 10 of 2024. These investigations consisted of, but
12 were not limited to, financial reviews, a review of
13 disciplinary actions, litigation and business credit profiles,
14 as well as a review of the key persons associated with the
15 companies.

16 The results of these investigations were provided to
17 the Missouri Gaming Commission Staff for their review, and the
18 investigating officers are available to answer any questions
19 you may have.

20 CHAIRMAN ZIMMERMAN: Any questions for Sergeant Vernon?
21 Pat, any questions?

22 COMMISSIONER CONWAY: No, good to go.

23 CHAIRMAN ZIMMERMAN: All right, thank you so much,
24 Sergeant. I move to approve Resolutions 25-102 through and
25 including 25-118. Is there a second?

1 COMMISSIONER SPAULDING: Second.

2 CHAIRMAN ZIMMERMAN: Any further discussion? Seeing

3 none, Angie, would you call the roll?

4 MS. FRANKS: Chairman Zimmerman?

5 CHAIRMAN ZIMMERMAN: Approved.

6 MS. FRANKS: Commissioner Hane?

7 COMMISSIONER HANE: Approved.

8 MS. FRANKS: Commissioner Conway?

9 COMMISSIONER CONWAY: Approved.

10 MS. FRANKS: Commissioner Spaulding?

11 COMMISSIONER SPAULDING: Approved.

12 MS. FRANKS: By your vote, you've adopted Resolutions

13 Number 25-102 through and including 25-118.

14 CHAIRMAN ZIMMERMAN: Next we have Consideration of

15 Licensure of Key Business Entities Associated with Certain

16 Suppliers, The United States Playing Card Company, Resolutions

17 25-119 through and including 25-122. Sergeant Jason

18 McTheeney, you have the floor.

19 SERGEANT McTHEENEY: Chairman and Commissioners, the

20 following four key business entities associated with supplier

21 company licensee, The United States Playing Card Company,

22 submitted applications to the Missouri Gaming Commission for

23 licensure. The applications were received between April 22

24 and June 27 of 2024.

25 Each entity is being considered for licensure due to

1 its position within the ownership structure of the United
2 States Playing Card Company.

3 The four key business entities are:

4 Stichting Administratiekantoor Aquila.

5 Line Management BVBA.

6 ESPPAS.

7 And ASSapp.

8 Missouri State Highway Patrol Investigators and
9 Missouri Gaming Commission Financial Analysts conducted
10 comprehensive investigations on all the companies. The
11 investigations included, but were not limited to, a financial
12 analysis, organizational structure review, and a review of
13 operating agreements between the entities.

14 Investigative findings were provided to the Missouri
15 Gaming Commission Staff for their review, and investigators
16 are present for any questions that you might have. Thank you.

17 CHAIRMAN ZIMMERMAN: Any questions for Sergeant
18 McTheeney? All right, thank you, Sergeant.

19 I move to approve Resolutions 25-119 through and
20 including 25-122. Is there a second?

21 COMMISSIONER HANE: Second.

22 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,
23 would you call the roll?

24 MS. FRANKS: Chairman Zimmerman?

25 CHAIRMAN ZIMMERMAN: Approved.

1 MS. FRANKS: Commi ssi oner Hane?

2 COMMI SSI ONER HANE: Approved.

3 MS. FRANKS: Commi ssi oner Conway?

4 COMMI SSI ONER CONWAY: Approved.

5 MS. FRANKS: Commi ssi oner Spaul di ng?

6 COMMI SSI ONER SPAULDI NG: Approved.

7 MS. FRANKS: By your vote, you've adopted Resol uti ons
8 Number 25-119 through and i ncl udi ng 25-122.

9 CHAI RMAN ZIMMERMAN: Next we have Considerati on of
10 Joint Peti ti on for Approval of Transfer of Interest and Change
11 in Control , Resol uti on 25-123. General Counsel Ni kki Evans,
12 you have the fl oor agai n.

13 MS. EVANS: Thank you, Chai rman. Under Tab KK is a
14 joint peti ti on for transfer of interest and change of control
15 filed jointly by Bingo VoteCo, LLC, (Brightstar) and Play AGS,
16 Incorporated, the Peti ti oners.

17 Brightstar is an applicant for a key business enti ty
18 license in Missouri . Play AGS is the holder of a suppl ier key
19 business enti ty license in Missouri .

20 Pursuant to 11 CSR 45-10.040(12), thi s Commi ssi on must
21 approve any vol unta ry material change in ownership or control
22 of a gami ng licensee. The Peti ti oners here are asking for the
23 Commi ssi on to approve the merger of Play AGS, which is the
24 ul ti mate parent company of AGS LLC, a li censed Mi sso uri
25 suppl ier, wi th Bingo Merger Sub, Incorporated, a fully

1 controlled, indirect subsidiary of Brightstar, with Play AGS
2 as the surviving entity.

3 The standard for Commission approval of a change in
4 control is outlined in 11 CSR 45-10.040(12). The standard
5 states that a transfer is in the best interest of the State of
6 Missouri, is not injurious to the public health, safety,
7 morals, good order or general welfare of the people of the
8 State of Missouri, and would not discredit or tend to
9 discredit the gaming industry or the State of Missouri, it
10 would have no material negative competitive impact, it would
11 have no potential to affect the licensee's suitability to hold
12 a gaming license, and it would not result in any significant
13 negative changes in the financial condition of any of the
14 licensees.

15 And I'm happy to answer any questions that you may
16 have.

17 CHAIRMAN ZIMMERMAN: Any questions for Ms. Evans?
18 Thank you, ma'am. I move to approve Resolution 25-123. Is
19 there a second?

20 COMMISSIONER CONWAY: Second.

21 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,
22 would you call the roll?

23 MS. FRANKS: Chairman Zimmerman?

24 CHAIRMAN ZIMMERMAN: Approved.

25 MS. FRANKS: Commissioner Hane?

1 COMMISSIONER HANE: Approved.

2 MS. FRANKS: Commissioner Conway?

3 COMMISSIONER CONWAY: Approved.

4 MS. FRANKS: Commissioner Spaulding?

5 COMMISSIONER SPAULDING: Approved.

6 MS. FRANKS: By your vote, you've adopted Resolution
7 Number 25-123.

8 CHAIRMAN ZIMMERMAN: Next we have Consideration of
9 Licensure of Key Business Entities Associated with Certain
10 Suppliers, Resolutions 25-124 through 25-129. Sergeant Lance
11 Laughlin will be making the presentation.

12 SERGEANT LAUGHLIN: Good morning again, Commissioners
13 and Chairman. The Missouri Gaming Commission received a new
14 key business entity riverboat application on March 19, 2024.
15 The following review of the corporate ownership structure,
16 three additional new key business entity riverboat
17 applications were received by the MGC between September 9,
18 2024 -- that was the wrong page, I apologize. Let's try this
19 again.

20 The Missouri Gaming Commission received six new Key
21 Business Entity Supplier applications on March 25, 2025, that
22 are associated with Supplier Licensee AGS, LLC. The
23 associated Supplier Key Business Entities are:

24 Bingo VoteCo, LLC.

25 BCP Bingo Aggregator, L.P.

1 Bingo Ultimate Holdings, LP.
2 Bingo Intermediate, LLC.
3 Bingo Parent, LLC.
4 And Bingo Holdings I, LLC.
5 Missouri Highway Patrol Investigators and Missouri
6 Gaming Commission Financial Analysts conducted licensing
7 investigations which consisted of a financial review, a review
8 of disciplinary action, litigation, and key people associated
9 with the companies.

10 The findings of these investigations were provided to
11 the Missouri Gaming Commission Staff, and I would be glad to
12 answer any questions you might have.

13 CHAIRMAN ZIMMERMAN: Any questions for Sergeant
14 Laughlin? Thank you, Sergeant.

15 I move to approve Resolutions 25-124 through and
16 including 25-129. Is there a second?

17 COMMISSIONER SPAULDING: Second.

18 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,
19 would you call the roll?

20 MS. FRANKS: Chairman Zimmerman?

21 CHAIRMAN ZIMMERMAN: Approved.

22 MS. FRANKS: Commissioner Hane?

23 COMMISSIONER HANE: Approved.

24 MS. FRANKS: Commissioner Conway?

25 COMMISSIONER CONWAY: Approved.

1 MS. FRANKS: Commi ssi oner Spaul di ng?

2 COMMI SSI ONER SPAULDI NG: Approved.

3 MS. FRANKS: By your vote, you've adopted Resol uti ons
4 25-124 through and i ncl udi ng 25-129.

5 CHAI RMAN ZIMMERMAN: Thank you. Next we have
6 Consi derati on of Li censure of Key Busi ness Enti ties Associ ated
7 wi th Cl ass A Ri verboat Li censee, Resol uti ons 25-130 through
8 and i ncl udi ng 25-133. Sergeant Laughl in, you sti ll have the
9 fl oor.

10 SERGEANT LAUGHLIN: Thank you, Chai rman and
11 Commi ssi oners.

12 The Mi ssouri Gami ng Commi ssi on recei ved a new Key
13 Busi ness Enti ty Ri verboat appl i cati on on March 19, 2024 from
14 HG Vora Capi tal Management. Fol l owi ng a revi ew of the
15 corporate and ownershi p structure, three addi ti onal new Key
16 Busi ness Enti ty Ri verboat appl i cati ons were recei ved by the
17 MGC between -- or on September 9, 2024, that are associ ated
18 wi th Cl ass A Ri verboat Li censee PENN Entertai nment, Inc.

19 The associ ated Ri verboat Key Busi ness Enti ties are:

20 HG Vora Capi tal Management.

21 HG Vora Management (GP) LLC.

22 HG Vora Management, LP.

23 And The Parag M. Vora Revocabl e Trust.

24 Mi ssouri State Hi ghway Patrol Investi gators and
25 Mi ssouri Gami ng Commi ssi on Fi nanci al Analysts conducted

1 licensing investigations which consisted of financial review,
2 a review of disciplinary actions, litigation, and the key
3 people associated with the companies.

4 The findings of these investigations were provided to
5 the Missouri Gaming Commission Staff, and I would be glad to
6 answer any questions you might have. Thank you.

7 CHAIRMAN ZIMMERMAN: Thank you. Any questions for
8 Sergeant Laughlin? All right, thank you.

9 I move to approve Resolutions 25-130 through and
10 including 25-133. Is there a second?

11 COMMISSIONER HANE: Second.

12 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,
13 would you call the roll?

14 MS. FRANKS: Chairman Zimmerman?

15 CHAIRMAN ZIMMERMAN: Approved.

16 MS. FRANKS: Commissioner Hane?

17 COMMISSIONER HANE: Approved.

18 MS. FRANKS: Commissioner Conway?

19 COMMISSIONER CONWAY: Approved.

20 MS. FRANKS: Commissioner Spaulding?

21 COMMISSIONER SPAULDING: Approved.

22 MS. FRANKS: By your vote, you've adopted Resolution
23 Numbers 25-130 through and including 25-133.

24 CHAIRMAN ZIMMERMAN: Next we have Consideration of
25 Petition for Approval to Extend the Period of Capital

1 Improvements for Tropicana St. Louis doing business as
2 Horseshoe, Resolution 25-134. Ms. Evans, you have the floor
3 again.

4 MS. EVANS: I'm back. Under Tab VV is a Petition for
5 Approval to Extend the Period of Capital Improvements filed by
6 Tropicana St. Louis, LLC, d/b/a Horseshoe Casino, a Class B
7 Licensee.

8 In June 2020, Tropicana and Gaming and Leisure
9 Properties GLPI entered into a purchase and leaseback
10 agreement that was approved by this Commission via Resolution
11 20-019. As part of this agreement, Tropicana's parent company
12 and Class A Licensee, Caesars Entertainment, Incorporated,
13 agreed to complete certain capital improvements to the
14 property which generally consisted of spending \$12.5 million
15 during a period of time not to exceed five years.

16 To date, Tropicana has committed to spend a total of
17 \$8,888,000 but is unable to efficiently and impactfully
18 utilize the remaining \$3,612,000 before the expiration of the
19 five-year period.

20 Tropicana has identified capital improvement projects
21 that will exhaust the remainder of the funds by June 2026 and
22 has requested a one-year extension to complete the capital
23 improvement projects as identified in Resolution 20-019.

24 And I'm happy to answer any questions that you may
25 have.

1 CHAIRMAN ZIMMERMAN: Any questions for Ms. Evans?

2 Thank you.

3 MS. EVANS: Thank you.

4 CHAIRMAN ZIMMERMAN: I move to approve Resolution
5 25-134. Is there a second?

6 COMMISSIONER CONWAY: Second.

7 CHAIRMAN ZIMMERMAN: Any further discussion? Angie,
8 would you call the roll?

9 MS. FRANKS: Chairman Zimmerman?

10 CHAIRMAN ZIMMERMAN: Approved.

11 MS. FRANKS: Commissioner Hane?

12 COMMISSIONER HANE: Approved.

13 MS. FRANKS: Commissioner Conway?

14 COMMISSIONER CONWAY: Approved.

15 MS. FRANKS: Commissioner Spaulding?

16 COMMISSIONER SPAULDING: Approved.

17 By your vote, you've adopted Resolution Number 25-134.

18 CHAIRMAN ZIMMERMAN: Okay. We've now reached the
19 portion of our agenda designated for public comments. We've
20 done a lot of business today, so per 11 CSR 45-2.010 RSMo,
21 does anyone from the public want to come up and make comments?

22 DIRECTOR LEARA: No one has requested that we're aware
23 of.

24 CHAIRMAN ZIMMERMAN: All right. Thank you all very
25 much for staying with us through this long agenda. That

1 completes all of the items on our agenda, so I make a motion
2 to adjourn the June 25, 2025 meeting of the Missouri Gaming
3 Commission. Is there a second?

4 COMMISSIONER HANE: Second.

5 CHAIRMAN ZIMMERMAN: All right. Any further
6 discussion? Apparently not. Angie, would you call the roll.

7 MS. FRANKS: Chairman Zimmerman?

8 CHAIRMAN ZIMMERMAN: Approved.

9 MS. FRANKS: Commissioner Hane?

10 COMMISSIONER HANE: Approved.

11 MS. FRANKS: Commissioner Conway?

12 COMMISSIONER CONWAY: Approved.

13 MS. FRANKS: Commissioner Spaulding?

14 COMMISSIONER SPAULDING: Approved.

15 MS. FRANKS: We are adjourned.

16 CHAIRMAN ZIMMERMAN: We are adjourned. Thank you all
17 very much.

18

19

20

21

22

23

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

REPORTER' S CERTI F I C A T E

I, Susanne E. Moon, Certi f i e d Court Reporter,
Certi f i e d Real -t i m e Reporter, and Regi s t e r e d P r o f e s s i o n a l
Reporter, cert i f y t h a t I t r a n s c r i b e d f r o m a n a u d i o r e c o r d i n g
t h e f o r e g o i n g p a g e s a n d t h a t t h e y c o n t a i n a t r u e a n d a c c u r a t e
t r a n s c r i p t i o n o f t h e a u d i o t o t h e b e s t o f m y a b i l i t y.

Susanne Moon
Susanne E. Moon, RPR, CRR, CCR #473

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

- 1 -

1,000-gallon [1] 43:1
11,500 [1] 23:11
12.5 [1] 88:14
13.7 [1] 43:15
14.8 [1] 48:15
15,000 [1] 23:11
18,000 [2] 23:12; 44:3
1994 [1] 74:19
1996 [1] 22:16

- 2 -

2,000 [1] 43:1
20-019 [2] 88:11, 23
2000s [1] 41:21
2010 [1] 75:13
2016 [1] 75:7
2017 [1] 12:6
2019 [3] 7:14; 44:13; 50:20
2020 [1] 88:8
2021 [1] 38:6
2022 [2] 38:12, 24
2022-23 [1] 26:15
2023 [1] 11:23
2024 [13] 12:19; 13:5; 26:24; 32:5; 34:21; 57:17; 77:1; 79:11; 80:24; 84:14, 18; 86:13, 17
2025 [19] 1:13; 2:4; 5:17; 6:13; 34:23; 35:20; 53:2, 6, 25; 57:19; 60:23; 70:24, 25; 71:2; 75:3, 8, 14; 84:21; 90:2
2026 [1] 88:21
23-24 [1] 26:17
23.4 [1] 27:19
24-25 [1] 26:19
25-0100 [1] 76:3
25-057a [1] 14:3
25-057b [2] 20:16; 21:5
25-088 [2] 36:12, 25
25-089 [2] 56:14; 57:2
25-090 [2] 61:14; 62:3
25-091 [3] 62:5; 66:5; 67:19
25-092 [3] 67:22; 69:24; 70:13
25-093 [3] 70:15; 71:7, 20
25-094 [3] 71:23; 73:18; 74:6
25-095 [3] 74:9; 76:2, 16
25-100 [2] 74:9; 76:16
25-101 [3] 76:19; 77:14; 78:2
25-102 [3] 78:5; 79:24; 80:13
25-118 [3] 78:5; 79:25; 80:13

1 25-119 [3] 80:17; 81:19; 82:8
2 25-122 [3] 80:17; 81:20; 82:8
3 25-123 [3] 82:11; 83:18; 84:7
4 25-124 [3] 84:10; 85:15; 86:4
5 25-129 [3] 84:10; 85:16; 86:4
6 25-130 [3] 86:7; 87:9, 23
7 25-133 [3] 86:8; 87:10, 23
8 25-134 [3] 88:2; 89:5, 17
9 25-plus [1] 48:18
10 27,000 [1] 43:9
11 28.5 [1] 48:1
12 29-year-old [1] 25:20

- 3 -

8 3,612,000 [1] 88:18
9 3417 [1] 1:4
10 37-month [1] 10:25

- 4 -

11 4,800 [1] 32:5
12 43.7 [1] 27:20
13 45-10.040 [4] 72:10; 73:3; 82:20; 83:4
14 45-2.010 [1] 89:20

- 5 -

15 53.6 [1] 48:2

- 6 -

17 6,000 [1] 44:2
18 65109 [1] 1:5

- 8 -

19 8,888,000 [1] 88:17

- A -

21 A.M. [1] 1:14
22 Aaron [1] 62:22
23 ability [1] 91:10
24 above [3] 30:7; 31:13; 48:5
25 absent [1] 5:20
Absolutely [2] 9:9; 18:2

1 **absolutely** [6] 19:20; 20:2; 33:7, 20; 57:13; 60:14
2 **abstain** [1] 5:20
3 **Abstained** [2] 6:4, 5
4 **accepted** [1] 9:23
5 **access** [1] 38:14
6 **accessible** [1] 43:6
7 **accomplish** [2] 7:24; 8:7
8 **accomplished** [1] 49:4
9 **accurate** [1] 91:9
10 **accustomed** [1] 55:6
11 **Acquario** [2] 70:22; 74:24
12 **acquisition** [1] 72:19
13 **acres** [1] 28:10
14 **Across** [1] 46:14
15 **across** [3] 12:12; 42:2; 47:21
16 **acting** [1] 17:24
17 **Action** [1] 32:24
18 **action** [4] 49:18; 50:10; 71:3; 85:8
19 **actions** [7] 35:2; 53:11; 57:23; 75:17; 77:7; 79:13; 87:2
20 **active** [1] 19:7
21 **activities** [2] 18:17; 46:6
22 **activity** [4] 13:16; 17:14; 44:22, 25
23 **actuals** [1] 26:17
24 **adapt** [2] 40:22, 23
25 **added** [5] 10:5; 24:16; 26:7; 42:2
addition [7] 23:23; 24:17; 26:9, 14; 27:1; 30:23; 31:19
additional [3] 42:5; 84:16; 86:15
addressed [2] 58:23, 24
Adelain [1] 64:10
adjourn [1] 90:2
adjourned [2] 90:15, 16
adjustments [1] 49:14
Administratiekantoor [1] 81:4
administrator [2] 10:22; 12:23
admit [1] 22:18
admitted [1] 10:24
admonished [1] 10:1
adolescent [1] 29:12
adopt [4] 4:13; 14:3, 4; 62:2
adopted [19] 5:1, 16; 6:12; 21:4; 26:17; 36:24; 57:1; 67:18; 70:12; 71:19; 74:5; 76:15; 78:1; 80:12;
82:7; 84:6; 86:3; 87:22; 89:17
Adoption [1] 4:12
advancement [1] 54:11
advocate [1] 14:3
affect [2] 73:10; 83:11
affected [1] 53:10
affecting [1] 9:2
Affinity [1] 64:10

1 **Affirmative** [1] 32:24
2 **aforementioned** [1] 78:15
3 **Against** [1] 32:12
4 **agencies** [4] 29:11; 30:1; 33:2; 53:10
5 **agency** [2] 18:25; 19:1
6 **Agenda** [1] 4:13
7 **agenda** [6] 4:13; 5:1; 52:21; 89:19, 25; 90:1
8 **agent** [1] 3:14
9 **agents** [2] 3:13, 18
10 **Aggregator** [2] 78:22; 84:25
11 **Agostini** [2] 70:21; 74:22
12 **agree** [2] 8:22; 60:8
13 **agreed** [1] 88:13
14 **agreement** [3] 47:7; 88:10, 11
15 **agreements** [1] 81:13
16 **agriculture** [1] 43:4
17 **ahead** [1] 50:15
18 **aide** [1] 7:16
19 **Ainsworth** [3] 62:17; 68:13, 15
20 **alerts** [2] 31:17
21 **Aline** [1] 63:7
22 **Alison** [1] 63:17
23 **all-famous** [1] 39:4
24 **Allan** [1] 68:23
25 **Allen** [3] 62:24; 63:11; 66:18
allowed [6] 38:8; 42:16, 17, 24; 58:21
allowing [3] 8:6; 18:18; 32:17
almost [7] 12:8; 23:6; 24:6; 44:18, 19; 48:11; 59:2
alone [1] 50:3
along [4] 35:3; 53:8; 74:13; 78:9
alter [1] 31:23
Although [1] 47:1
Alton [1] 69:11
Amazing [1] 65:19
amazingly [1] 31:8
America [4] 46:14; 64:20; 68:15; 77:5
Ameristar [1] 16:17
ample [1] 13:25
analysis [6] 27:22, 24; 35:2; 53:11; 57:23; 81:12
Analysts [10] 34:25; 53:8; 57:21; 62:9; 74:14; 76:23; 78:10; 81:9; 85:6; 86:25
analyzed [1] 7:1
analyzing [1] 13:21
Andre [1] 63:3
ANDRES [5] 9:11; 16:14, 16; 18:1, 3
Andres [4] 9:11; 15:11; 17:5; 20:13
Andrew [2] 62:20; 64:19
Angel [1] 68:14

1 **Angie** [21] 2:5; 4:17; 5:7; 6:1; 20:20; 36:15; 56:17; 61:17; 67:8; 70:3; 71:9; 73:20; 76:5; 77:17; 80:3;
81:22; 83:21; 85:18; 87:12; 89:7; 90:6

2 **annual** [3] 30:18; 31:20; 45:14

anomaly [1] 47:17

3 **answer** [25] 3:15, 16, 17, 18; 14:7; 15:9; 22:3; 32:16; 35:7, 25; 53:16; 54:6; 58:3; 61:3; 64:24; 69:19;
71:4; 73:13; 75:22; 77:10; 79:18; 83:15; 85:12; 87:6; 88:24

4 **Antoine** [1] 63:5

anybody [2] 37:6; 60:18

5 **anybody's** [1] 41:22

Anyone [1] 52:23

6 **anyone** [11] 19:12; 25:9; 31:1, 12, 15; 32:7, 14; 34:14; 45:8, 17; 89:21

Apollo [5] 78:17, 18, 19, 20, 21

7 **apologies** [2] 18:12; 67:2

apologize [3] 9:9; 65:11; 84:18

8 **Apparently** [1] 90:6

appear [1] 10:14

9 **appearance** [1] 9:21

appearing [1] 45:8

10 **appears** [2] 31:12; 66:12

applaud [1] 17:15

11 **APPLAUSE** [1] 4:8

applicant [2] 72:5; 82:17

12 **Applicants** [1] 62:5

applicants [6] 21:9; 37:4; 62:11, 13, 15; 68:5

13 **application** [10] 34:14, 20; 52:22; 53:4; 57:16; 60:19; 68:3; 76:25; 84:14; 86:13

applications [6] 79:9; 80:22, 23; 84:17, 21; 86:16

14 **apply** [2] 10:20; 12:3

appreciate [3] 16:23; 51:2; 52:12

15 **appreciation** [1] 51:15

approach [1] 55:4

16 **approaches** [1] 51:22

approaching [1] 40:17

17 **appropriate** [3] 11:8; 12:10, 20

Approval [4] 71:22; 82:10; 87:25; 88:5

18 **approval** [5] 38:20; 72:18; 73:1, 2; 83:3

approve [24] 5:4, 21; 7:3; 9:5; 20:16; 36:12; 56:14; 61:14; 66:5; 69:24; 71:7; 72:11, 13; 73:17; 76:2;
77:14; 79:24; 81:19; 82:21, 23; 83:18; 85:15; 87:9; 89:4

19 **Approved** [79] 4:19, 21, 23, 25; 5:9, 11, 13, 15; 6:3, 7, 9, 11; 20:22, 24; 21:3; 36:17, 19, 21, 23; 56:19, 21,
23, 25; 61:20, 22, 24; 62:1; 67:11, 13, 15, 17; 70:5, 7, 9, 11; 71:12, 14, 16, 18; 73:23, 25; 74:2, 4; 76:8, 10,
12, 14; 77:19, 21, 23, 25; 80:5, 7, 9, 11; 81:25; 82:2, 4, 6; 83:24; 84:1, 3, 5; 85:21, 23, 25; 86:2; 87:15, 17,
19, 21; 89:10, 12, 14, 16; 90:8, 10, 12, 14

20 **approved** [3] 19:19; 70:25; 88:10

21 **approximately** [2] 43:22; 44:12

22 **April** [2] 75:7; 80:23

23 **Aquila** [1] 81:4

Area [1] 46:13

24 **area** [8] 16:8; 28:24; 43:25; 44:5; 45:5; 47:1, 2; 55:3

25 **areas** [1] 48:7

1 **aren't** [1] 59:1
2 **argument** [1] 13:11
3 **arguments** [1] 9:13
4 **Arkansas** [3] 43:11; 48:15; 50:8
5 **around** [2] 28:23; 44:3
6 **arrested** [1] 19:15
7 **Arts** [2] 46:13; 47:4
8 **Asia** [1] 77:5
9 **asked** [1] 24:20
10 **asking** [3] 46:23; 72:12; 82:22
11 **aspect** [1] 24:9
12 **ASSaPP** [1] 63:5
13 **ASSapp** [1] 81:7
14 **assistance** [1] 50:24
15 **Assistant** [1] 2:18
16 **associate** [1] 77:8
17 **Associated** [4] 78:4; 80:15; 84:9; 86:6
18 **associated** [15] 7:20; 35:4; 53:13; 57:25; 74:15; 75:19; 78:11; 79:14; 80:20; 84:22, 23; 85:8; 86:17, 19;
19 87:3
20 **associating** [1] 8:4
21 **assume** [1] 19:15
22 **attempt** [2] 9:21; 65:23
23 **attend** [3] 45:16, 18; 54:18
24 **attending** [1] 39:17
25 **attorney** [3] 6:22; 9:6, 7
26 **attributes** [2] 11:13, 14
27 **audio** [2] 91:8, 10
28 **audit** [6] 35:20, 22; 54:1, 3; 60:24; 61:1
29 **Auditor** [1] 35:17
30 **August** [1] 7:14
31 **authority** [3] 7:24; 8:3, 10
32 **authorized** [1] 13:7
33 **available** [5] 22:3; 51:4; 64:24; 75:22; 79:18
34 **awarded** [1] 32:5
35 **aware** [1] 89:22
36 **awareness** [3] 23:4; 30:9; 32:13
37 **Ayala** [1] 62:17

- B -

38 **background** [3] 62:10; 66:12; 68:1
39 **Bally's** [26] 21:7, 15, 16; 22:13, 20, 22; 23:16, 18; 24:5; 25:3, 6, 16; 28:4; 29:7; 32:21; 33:6, 14, 16; 34:14,
40 19, 20; 35:18, 21; 51:11; 62:20
41 **banner** [1] 26:24
42 **banquet** [1] 41:10
43 **barge** [2] 38:16, 18
44 **barges** [1] 39:4
45 **Basically** [1] 15:18

1 **basically** [1] 44:23
2 **basis** [1] 13:25
3 **Baton** [1] 23:21
4 **beam** [3] 42:12, 15, 19
5 **Beatson** [1] 62:20
6 **beautiful** [1] 29:20
7 **become** [2] 17:12; 72:21
8 **becomes** [4] 17:21; 55:5, 8, 10
9 **BEFORE** [1] 1:3
10 **Before** [2] 9:15; 66:11
11 **before** [7] 9:22; 11:10; 14:21; 22:1; 39:9; 42:18; 88:18
12 **began** [1] 38:3
13 **begin** [3] 9:15, 25; 22:2
14 **beginning** [2] 2:25; 24:12
15 **behalf** [3] 4:4; 21:15; 51:2
16 **behavior** [2] 8:25; 59:19
17 **behind** [2] 40:9; 41:17
18 **being** [27] 8:21, 25; 12:24; 18:14; 19:19; 28:21; 32:9; 43:5; 46:3, 15; 47:12; 58:12, 15, 20, 23, 24; 59:2;
19 62:15; 68:6; 72:25; 74:17, 21; 75:4, 10; 78:6, 14; 80:25
20 **belief** [1] 40:24
21 **benefactor** [1] 27:4
22 **benefited** [2] 26:16; 51:18
23 **benefits** [3] 27:8; 43:25; 50:5
24 **Benjamin** [1] 64:12
25 **best** [4] 19:5; 73:4; 83:5; 91:10
bets [3] 12:15; 18:17; 19:2
better [2] 8:25; 49:17
betting [3] 13:17; 19:7; 30:2
between [9] 8:20; 13:1, 23; 32:21; 38:16; 80:23; 81:13; 84:17; 86:17
beverage [1] 45:17
beyond [3] 30:7; 31:13; 50:5
bikes [1] 48:13
Bill [4] 38:7, 22; 41:5; 50:22
bill [1] 38:11
billion [1] 23:20
Bingo [9] 64:19; 82:15, 25; 84:24, 25; 85:1, 3, 4
bittersweet [1] 2:24
black [1] 9:17
blackjack [1] 24:25
Blake [1] 63:13
Board [2] 68:23; 69:13
board [1] 29:23
boarding [1] 40:7
boat [3] 13:16; 15:23; 22:17
boats [1] 19:20
Bogataj [1] 64:20
Bonnie [16] 6:25; 10:19, 22; 11:16, 19, 24; 12:21; 13:2, 12, 23; 14:12, 18; 18:22, 25; 19:18, 24
book [1] 20:1

1 **bookie** [10] 12:15; 13:4; 17:8, 11, 20, 24; 18:7, 8, 14, 16
2 **Boonville** [3] 57:4, 16; 58:6
3 **bootheel** [1] 38:13
4 **Borkenstein** [1] 62:22
5 **Both** [2] 75:6, 12
6 **both** [8] 2:24; 16:10, 13; 22:8; 26:24; 44:18; 58:18; 61:7
7 **bother** [1] 15:21
8 **bottom** [1] 41:5
9 **Bottoms** [1] 25:1
10 **bounty** [2] 32:2, 5
11 **boutique** [1] 28:12
12 **Boyd** [1] 68:11
13 **Brad** [1] 64:14
14 **brand** [6] 22:24; 23:4; 28:11, 12; 33:14; 46:5
15 **branded** [1] 46:4
16 **Brandon** [1] 69:3
17 **brands** [1] 28:8
18 **break** [1] 28:17
19 **Bret** [1] 69:15
20 **Brian** [2] 69:13; 74:9
21 **Brightstar** [3] 82:15, 17; 83:1
22 **bring** [1] 28:1
23 **bringing** [1] 50:8
24 **broaden** [1] 26:21
25 **broadly** [1] 17:2
broke [2] 23:24; 41:15
brought [4] 14:22; 26:4; 37:11; 73:1
Brown [1] 40:1
Buchanan [1] 10:23
build [3] 38:9; 41:17; 55:13
building [7] 28:5, 9; 41:9, 13, 18; 42:15; 51:3
built [2] 38:9; 50:14
bunch [1] 30:12
Business [12] 72:6, 9; 74:8; 78:4; 80:15; 84:9, 21, 23; 86:6, 13, 16, 19
business [29] 5:2, 18; 7:15; 12:13; 28:21; 33:9; 34:19; 35:3; 47:13; 53:3, 12; 57:15, 24; 74:20; 75:2, 5,
11, 17; 78:14; 79:9, 13; 80:20; 81:3; 82:17, 19; 84:14, 16; 88:1; 89:20
BVBA [4] 63:4, 8, 10; 81:5

- C -

21 **Caesars** [3] 63:19; 69:15; 88:12
22 **cage** [1] 45:17
23 **cages** [1] 30:24
24 **call** [27] 2:4, 5, 8, 10; 4:17; 5:7; 6:1; 20:20; 34:16; 36:15; 52:8, 24; 56:17; 61:18; 67:8; 70:3; 71:10;
73:21; 76:6; 77:17; 80:3; 81:23; 83:22; 85:19; 87:13; 89:8; 90:6
25 **called** [1] 6:25
CalLEN [7] 37:8; 41:2; 50:16; 51:9; 54:16, 23; 56:5
Callen [3] 37:5; 51:5; 54:9

1 **Canada** [1] 77:4
2 **CANTWELL** [2] 21:12; 22:1
3 **Cantwell** [2] 21:14; 34:6
4 **Cape** [1] 55:9
5 **Capital** [13] 63:13, 15, 23; 64:2, 4, 6, 18; 65:12, 14; 86:14, 20; 87:25; 88:5
6 **capital** [9] 25:13, 15, 22; 44:11, 12, 15; 88:13, 20, 22
7 **Capri** [9] 22:16; 32:21, 23; 33:1, 3, 10, 24; 57:4, 16
8 **capsule** [1] 42:20
9 **Card** [3] 80:16, 21; 81:2
10 **card** [1] 14:23
11 **care** [3] 52:9, 10
12 **career** [2] 22:10; 27:9
13 **careers** [2] 44:5; 48:21
14 **Cares** [1] 46:4
15 **Caribbean** [1] 77:5
16 **Carlino** [1] 68:8
17 **Carmack** [2] 62:24; 66:18
18 **Cartier** [3] 63:3, 5, 7
19 **Caruthersville** [24] 37:2, 11, 18; 38:9; 39:11; 40:23; 41:16, 25; 42:5, 10; 43:22; 44:2; 46:12, 13; 47:10;
20 48:1; 49:5; 50:6, 18; 51:15; 53:3, 23; 54:2; 55:9
21 **Caruthersville's** [1] 40:25
22 **case** [7] 6:25; 10:21; 12:21; 18:22, 23, 24
23 **cash** [1] 46:6
24 **cashier** [1] 30:24
25 **Casino** [14] 16:17; 21:16; 23:3, 21; 34:20; 35:22; 37:2; 41:25; 44:24; 53:3, 9; 54:2; 57:16; 88:6
casino [29] 15:20; 16:5, 11; 23:1; 30:24; 32:4; 38:1, 21, 23; 39:2, 10, 12, 15, 16; 41:4, 13; 42:4, 7; 43:15;
44:14, 17, 19; 45:6, 21; 51:16; 59:13
Casino's [1] 42:9
Casinos [6] 39:8; 44:11; 49:19; 50:20; 54:19; 69:8
casinos [3] 15:17; 45:7; 75:16
casinos's [1] 51:24
catches [1] 32:7
CATE [1] 32:11
caught [2] 24:21; 59:12
cause [2] 39:5; 59:11
caused [1] 59:18
causing [2] 58:16; 59:18
celebrating [1] 2:23
Center [1] 46:19
center [1] 25:1
Central [1] 77:5
Century [15] 37:2; 39:8; 41:25; 42:9; 44:11, 24; 46:4; 49:11, 19; 50:19; 53:3, 9; 54:2, 19; 69:8
Century's [1] 52:22
ceremony [2] 24:5
Certain [7] 62:5; 67:21; 74:8; 76:18; 78:4; 80:15; 84:9
certain [1] 88:13
Certainly [2] 16:15; 56:3
certainly [6] 10:13; 12:9; 19:14; 25:22; 31:6; 51:25

1 **CERTIFICATE** [1] 91:3
2 **Certified** [2] 91:6, 7
3 **certify** [1] 91:8
4 **Chair** [2] 65:1; 66:9
5 **chair** [1] 60:12
6 **CHAIRMAN** [158] 2:2, 7, 15; 4:9, 16, 19; 5:2, 6, 9, 18, 23, 25; 6:3, 5, 14; 7:5, 7; 8:17; 9:3, 9; 15:10, 13;
7 17:5; 18:2, 20; 19:14, 17; 20:8, 12, 19, 22; 21:6, 25; 28:19; 32:18; 33:5, 15, 19, 22; 34:2, 5, 9, 12; 35:9, 12,
8 15; 36:2, 4, 6, 10, 14, 17; 37:1; 51:5, 8, 10; 52:2, 17, 20; 53:18, 21; 54:7, 14, 22, 24; 55:18; 56:3, 6, 11, 16,
9 19; 57:3, 11, 13; 58:4, 8, 12; 59:15, 24; 60:1, 11, 14, 16; 61:5, 13, 17, 20; 62:4; 65:3, 5, 7, 16, 20, 23; 66:1,
10 4, 8, 10, 19, 22, 25; 67:3, 5, 8, 11, 20; 69:20, 23; 70:2, 5, 14; 71:5, 9, 12, 21; 73:17, 20, 23; 74:7; 75:24;
11 76:5, 8, 17; 77:12, 16, 19; 78:3; 79:20, 23; 80:2, 5, 14; 81:17, 22, 25; 82:9; 83:17, 21, 24; 84:8; 85:13, 18,
12 21; 86:5; 87:7, 12, 15, 24; 89:1, 4, 7, 10, 18, 24; 90:5, 8, 16
13 **Chairman** [52] 1:18, 19; 2:6, 8; 4:18; 5:8; 6:2; 9:6; 20:21; 21:12, 22; 22:6; 24:4; 34:18; 35:19; 36:16;
14 37:8; 53:1, 24; 56:18; 57:6, 14; 60:23; 61:19; 62:7; 67:10, 24; 68:8, 23; 70:4, 18, 25; 71:3, 11, 25; 73:22;
15 74:12; 76:7, 21; 77:18; 78:8; 80:4, 19; 81:24; 82:13; 83:23; 84:13; 85:20; 86:10; 87:14; 89:9; 90:7
16 **challenge** [5] 31:6; 47:11; 55:5, 8, 11
17 **challenges** [4] 49:7; 55:22; 56:1
18 **challenging** [1] 55:15
19 **Chamber** [2] 28:24, 25
20 **chambers** [1] 28:23
21 **chances** [1] 12:24
22 **Change** [3] 71:23; 72:1; 82:10
23 **change** [5] 72:11; 73:2; 82:14, 21; 83:3
24 **changed** [3] 22:21; 33:6, 13
25 **changes** [2] 73:11; 83:13
channel [1] 38:5
chapter [2] 3:1; 4:7
character [2] 62:12; 68:4
charged [1] 8:8
charitable [2] 46:2, 4
Charles [3] 16:17; 63:5; 64:10
check [4] 31:12, 14, 21, 22
Chicago [3] 23:9, 16, 18
Chickie's [1] 26:8
Chief [14] 45:2; 62:19, 20; 63:16, 18, 23; 64:3, 10; 65:9, 14; 68:12, 25; 69:3, 5
chief [1] 44:23
Children's [2] 46:18
choice [1] 18:8
chose [1] 49:18
Christine [1] 63:9
Christine's [1] 65:22
Christmas [1] 47:5
Christopher [1] 64:2
chunk [1] 44:14
circle [1] 22:12
citizen [4] 14:15; 15:1, 2; 46:3
citizens [3] 4:10; 8:12; 19:5
CITY [1] 1:5

1 **City** [14] 21:16; 26:15; 28:14, 25; 29:20; 34:19, 20; 35:22; 37:18; 42:5, 9; 43:22; 47:10
2 **city** [11] 26:13, 22; 28:13, 23, 24; 44:8; 47:5, 7; 51:18; 52:1, 10
3 **city's** [2] 26:14; 51:23
4 **civil** [2] 62:12; 68:4
5 **Claire** [1] 68:25
6 **Class** [16] 21:8, 17; 34:22; 35:21; 37:3; 53:5; 54:1; 57:5, 18; 60:25; 62:23; 64:8; 86:7, 18; 88:6, 12
7 **Clauser** [1] 22:14
8 **clean** [1] 29:15
9 **Clinton** [1] 68:10
10 **close** [5] 3:3; 13:20; 38:14; 43:24; 50:17
11 **closed** [2] 38:25; 40:1
12 **closer** [1] 43:17
13 **club** [1] 20:1
14 **Co-Invest** [2] 78:23; 79:3
15 **Coalition** [1] 32:12
16 **coast** [2] 23:6
17 **Cohen** [1] 63:1
18 **collaboration** [2] 28:13; 29:3
19 **collateral** [1] 30:23
20 **colloquial** [1] 18:16
21 **comfortable** [1] 55:14
22 **coming** [15] 21:6; 23:14; 28:4; 30:19; 32:10; 33:10; 44:4; 48:9, 15; 49:9; 50:6, 7; 59:12
23 **comment** [7] 14:7; 16:14, 23; 17:7; 60:13, 18; 61:5
24 **comments** [10] 14:6; 15:8; 18:4, 6, 21; 34:14; 52:22; 60:18; 89:19, 21
25 **Commerce** [2] 28:24, 25
COMMISSION [1] 1:3
Commission [71] 1:18, 19; 2:4, 5; 4:4; 7:13, 22, 24; 8:3, 8, 10; 9:22; 10:1, 5; 11:23; 12:22; 13:25; 14:13, 16, 21; 17:10, 19; 18:12; 19:11, 19; 22:7; 25:9; 30:22; 34:21, 25; 35:6, 20; 38:20; 49:11; 50:13, 24; 53:25; 57:17, 21; 58:2; 60:24; 62:9; 64:23; 69:18; 71:3; 72:10, 13, 23; 73:2; 74:14; 75:21; 76:23; 77:9; 78:10; 79:10, 17; 80:22; 81:9, 15; 82:20, 23; 83:3; 84:13, 20; 85:6, 11; 86:12, 25; 87:5; 88:10; 90:3
Commission's [2] 8:15; 15:5
COMMISSIONER [114] 2:10, 12, 14; 4:15, 21, 23, 25; 5:5, 11, 13, 15, 22, 24; 6:7, 9, 11; 15:12, 14, 16; 16:1, 7, 12, 15; 17:4; 20:7, 10, 18, 24; 21:1, 3; 34:8; 35:10, 11, 14; 36:3, 5, 13, 19, 21, 23; 51:7; 53:20; 56:15, 21, 23, 25; 59:23, 25; 60:3, 10; 61:16, 22, 24; 62:1; 65:19, 21, 25; 66:3, 7, 20; 67:4, 13, 15, 17; 69:22; 70:1, 9, 11; 71:8, 14, 16, 18; 73:19, 25; 74:2, 4; 76:4, 10, 12, 14; 77:15, 21, 23, 25; 79:22; 80:1, 7, 9, 11; 81:21; 82:2, 4, 6; 83:20; 84:1, 3, 5; 85:17, 23, 25; 86:2; 87:11, 17, 19, 21; 89:6, 12, 14, 16; 90:4, 10, 12, 14
Commissioner [67] 1:20, 21; 2:9, 11, 13; 4:20, 22, 24; 5:10, 12, 14; 6:6, 8, 10; 16:14; 20:23, 25; 21:2; 36:18, 20, 22; 56:20, 22, 24; 61:21, 23, 25; 67:12, 14, 16; 70:6, 8, 10; 71:13, 15, 17; 73:24; 74:1, 3; 76:9, 11, 13; 77:20, 22, 24; 80:6, 8, 10; 82:1, 3, 5; 83:25; 84:2, 4; 85:22, 24; 86:1; 87:16, 18, 20; 89:11, 13, 15; 90:9, 13
Commissioner's [1] 18:6
Commissioners [18] 7:11; 14:2; 21:13; 34:19; 35:19; 37:9; 53:2, 25; 57:15; 60:23; 62:8; 67:25; 70:18; 74:12; 76:21; 80:19; 84:12; 86:11
commitment [5] 3:9; 27:18; 42:9; 49:22; 50:19
committed [3] 17:18; 41:25; 88:16
Committee [2] 64:5, 7
committee [1] 29:22
communicating [1] 30:13

1 **Community** [1] 29:6
community [12] 9:24; 28:21; 39:11; 43:6, 25; 44:2; 46:6, 24; 47:2; 48:11, 20; 50:5
2 **companies** [9] 25:6; 47:14; 74:15; 75:19; 78:11; 79:15; 81:10; 85:9; 87:3
Company [3] 80:16, 21; 81:2
3 **company** [12] 27:13; 30:11; 35:4; 53:13; 57:25; 72:14, 22; 77:4, 8; 80:21; 82:24; 88:11
company's [2] 34:22; 57:18
4 **comparison** [2] 7:1; 11:16
competitive [2] 73:9; 83:10
5 **complete** [2] 88:13, 22
completed [1] 14:14
6 **completely** [1] 11:1
completes [1] 90:1
7 **completion** [1] 15:2
Compliance [6] 37:15; 40:11; 48:23; 58:11; 62:19; 64:3
8 **compliance** [3] 22:14; 29:22; 35:18
compliant [1] 31:3
9 **comprehensive** [2] 62:10; 81:10
Comstock [1] 68:12
10 **concern** [6] 32:10; 58:18; 59:16; 60:5, 8
concerned [1] 33:22
11 **concerns** [2] 53:14; 58:14
concerts [1] 41:21
12 **conclusion** [3] 13:22; 14:16; 61:6
Conclusions [2] 6:20; 14:5
13 **condition** [2] 73:12; 83:13
conditioning [1] 44:20
14 **conditions** [1] 49:17
conduct [4] 11:7, 9, 13; 45:13
15 **conducted** [15] 31:25; 34:25; 35:20; 53:8; 54:1; 57:21; 60:24; 62:9; 68:1; 74:14; 76:23; 78:10; 81:9;
85:6; 86:25
16 **conducting** [1] 7:15
confidence [1] 8:11
17 **conflict** [1] 17:18
confusing [1] 33:7
18 **Congratulations** [1] 4:9
congratulations [1] 61:8
19 **connect** [1] 41:18
consider [2] 11:23; 12:17
20 **Consideration** [15] 5:3, 19; 6:14; 57:4; 67:20; 70:14; 71:21; 74:7; 76:18; 78:3; 80:14; 82:9; 84:8; 86:6;
87:24
21 **consideration** [7] 15:5; 21:8, 20; 22:4; 37:3; 62:16; 68:7
considered [4] 11:8; 12:9, 22; 80:25
22 **consisted** [8] 35:1; 53:9; 57:22; 75:15; 79:11; 85:7; 87:1; 88:14
consistent [2] 6:23; 50:2
23 **constantly** [1] 28:25
construction [6] 23:19; 42:7, 13; 47:20; 49:24
24 **contain** [1] 91:9
25 **continue** [11] 10:7, 10; 19:3, 9; 27:22; 47:8, 23; 48:6, 20; 50:4; 54:10

1 continued [1] 26:23
2 continues [1] 14:25
3 contractors [1] 28:1
4 contributed [1] 47:19
5 contributions [4] 26:23, 25; 27:2; 46:2
6 Control [3] 71:23; 72:2; 82:11
7 control [5] 72:11; 73:3; 82:14, 21; 83:4
8 controlled [1] 83:1
9 convenience [1] 22:3
10 conversation [3] 19:25; 20:10; 49:10
11 convicted [1] 7:25
12 CONWAY [36] 1:20; 2:12; 4:23; 5:13; 6:9; 20:10; 21:1; 34:8; 35:14; 36:5, 13, 21; 53:20; 56:23; 59:25;
13 61:24; 66:3, 7; 67:15; 69:22; 70:9; 71:16; 74:2; 76:4, 12; 77:23; 79:22; 80:9; 82:4; 83:20; 84:3; 85:25;
14 87:19; 89:6, 14; 90:12
15 Conway [21] 2:11; 4:22; 5:12; 6:8; 20:25; 36:20; 56:22; 61:23; 67:14; 70:8; 71:15; 74:1; 76:11; 77:22;
16 80:8; 82:3; 84:2; 85:24; 87:18; 89:13; 90:11
17 cooperation [2] 11:13; 29:3
18 core [3] 27:16; 28:22; 29:21
19 corollary [4] 10:20; 13:1, 22; 15:4
20 CORPORAL [1] 67:24
21 Corporal [3] 67:22; 69:20, 24
22 Corporate [1] 69:1
23 corporate [4] 27:16; 46:3; 84:15; 86:15
24 Corporation [10] 21:7, 15; 22:20, 23; 25:3, 6; 62:20; 68:11, 18; 79:5
25 corporation [5] 22:25; 23:15, 16; 29:7, 22
Correct [1] 66:18
correct [4] 13:22; 14:17; 65:10, 11
corrected [1] 66:24
Council [2] 46:13; 47:4
council [1] 52:6
Counsel [8] 7:12; 62:18; 65:9, 13; 68:10; 69:1; 70:16; 82:11
counsel [1] 9:12
Counties [1] 48:12
country [1] 23:5
counts [1] 7:17
County [5] 10:23; 39:13; 48:1, 3; 49:25
county [4] 10:24; 39:14; 46:22
county's [1] 44:3
couple [6] 18:21; 38:10; 39:1, 20; 44:8; 46:11
create [1] 42:21
created [1] 42:21
creating [1] 40:15
credit [6] 25:3; 35:3; 53:12; 57:24; 75:18; 79:13
crew [1] 29:7
crime [3] 9:1; 19:21; 44:22
crimes [5] 8:1; 10:8, 11; 20:5
criminal [4] 20:2; 44:25; 62:12; 68:4
crisis [1] 39:13

1 **criteria** [1] 27:23
2 **cross** [1] 38:17
3 **cross-border** [1] 50:9
4 **crossed** [1] 28:20
5 **crucial** [1] 40:12
6 **Cuadros** [1] 68:14
7 **current** [3] 47:16; 75:7, 13
8 **currently** [3] 13:9; 48:3; 68:5
9 **customers** [2] 30:9, 16

- D -

7 **D-A-P** [1] 32:7
8 **damaging** [1] 58:17
9 **dangerous** [1] 38:17
10 **Daniel** [6] 37:14; 62:22; 63:1; 64:6, 16; 69:15
11 **Danny** [1] 37:14
12 **date** [2] 38:24; 88:16
13 **dates** [2] 37:24; 38:2
14 **Dave** [1] 2:10
15 **DAVID** [1] 1:19
16 **David** [4] 37:12; 39:19; 64:6, 12
17 **days** [4] 22:16; 25:2; 39:1; 52:14
18 **deal** [3] 38:6; 39:3; 45:17
19 **dealing** [1] 38:5
20 **dear** [1] 46:15
21 **debate** [1] 14:12
22 **decades** [3] 39:18, 20; 40:17
23 **December** [10] 19:8; 34:21; 38:24; 41:6, 15; 44:13; 57:17; 75:8, 14
24 **decided** [1] 43:2
25 **decision** [5] 10:19; 13:2, 23, 24; 14:12
decreased [1] 47:18
deep [1] 22:23
deferred [1] 25:22
definitely [1] 55:8
definition [1] 38:8
Delaware [2] 78:18, 19
deliver [1] 49:22
delivering [1] 49:25
Delivery [1] 64:21
Delta [1] 46:18
demonstrated [1] 3:5
denied [1] 8:16
Denny [7] 37:5; 39:19; 40:19; 49:4, 6, 25; 54:15
Denny's [1] 40:25
department [3] 44:9; 45:2, 4
depend [2] 16:4; 31:9
depends [1] 16:6

1 **Deputy** [1] 7:12
 2 **descent** [1] 27:11
 3 **describe** [1] 37:21
 4 **description** [1] 59:8
 5 **designated** [1] 89:19
 6 **designation** [1] 18:14
 7 **desire** [1] 13:4
 8 **desk** [1] 40:9
 9 **despicable** [1] 19:21
 10 **detail** [1] 45:1
 11 **details** [4] 21:19; 35:23; 54:3; 61:1
 12 **detect** [1] 30:15
 13 **determine** [2] 6:23; 72:24
 14 **determining** [1] 6:24
 15 **Deudon** [1] 63:9
 16 **develop** [1] 43:3
 17 **developers** [1] 28:7
 18 **development** [3] 29:12; 47:7; 50:10
 19 **dialogue** [1] 29:1
 20 **difference** [2] 8:20; 40:16
 21 **different** [7] 8:21; 18:23; 19:23; 20:3, 5; 25:11; 59:6
 22 **difficult** [1] 61:9
 23 **dinner** [2] 15:18, 24
 24 **dipped** [2] 22:17; 24:23
 25 **direct** [3] 17:18; 21:15; 72:20
directly [2] 7:21; 9:1
DIRECTOR [23] 7:6; 16:4, 9, 13; 36:9; 56:10; 57:6, 9, 12; 58:7; 60:12, 15; 61:12; 65:1, 4, 6; 66:9, 11, 15, 17, 21, 24; 89:22
Director [30] 1:22; 2:18; 21:13; 22:7; 36:8; 37:9, 12, 13, 14; 40:4; 56:8, 13; 61:11, 14; 63:4, 8, 10, 20, 22; 64:1, 21; 68:14, 19, 22, 24; 69:9, 11, 13
director [2] 24:13; 36:11
directors [1] 29:23
Disapprove [1] 21:1
disciplinary [8] 35:2; 53:11; 57:23; 75:17; 77:7; 79:13; 85:8; 87:2
disclaimers [1] 31:2
discovered [1] 53:14
discredit [4] 73:7, 8; 83:8, 9
discuss [1] 8:19
discussion [21] 4:16; 5:6, 25; 14:10; 20:19; 36:14; 56:16; 61:17; 66:8; 70:2; 71:9; 73:20; 76:5; 77:16; 80:2; 81:22; 83:21; 85:18; 87:12; 89:7; 90:6
disrespect [2] 18:4, 19
disruptive [1] 59:19
disturbance [3] 58:17; 59:5, 18
Ditton [1] 63:11
diversity [4] 27:13, 17; 47:11, 25
dock [1] 44:6
dollar [1] 42:3
dollars [5] 10:23; 26:16; 44:16, 20; 50:8

1 **Dominelli** [1] 68:17
2 **Dominique** [1] 63:21
3 **Donald** [1] 62:20
4 **donating** [1] 29:8
5 **donation** [1] 46:25
6 **donations** [3] 46:7; 47:9
7 **donors** [1] 30:11
8 **double** [1] 43:2
9 **downhill** [2] 34:4; 51:11
10 **DOZA** [1] 67:24
11 **Doza** [2] 67:22; 69:20
12 **draw** [1] 56:12
13 **dream** [1] 50:25
14 **drew** [1] 13:23
15 **DRIVE** [1] 1:4
16 **drive** [4] 29:18; 37:19; 39:21; 47:6
17 **drives** [1] 26:11
18 **drought** [1] 38:13
19 **droughts** [1] 40:19
20 **Dunklin** [1] 48:12
21 **Dunlop** [1] 63:13
22 **During** [1] 26:7
23 **during** [4] 41:24; 43:21; 45:13; 88:15
24 **duties** [1] 30:20
25 **duty** [2] 7:22; 8:10

- E -

15 **Each** [1] 80:25
16 **each** [3] 29:1; 43:17, 18
17 **Earlier** [1] 66:20
18 **earlier** [5] 20:15; 28:3; 51:11; 66:25; 67:5
19 **early** [3] 4:2; 11:12; 41:21
20 **easier** [1] 33:18
21 **easily** [1] 43:6
22 **easy** [1] 49:6
23 **eating** [1] 16:3
24 **economic** [3] 26:13; 43:21; 50:9
25 **education** [5] 30:7, 8, 9, 25; 32:13
educational [1] 30:3
Edward [1] 64:14
efficiently [1] 88:17
efforts [1] 29:10
eight [1] 12:8
either [3] 8:25; 30:16; 58:16
ejected [2] 58:22; 59:4
Elaine [2] 63:9, 17
electronic [1] 77:3

1 Elisabeth [1] 63:21
2 else [4] 10:5; 12:11; 18:20; 37:7
3 emails [1] 33:8
4 embezzled [3] 18:25; 19:22, 25
5 embezzling [2] 8:20; 19:20
6 emphasize [1] 11:8
7 emphasized [1] 14:13
8 employee [6] 2:22; 3:3; 24:14; 40:1; 47:25; 48:4
9 employees [10] 8:4; 23:11; 31:9; 32:14; 42:17; 44:4; 48:11, 13; 54:17; 58:19
10 employer [1] 48:10
11 Employment [1] 32:25
12 employment [4] 44:1, 5; 47:25; 51:17
13 employs [1] 30:2
14 encourage [1] 46:8
15 encouraged [4] 10:6, 10; 45:16, 18
16 encourages [1] 32:3
17 encouraging [1] 32:6
18 enforce [1] 31:17
19 Enforcement [1] 2:18
20 enforcement [2] 58:15; 60:4
21 engage [1] 17:13
22 engaged [1] 17:8
23 engagement [1] 29:6
24 engaging [1] 17:24
25 enhanced [1] 31:22
enjoy [2] 4:1, 6
enough [2] 16:7; 23:17
ensure [1] 8:11
Enter [1] 45:24
enter [2] 15:20; 19:19
entered [2] 10:4; 88:9
enterprise [1] 7:16
Entertainment [6] 63:19; 69:6, 9, 15; 86:18; 88:12
entire [3] 4:4; 17:3; 31:10
Entities [7] 74:9; 78:4; 80:15; 84:9, 23; 86:6, 19
entities [11] 52:3; 71:1; 72:24; 74:20; 75:2, 6, 12; 78:14; 80:20; 81:3, 13
Entity [5] 72:6, 9; 84:21; 86:13, 16
entity [10] 72:17; 75:6, 11; 79:9; 80:25; 82:17, 19; 83:2; 84:14, 16
entrances [1] 30:24
entry [1] 17:1
environment [1] 55:2
Equal [1] 32:25
equates [1] 26:14
equipment [2] 44:21; 47:22
equity [2] 10:19; 72:20
Eric [1] 69:11
ESPPAS [2] 63:22; 81:6
establish [1] 47:14

1 **establishments** [1] 16:3
2 **evacuations** [1] 39:6
3 **Evan** [2] 63:1; 64:4
4 **EVANS** [12] 9:6; 16:24; 66:14, 16, 18; 67:2; 70:18; 71:25; 73:16; 82:13; 88:4; 89:3
5 **Evans** [11] 70:16, 17; 71:5, 6, 23; 73:14, 15; 82:11; 83:17; 88:2; 89:1
6 **evaporated** [1] 13:4
7 **Even** [2] 28:4; 32:23
8 **even** [10] 19:10; 26:19; 27:25; 31:14; 32:14; 47:8; 50:14; 52:13; 55:21; 65:23
9 **events** [1] 47:4
10 **ever** [2] 42:19; 49:24
11 **Everi** [15] 69:1; 72:3, 8, 13, 14, 16; 74:16; 75:3, 4, 9; 78:12
12 **every** [4] 11:20; 27:22; 30:5; 33:9
13 **everybody** [2] 3:5; 59:21
14 **Everybody's** [1] 51:8
15 **Everyone** [1] 24:15
16 **everyone** [5] 2:3; 20:15; 45:21; 51:2, 12
17 **everyone's** [1] 45:21
18 **everything** [1] 4:5
19 **evolution** [1] 25:5
20 **evolving** [1] 24:2
21 **exactly** [2] 8:7; 40:23
22 **example** [1] 16:17
23 **exceed** [1] 88:15
24 **exceeds** [1] 61:6
25 **excellence** [1] 3:6
excellent [1] 3:4
exception [4] 17:6, 11, 23; 43:19
excited [1] 50:14
excitement [2] 24:3; 42:22
exciting [7] 21:19, 23; 23:23, 25; 24:23; 28:3; 37:23
exclude [2] 7:25; 8:8
excluded [1] 16:25
exclusion [3] 6:18; 8:16; 10:12
exclusionary [5] 7:4; 9:21; 10:3, 16; 14:1
excuse [1] 64:17
excuses [1] 8:25
execution [1] 30:4
Executive [9] 1:22; 21:13; 22:7; 36:7; 37:9; 56:8; 61:11; 63:12, 18
executive [1] 24:10
exhaust [1] 88:21
expand [1] 50:4
experience [5] 3:23; 22:25; 23:1; 24:15, 16
expiration [1] 88:18
expire [8] 34:23; 53:5; 57:19; 70:23; 71:2; 75:3, 7, 13
expired [2] 47:8
Exploitation [1] 32:12
expo [1] 41:20
exposed [1] 42:19

1 **Extend** [2] 87:25; 88:5
2 **extended** [1] 10:13
3 **Extension** [2] 70:15, 19
4 **extension** [2] 71:1; 88:22
5 **extensive** [1] 7:19
6 **extent** [1] 13:17
7 **exterior** [1] 25:18
8 **extraordinary** [1] 49:5

- F -

6 **Fabienne** [1] 63:7
7 **facility** [12] 13:7, 16; 16:6, 23; 38:8; 41:6, 16; 43:9; 49:2; 50:1, 11; 51:3
8 **facing** [2] 39:13; 46:24
9 **Fact** [1] 14:5
10 **fact** [7] 17:11, 19, 23; 22:22; 23:6; 29:24; 30:14
11 **Factory** [1] 40:2
12 **factory** [1] 40:1
13 **Facts** [1] 6:19
14 **facts** [1] 18:24
15 **fair** [1] 39:17
16 **faith** [1] 49:21
17 **fake** [3] 31:7, 23; 32:3
18 **fall** [1] 28:17
19 **fallen** [1] 46:17
20 **familiar** [1] 16:7
21 **Families** [1] 39:14
22 **family** [2] 16:22; 55:22
23 **farms** [1] 43:5
24 **Farmstead** [1] 42:4
25 **favor** [1] 15:6
February [1] 43:19
feedback [2] 53:9; 75:16
feel [3] 17:17; 20:5; 29:15
feelings [1] 41:22
fellow [1] 46:16
felonies [4] 7:15, 20, 25; 12:13
felony [1] 7:20
female [2] 48:2, 6
females [1] 61:7
figure [1] 3:19
filed [3] 72:2; 82:15; 88:5
filing [1] 7:17
filled [1] 3:25
final [2] 9:14; 45:25
Finance [1] 37:13
Financial [13] 34:25; 53:8; 57:21; 62:9; 63:24; 65:9, 15; 74:14; 76:23; 78:10; 81:9; 85:6; 86:25
financial [12] 35:1; 53:11; 57:22; 62:12; 73:12; 75:16; 77:6; 79:12; 81:11; 83:13; 85:7; 87:1

1 **find** [6] 3:17; 10:19; 11:10; 19:20; 20:1
finding [4] 9:22; 11:11; 14:3; 15:5
2 **Findings** [2] 6:19; 14:5
findings [15] 7:1; 12:14; 15:6; 35:5, 23; 53:15; 54:4; 58:1; 61:2; 64:22; 69:17; 77:8; 81:14; 85:10; 87:4
3 **fine** [1] 67:3
Fingers [1] 28:20
4 **finished** [1] 24:6
fire [2] 33:2; 44:9
5 **First** [1] 18:3
first [13] 3:11; 4:12; 9:21; 11:2; 22:15, 16; 24:22; 30:20; 39:12, 17, 25; 40:7
6 **fiscal** [3] 26:15, 17; 43:14
five [4] 12:4, 9; 74:20; 88:15
7 **five-year** [1] 88:19
Flamingo [3] 22:16; 24:22, 24
8 **flood** [1] 51:1
floods [1] 39:3
9 **floor** [24] 6:16; 16:5, 11; 17:3; 30:24; 32:7; 34:17; 38:23; 40:8; 45:21; 52:25; 59:1, 4, 12, 13; 62:6;
71:24; 74:11; 76:20; 78:7; 80:18; 82:12; 86:9; 88:2
10 **folks** [12] 23:23; 24:11; 27:7, 12; 30:1; 31:17, 22; 55:3, 13, 16; 58:25
follow [1] 60:9
11 **follow-up** [1] 49:1
Following [1] 86:14
12 **following** [6] 62:15; 68:6; 74:20; 78:14; 80:20; 84:15
foot [2] 26:9, 11
13 **footnote** [1] 15:8
footprint [4] 23:8, 12; 41:20; 43:10
14 **force** [2] 27:11, 17
forced [1] 38:14
15 **foregoing** [1] 91:9
forget [1] 2:21
16 **forth** [4] 18:17; 31:23; 32:21; 73:1
fortunate [1] 23:17
17 **forward** [9] 34:13, 15; 52:21, 23; 55:8; 56:2; 59:19, 21; 60:17
found [3] 11:14; 12:20, 22
18 **four** [10] 26:4; 37:17, 21, 23; 38:4; 41:24; 42:25; 50:18; 80:20; 81:3
frame [3] 41:15; 43:23; 44:16
19 **Francis** [1] 63:25
Francoise [1] 63:21
20 **FRANKS** [105] 2:6, 8, 11, 13; 4:18, 20, 22, 24; 5:1, 8, 10, 12, 14, 16; 6:2, 4, 6, 8, 10, 12; 20:21, 23, 25; 21:2,
4; 36:16, 18, 20, 22, 24; 56:18, 20, 22, 24; 57:1; 61:19, 21, 23, 25; 62:2; 67:7, 10, 12, 14, 16, 18; 70:4, 6, 8,
21 10, 12; 71:11, 13, 15, 17, 19; 73:22, 24; 74:1, 3, 5; 76:7, 9, 11, 13, 15; 77:18, 20, 22, 24; 78:1; 80:4, 6, 8,
10, 12; 81:24; 82:1, 3, 5, 7; 83:23, 25; 84:2, 4, 6; 85:20, 22, 24; 86:1, 3; 87:14, 16, 18, 20, 22; 89:9, 11, 13,
22 15; 90:7, 9, 11, 13, 15
fraudulent [2] 7:18; 45:14
23 **frequented** [1] 62:14
fresh [1] 50:8
24 **friend** [1] 3:4
friends [3] 15:18, 22; 16:22
25

1 **front** [5] 9:16; 31:16; 42:15; 45:23; 47:5
2 **full** [2] 22:12; 26:7
3 **full-time** [1] 3:13
4 **fully** [2] 31:3; 82:25
5 **Fund** [1] 78:17
6 **funded** [1] 49:20
7 **funding** [1] 26:17
8 **funds** [2] 26:16; 88:21
9 **Further** [1] 8:3
10 **further** [23] 14:6; 15:8; 20:19; 23:13; 32:14; 36:14; 45:1; 56:16; 61:17; 66:8; 70:2; 71:9; 72:18; 73:20;
11 76:5; 77:16; 80:2; 81:22; 83:21; 85:18; 87:12; 89:7; 90:5
12 **future** [3] 10:12; 40:25; 42:11

- G -

13 **gain** [1] 27:4
14 **Galaxy** [2] 68:24; 69:13
15 **gallons** [1] 43:2
16 **gamble** [4] 8:20; 10:24; 15:21; 19:22
17 **gamblers** [1] 32:4
18 **gambling** [19] 7:15, 21; 8:21; 9:1; 12:13, 16, 21; 13:16; 17:8, 9, 25; 19:4, 9, 13, 23; 20:4; 30:13; 31:5
19 **Game** [9] 62:17; 68:13, 15; 70:20, 21; 72:3, 6; 74:25; 75:1
20 **game** [1] 45:9
21 **Games** [5] 72:14; 74:16; 75:3, 4; 78:12
22 **games** [2] 43:10; 45:17
23 **GAMING** [1] 1:3
24 **Gaming** [49] 2:3, 4; 4:4; 7:12; 8:15; 17:19; 19:11; 25:25; 34:21, 22, 25; 35:6, 20; 53:25; 57:17, 21; 58:2;
25 60:24; 62:9; 64:17, 23; 68:8, 11, 20, 22, 24; 69:4, 12, 14, 18; 74:13; 75:21; 76:22; 77:9; 78:9; 79:10, 17;
80:22; 81:9, 15; 84:13, 20; 85:6, 11; 86:12, 25; 87:5; 88:8; 90:2
gaming [38] 7:23; 8:2, 11, 13; 12:17; 13:7, 16; 16:22; 17:1; 22:10, 24, 25; 24:18; 27:5, 7; 29:21, 25; 30:4,
10, 14, 15, 18, 21; 40:8, 14; 43:9; 53:5; 55:4; 57:18; 72:12; 73:8, 11; 77:3; 82:22; 83:9, 12
Garthe [1] 63:15
Gary [1] 64:4
Garza [1] 68:19
gauge [2] 48:1; 59:9
gave [1] 42:5
General [10] 7:12; 48:25; 62:18; 65:9, 12; 68:10; 69:1, 7; 70:16; 82:11
general [8] 21:18; 23:18; 24:18; 26:16; 62:12; 68:4; 73:6; 83:7
generally [2] 59:12; 88:14
generated [2] 43:22; 51:24
Genesis [3] 68:19, 22; 69:11
gentlemen [2] 37:5, 7
germane [1] 12:17
gets [1] 42:19
getting [5] 28:14; 29:4; 33:6; 50:25; 55:16
Ghislain [2] 63:3, 9
Ghislaine [2] 63:7, 21
Girardeau [1] 55:10

1 **given** [5] 7:24; 8:3; 10:2, 13; 12:10
2 **giving** [1] 27:6
3 **glad** [6] 33:24; 35:7; 58:3; 69:18; 85:11; 87:5
4 **glean** [1] 10:20
5 **glimpse** [1] 23:7
6 **GLPI** [2] 33:17; 88:9
7 **goes** [4] 15:19; 34:4; 37:14; 45:1
8 **Good** [15] 2:2; 7:11; 9:11; 34:18; 35:19; 37:5, 8; 53:1, 24; 57:14; 62:7; 67:24; 70:17, 18; 84:12
9 **good** [18] 11:13; 15:1; 21:13; 22:7; 27:16, 17; 28:7; 31:7, 8; 44:1, 5; 45:3; 46:3; 48:10, 20; 73:6; 79:22;
10 83:7
11 **goods** [1] 47:15
12 **gosh** [1] 4:3
13 **government** [2] 18:25; 19:1
14 **governmental** [1] 53:10
15 **Governor** [2] 38:7; 41:4
16 **grand** [2] 43:7, 17
17 **grandchildren** [1] 39:22
18 **granted** [1] 38:20
19 **GRANTHAM** [2] 52:4, 19
20 **Grantham** [3] 37:18; 51:14; 52:17
21 **grateful** [1] 22:9
22 **graves** [1] 46:17
23 **Great** [2] 54:22, 24
24 **great** [7] 3:22; 12:19; 24:3; 25:7; 31:24; 51:15; 60:10
25 **greater** [1] 43:18
grew [1] 29:17
ground [3] 23:25; 28:17; 41:16
Group [1] 62:18
group [1] 28:6
groups [1] 30:8
grow [3] 26:24; 48:22; 54:18
growing [1] 43:13
growth [8] 26:3, 5; 43:15, 16, 18; 50:2, 4
guess [1] 52:9
guests [1] 50:6
guilty [7] 7:14, 19, 20; 10:4; 11:4; 12:4, 6

- H -

20 **half** [5] 12:8; 28:10; 39:14; 42:3; 44:19
21 **HANE** [46] 1:19; 2:10; 4:15, 21; 5:11, 22; 6:7; 15:12, 14, 16; 16:1, 7, 12, 15; 17:4; 20:18, 24; 35:10;
22 36:19; 56:15, 21; 60:3, 10; 61:22; 65:19, 21; 66:20; 67:4, 13; 70:7; 71:8, 14; 73:25; 76:10; 77:15, 21;
23 80:7; 81:21; 82:2; 84:1; 85:23; 87:11, 17; 89:12; 90:4, 10
24 **Hane** [24] 2:8, 9; 4:20; 5:10; 6:6; 16:24; 20:23; 36:18; 56:20; 61:21; 67:12; 70:6; 71:13; 73:24; 76:9;
25 77:20; 80:6; 82:1; 83:25; 85:22; 87:16; 89:11; 90:9
happens [1] 46:10
happy [13] 14:6; 15:9; 21:14; 27:10; 32:16; 35:25; 54:5; 61:3; 71:4; 73:13; 77:10; 83:15; 88:24
hard [3] 3:22; 28:13; 42:14

1 **Harris** [2] 37:14; 63:19
hasn't [2] 25:9, 17
2 **haven't** [1] 26:18
Head [1] 64:7
3 **health** [2] 73:5; 83:6
hear [13] 7:8; 21:9; 24:1; 33:24; 35:16; 36:7; 37:4; 51:10; 54:24; 56:4, 7; 60:1; 61:10
4 **heard** [2] 13:2; 57:6
HEARING [3] 1:12; 6:17; 7:10
5 **Hearing** [2] 6:15; 56:16
hearing [18] 8:13; 9:13, 19; 10:15, 18; 11:11; 12:13; 13:21; 14:4, 23; 15:6; 18:15; 22:22; 23:2, 9; 56:13;
6 59:20; 73:15
held [2] 41:20; 74:18
7 **help** [8] 3:12; 22:4; 30:3, 15; 50:21; 52:9, 11, 12
helped [2] 47:5; 50:25
8 **helpful** [1] 31:24
helping [1] 50:22
9 **HEMMEL** [4] 35:19; 53:24; 54:13; 60:23
Hemmel [7] 35:16; 36:2, 6; 53:22; 54:7; 56:7; 61:10
10 **here's** [1] 24:20
herring [1] 13:10
11 **High** [1] 23:4
high [3] 25:25; 27:13; 28:11
12 **higher** [3] 26:19, 25; 55:16
highlight [2] 38:1; 43:7
13 **highly** [1] 31:17
Highway [11] 34:24; 53:7; 57:20; 62:8; 67:25; 74:13; 76:22; 78:9; 81:8; 85:5; 86:24
14 **himself** [2] 3:17; 17:17
hindrance [1] 56:1
15 **hired** [3] 19:1; 40:1; 45:12
hiring [2] 27:6; 61:6
16 **Hispanic** [1] 28:24
historic [1] 40:19
17 **history** [3] 22:18, 23; 25:5
Hodgson [1] 63:17
18 **hold** [2] 73:10; 83:11
HoldCo [2] 79:5, 6
19 **holder** [3] 72:7, 8; 82:18
holders [1] 70:22
20 **Holding** [3] 70:21; 75:4, 9
Holdings [10] 64:19; 72:3, 8, 13, 16; 74:23; 78:24; 79:4; 85:1, 4
21 **Home** [1] 46:18
home [2] 19:13; 44:6
22 **Honorable** [1] 51:14
hope [4] 3:25; 4:6; 28:17; 49:16
23 **hopefully** [3] 28:17; 42:18; 54:20
horizon [1] 33:5
24 **Horseshoe** [2] 88:2, 6
Hospital [1] 46:20
25

1 **hospital** [3] 46:22, 23; 47:1
2 **Hotel** [1] 53:3
3 **hotel** [9] 28:4, 6, 7; 32:10; 42:2, 5, 7, 8; 47:21
4 **hours** [2] 46:7, 8
5 **House** [2] 37:15; 40:5
6 **however** [3] 17:17; 25:6; 47:17
7 **Hudgens** [1] 45:2
8 **Human** [3] 37:13; 40:2, 4
9 **Humane** [2] 46:12; 52:11
10 **humble** [1] 22:9
11 **humbling** [1] 22:11
12 **hundreds** [1] 10:23
13 **hunter** [1] 32:2
14 **hurt** [1] 41:22
15 **HUTCHISON** [1] 2:20
16 **Hutchison** [1] 2:18
17 **HVAC** [1] 44:20

- I -

18 **I-gaming** [1] 30:2
19 **ICRG** [1] 30:12
20 **identification** [2] 45:6, 14
21 **identifications** [1] 45:18
22 **identified** [2] 88:20, 23
23 **identifier** [1] 33:18
24 **identify** [3] 32:4, 14; 47:13
25 **Ignite** [2] 72:20; 79:8
illegal [11] 7:15, 21; 8:21; 17:8, 14, 21; 18:9, 11; 19:8, 23; 20:4
illegally [2] 18:11; 19:3
Illinois [1] 23:4
imagine [2] 25:20; 26:13
immediately [2] 59:2; 72:21
impact [5] 3:7; 26:13; 43:21; 73:9; 83:10
impactful [2] 38:2; 51:25
impactfully [1] 88:17
impeccable [1] 44:24
implementation [1] 59:20
implemented [2] 46:5; 59:7
importance [1] 46:3
important [4] 10:5; 12:14; 46:25; 49:18
improvement [2] 88:20, 23
Improvements [2] 88:1, 5
improvements [2] 44:6; 88:13
in-kind [3] 29:9; 46:7; 47:9
inappropriate [1] 20:3
Inaudible [1] 52:4
inaudible [2] 27:4; 28:5

1 **incarceration** [1] 12:10
2 **included** [7] 35:23; 54:4; 61:2; 62:11; 68:3; 77:6; 81:11
3 **including** [13] 76:3, 16; 78:5; 79:25; 80:13, 17; 81:20; 82:8; 85:16; 86:4, 8; 87:10, 23
4 **income** [1] 51:24
5 **Incorporated** [38] 57:15; 62:18, 24; 63:12, 18, 19; 64:1, 15, 17, 20; 68:9, 13, 16, 24; 69:2, 4, 6, 8, 10, 14,
6 16; 70:20; 72:4, 8; 74:16, 17, 25; 75:3, 4, 9, 10; 76:24; 77:2; 78:12, 13; 82:16, 25; 88:12
7 **increase** [3] 43:13; 47:24; 51:25
8 **increased** [1] 47:17
9 **increasing** [1] 32:10
10 **Incredible** [7] 63:11, 17; 64:14, 16; 76:18, 24; 77:2
11 **incredible** [2] 4:10; 31:7
12 **incredibly** [1] 50:13
13 **indefinitely** [1] 8:9
14 **Independent** [2] 68:23; 69:13
15 **indirect** [1] 83:1
16 **individual** [2] 59:8, 17
17 **individuals** [6] 7:25; 55:6; 58:21; 59:10, 13; 72:24
18 **industry** [12] 7:23; 8:6, 13; 9:2; 19:4, 6; 26:1; 27:5, 7; 73:8; 77:4; 83:9
19 **Information** [2] 64:11; 69:5
20 **information** [3] 24:1; 25:14; 32:20
21 **initial** [2] 76:23; 78:10
22 **initiated** [1] 54:23
23 **initiative** [1] 49:19
24 **injurious** [2] 73:5; 83:6
25 **inquiries** [2] 62:13; 68:4
inside [2] 16:5, 18
instead [1] 49:17
institutional [1] 24:17
instructor [1] 24:25
instruments [1] 7:17
integrity [1] 3:6
Interactive [1] 64:10
Interest [3] 71:22; 72:1; 82:10
interest [5] 8:12; 13:17; 73:4; 82:14; 83:5
interested [3] 54:22, 24; 56:3
interests [1] 19:5
interior [2] 25:18, 21
Intermediate [1] 85:2
internal [1] 60:4
Internally [1] 54:16
internally [1] 32:2
International [6] 70:20, 21; 72:3, 6; 74:25; 75:1
interpreted [1] 17:2
interrelated [2] 74:15; 78:11
interrupt [1] 16:16
intoxicated [1] 58:16
intoxication [1] 59:5
introduce [4] 21:10; 24:10; 37:6; 58:10

1 **investigating** [3] 53:16; 75:22; 79:18
2 **investigation** [7] 53:9, 15; 66:12; 68:1; 76:24; 77:6, 9
3 **investigations** [17] 35:1; 57:22; 62:10, 11; 68:3; 74:15; 75:15, 20; 78:11; 79:11, 16; 81:10, 11; 85:7, 10;
4 **Investigative** [5] 35:5; 58:1; 64:22; 69:17; 81:14
5 **investigative** [3] 34:17; 52:24; 57:10
6 **Investigators** [11] 34:24; 53:7; 57:20; 62:8; 67:25; 74:13; 76:22; 78:9; 81:8; 85:5; 86:24
7 **investigators** [4] 35:6; 58:2; 64:23; 81:15
8 **Investment** [3] 64:5, 7; 78:17
9 **investment** [8] 25:13; 42:1, 3; 44:15; 49:20, 24; 50:12, 19
10 **investments** [1] 44:11
11 **invitation** [1] 10:13
12 **invite** [1] 25:10
13 **inviting** [1] 30:8
14 **invoices** [1] 33:10
15 **involuntary** [2] 8:15; 16:25
16 **involved** [8] 12:13, 16; 13:15; 29:10, 25; 50:22; 52:6
17 **involvement** [1] 78:15
18 **involves** [1] 13:3
19 **involving** [4] 7:21; 8:1; 9:1
20 **IOC-Boonville** [4] 57:15; 60:25; 61:6; 62:24
21 **IOC-Boonville's** [1] 60:18
22 **IOC-Caruthersville** [1] 53:2
23 **Iowa** [2] 23:4, 21
24 **Isabelle** [1] 63:9
25 **Isle** [9] 22:16; 32:21, 23; 33:1, 3, 10, 24; 57:4, 16
isn't [1] 58:5
issue [4] 13:14, 15; 55:20; 58:20
issues [3] 43:3; 53:14; 55:24
item [4] 4:12; 5:2, 18; 55:1
items [1] 90:1
itself [2] 22:19, 24

- J -

18 **January** [1] 53:2
19 **Jason** [2] 34:16; 80:17
20 **Jazzoo** [1] 29:13
21 **JEFFERSON** [1] 1:5
22 **Jennifer** [2] 35:16; 60:22
23 **Jerry** [1] 45:2
24 **jobs** [2] 40:10; 48:20
25 **John** [3] 52:24; 68:17; 69:3
join [4] 15:20, 25; 20:1; 37:19
joined [3] 9:16; 21:18; 40:5
joining [4] 16:22; 37:10, 17, 20
Joint [1] 82:10
joint [1] 82:14

1 jointly [2] 72:2; 82:15
Jonathan [2] 9:11; 58:11
2 Jones [1] 63:19
Joseph [5] 6:15; 7:14; 8:14; 63:9; 64:16
3 journey [2] 38:3; 41:3
Jude's [1] 46:20
4 Julie [1] 63:7
July [3] 38:6; 71:2; 75:3
5 jumped [1] 20:15
June [10] 1:13; 2:3, 4; 34:23; 53:6; 57:19; 80:24; 88:8, 21; 90:2
6 jurisdiction [1] 30:5
jurisdictions [4] 24:18; 31:14; 62:13; 68:5
7 justified [1] 11:14

- K -

9 Kansas [10] 21:16; 26:15; 28:14, 25; 29:17, 20; 34:19, 20; 35:22
Kate [1] 68:25
10 keep [2] 40:9; 59:21
Kennett [1] 46:19
11 Kenny [1] 46:18
KEVIN [1] 1:21
12 Kevin [2] 20:6; 65:24
kind [9] 2:20; 22:18; 30:15, 17; 33:25; 40:25; 49:3, 6; 59:9
13 kindness [1] 3:8
kinds [1] 3:25
14 KNIPP [1] 1:4
knowledge [3] 3:20; 16:20; 24:17
15 Knust [1] 68:21

- L -

17 L.P. [1] 84:25
lack [1] 55:21
18 Lady [1] 54:19
Lahajj [1] 68:10
19 Laloux [1] 63:21
Lance [2] 62:6; 84:10
20 land [2] 23:22; 38:20
landlord [1] 26:22
21 large [2] 41:19; 44:13
largest [2] 30:11; 49:24
22 late [1] 41:21
Latin [1] 68:15
23 LAUGHLIN [4] 62:7; 65:10; 84:12; 86:10
Laughlin [7] 62:6; 65:18; 66:2; 84:11; 85:14; 86:8; 87:8
24 launch [1] 54:20
laundering [3] 7:17; 8:22; 20:4
25

1 **Lawson** [17] 6:25; 10:19, 22; 11:16, 19, 24; 12:10, 21; 13:2, 12, 23; 14:12, 19; 18:22, 25; 19:18, 24
2 **leadership** [6] 24:11; 27:12, 14, 15; 50:12; 55:16
3 **leaderships** [1] 25:5
4 **leak** [1] 43:4
5 **LEARA** [24] 1:22; 7:6; 16:4, 9, 13; 36:9; 56:10; 57:6, 9, 12; 58:7; 60:12, 15; 61:12; 65:1, 4, 6; 66:9, 11,
6 15, 17, 21, 24; 89:22
7 **Leara** [6] 21:13; 22:7; 36:8; 37:9; 56:9; 61:11
8 **learned** [1] 3:21
9 **learning** [1] 3:23
10 **leaseback** [1] 88:9
11 **least** [2] 17:7; 24:10
12 **left** [3] 24:22; 41:10, 23
13 **Legal** [1] 68:25
14 **legal** [4] 17:12, 21; 19:11; 55:22
15 **legalize** [1] 12:20
16 **legalized** [1] 19:10
17 **legally** [2] 13:9, 18
18 **legislative** [1] 50:12
19 **legislators** [1] 50:21
20 **Leisure** [3] 68:9; 69:4; 88:8
21 **lengthy** [1] 15:7
22 **Let's** [1] 84:18
23 **let's** [1] 2:16
24 **letter** [3] 44:22; 46:23; 51:13
25 **letting** [1] 16:23
Level [5] 55:4, 10; 62:5, 10; 67:4
level [3] 3:5; 55:7, 19
levels [1] 55:16
License [4] 34:22; 68:2; 70:15; 72:7
license [18] 21:17; 41:24; 43:21; 46:12; 47:16; 53:5; 55:4; 57:18; 72:6, 9; 73:11; 74:18; 76:25; 79:9;
82:18, 19; 83:12
licensed [7] 19:11; 74:16; 75:6, 12; 78:12, 16; 82:24
Licensee [3] 84:22; 86:7, 18
licensee [7] 54:2; 60:25; 72:12; 80:21; 82:22; 88:7, 12
licensee's [2] 73:10; 83:11
Licensees [1] 67:21
licensees [4] 8:4; 35:21; 73:12; 83:14
Licenses [1] 70:20
licenses [7] 70:23; 71:1; 75:2, 6, 7, 11, 13
licensing [6] 19:12; 74:14; 76:23; 78:10; 85:6; 87:1
Licensure [7] 57:5; 62:4; 76:18; 78:4; 80:15; 84:9; 86:6
licensure [8] 21:8, 21; 37:3; 52:22; 60:19; 72:25; 80:23, 25
lies [1] 50:14
life [1] 4:7
lifeline [1] 39:16
lifetime [1] 15:21
Light [1] 63:25
light [1] 27:7

1 **limitations** [1] 40:18
2 **limited** [4] 62:11; 75:15; 79:12; 81:11
3 **Lipparelli** [1] 68:23
4 **Lisa** [2] 37:11; 39:19
5 **list** [21] 6:19, 21, 24; 7:4, 20; 8:16; 9:21; 10:3, 12, 16; 11:25; 14:1; 31:2; 33:25; 34:1; 65:2, 16; 66:13, 15,
6 23; 67:5
7 **listed** [1] 65:8
8 **listening** [1] 39:21
9 **litigate** [1] 18:23
10 **litigation** [8] 35:2; 53:12; 57:23; 75:17; 77:7; 79:13; 85:8; 87:2
11 **little** [8] 3:2; 30:10; 33:12, 18; 42:20; 55:11, 14, 15
12 **live** [1] 29:24
13 **lived** [1] 62:14
14 **lives** [2] 39:24; 40:16
15 **living** [1] 50:11
16 **lobby** [1] 41:12
17 **local** [11] 12:15; 13:7; 24:9; 27:1; 31:21; 33:14; 39:25; 45:3; 49:19, 21; 53:10
18 **locally** [1] 30:5
19 **location** [1] 39:1
20 **long-term** [2] 40:16, 20
21 **longer** [2] 12:23; 33:12
22 **longevity** [1] 39:23
23 **Louis** [3] 16:8; 88:1, 6
24 **love** [1] 25:10
25 **lovers** [1] 29:13
Lowenhar-Fisher [1] 68:25
loyalty [1] 39:23
Luck [1] 54:19
luckily [1] 3:20
lunch [1] 15:22
Lyle [7] 37:6; 39:7; 41:2; 44:1; 48:17; 49:2; 69:7
Lynn [1] 37:12

- M -

18 **machines** [2] 23:12; 43:10
19 **Madam** [3] 60:12; 65:1; 66:9
20 **Mahesh** [1] 64:18
21 **MAHFOOD** [2] 15:15, 18
22 **Mahfood** [27] 6:15, 17; 7:2, 14, 19; 8:6; 9:12, 16, 22; 10:1, 6, 10; 11:5, 18; 12:1, 3, 15; 13:15; 14:10, 21,
23 24; 15:12, 14; 16:19; 17:7; 18:5; 20:13
24 **Mahfood's** [6] 8:14; 9:6, 20; 13:4, 25
25 **mainly** [1] 48:12
maintain [6] 7:22; 42:25; 45:2; 47:1; 49:15, 16
maintained [1] 44:24
maintaining [1] 25:23
maintenance [1] 25:19
major [2] 22:25; 49:20

1 **majority** [1] 43:13
2 **making** [10] 2:19; 8:24; 25:23; 27:9, 17; 40:15; 67:22; 70:16; 74:10; 84:11
3 **Management** [20] 51:9; 63:4, 8, 10, 13, 15, 23; 64:2, 4, 6, 18; 65:12, 14; 79:3, 4; 81:5; 86:14, 20, 21, 22
4 **management** [6] 48:5, 8; 54:11, 13; 55:3; 61:7
5 **Manager** [6] 37:15; 40:12; 48:25; 58:11; 62:25; 69:8
6 **manager** [3] 21:19; 22:14; 23:18
7 **managers** [2] 48:5; 54:18
8 **Managing** [2] 63:1; 64:13
9 **mandatory** [2] 45:15, 19
10 **manufacturer** [2] 22:24; 77:2
11 **Manying** [3] 63:23; 65:8, 12
12 **March** [3] 84:14, 21; 86:13
13 **Marchetti** [1] 63:25
14 **Marchienne** [3] 63:3, 5, 8
15 **Marcus** [1] 63:13
16 **Marie** [2] 63:9, 21
17 **Mark** [3] 21:10, 18; 68:23
18 **marked** [1] 39:2
19 **market** [1] 43:11
20 **Marketing** [1] 37:12
21 **marketing** [2] 26:10; 31:2
22 **marking** [1] 41:6
23 **marks** [2] 18:7, 14
24 **Marquette** [1] 23:21
25 **Marriott** [1] 28:11
marshal [1] 33:2
Martin [1] 63:3
Marvin [1] 63:15
MASTERS [1] 53:1
Masters [4] 52:24, 25; 53:19, 22
material [6] 31:2, 3; 72:11; 73:9; 82:21; 83:10
materially [2] 8:21; 19:22
math [1] 12:7
matter [5] 13:9; 22:4; 23:6; 31:5; 41:14
Matthew [1] 69:5
maybe [5] 10:9; 17:6; 18:14; 55:21; 58:17
MAYOR [2] 52:4, 19
Mayor [3] 37:19; 51:14; 52:17
mayor [3] 37:17; 44:7; 52:6
McLean [1] 64:2
McMahan [1] 37:12
McTHEENEY [2] 34:18; 80:19
McTheeney [4] 34:16; 35:16; 80:18; 81:18
means [1] 18:16
meant [3] 18:4, 19; 39:24
meet [3] 15:22, 24; 42:24
meeting [7] 2:3, 5; 5:4, 17; 29:3; 73:1; 90:2
meetings [4] 5:3, 19, 21; 6:13

1 **Member** [7] 2:17; 62:23; 63:2; 64:5, 7, 9, 13
members [15] 21:11; 22:6; 28:23; 30:19; 32:3; 45:12, 16, 20; 46:8; 47:3; 48:4, 9, 18, 21; 55:22
2 **Memphis** [1] 46:20
mention [3] 14:11, 19; 51:12
3 **mentioned** [6] 12:12; 14:20; 28:3; 44:1; 48:17; 49:25
mentor [1] 3:4
4 **merged** [1] 23:3
Merger [2] 72:15; 82:25
5 **merger** [2] 72:13; 82:23
messages [1] 42:17
6 **method** [1] 6:23
metropolitan [1] 28:24
7 **Michael** [4] 63:25; 64:2; 68:8, 17
Miguel [1] 68:14
8 **MIKE** [1] 1:22
Mike [3] 36:8; 56:8; 61:11
9 **milestone** [2] 2:23; 42:13
million [14] 25:16; 26:16; 27:2, 19; 42:3; 43:23, 24; 44:12, 15, 16, 18, 20; 49:23; 88:14
10 **mind** [2] 18:5, 13
minimal [2] 12:25; 13:12
11 **minimization** [1] 18:4
minimize [1] 11:7
12 **minimizing** [2] 17:23; 18:9
minimum [1] 30:6
13 **minorities** [2] 48:8; 61:7
minority [9] 27:11, 21; 47:12, 17, 19, 22, 23; 48:6; 54:11
14 **minute** [1] 44:4
Minutes [2] 5:3, 19
15 **minutes** [4] 5:4, 16, 21; 9:18
missed [2] 57:13; 65:10
16 **Mississippi** [2] 38:5, 14
MISSOURI [2] 1:3, 5
17 **Missouri** [80] 2:3, 4; 4:11; 7:12, 23; 8:12, 15; 9:2; 12:20; 13:19; 14:15; 17:22; 19:4, 11; 21:17; 22:10;
24:16; 25:25; 34:21, 24, 25; 35:5, 20; 39:8; 48:12; 49:21; 50:9; 53:7, 25; 57:17, 20, 21; 58:1; 60:24; 62:8,
18 9; 64:22; 67:25; 69:17; 72:6, 8, 9; 73:5, 7, 8; 74:12, 13, 18; 75:6, 12, 16, 21; 76:21, 22; 77:9; 78:8, 9, 16;
79:10, 17; 80:22; 81:8, 9, 14; 82:18, 19, 24; 83:6, 8, 9; 84:13, 20; 85:5, 11; 86:12, 24, 25; 87:5; 90:2
19 **misstated** [1] 10:9
moat [2] 22:17; 24:23
20 **mobility** [1] 54:17
moment [1] 39:15
21 **Monday** [1] 23:25
monetarily [2] 29:8; 32:8
22 **monetary** [1] 47:9
money [10] 7:17; 8:20, 22; 12:24; 19:20, 22, 25; 20:3; 25:17; 32:5
23 **Monta** [1] 64:8
month [7] 8:19; 14:9, 20; 43:17, 18; 57:7; 58:6
24 **month-over-month** [1] 50:2
months [4] 10:4; 11:11, 17, 18
25

1 **Moon** [2] 91:6, 15
2 **Moore** [1] 69:3
3 **moral** [1] 8:1
4 **morals** [2] 73:6; 83:7
5 **morning** [25] 2:2, 17, 19; 4:2, 12; 7:11; 9:11; 21:14; 22:7; 34:18; 35:19; 37:5, 8, 10, 19, 20; 53:1, 24;
6 57:14; 62:7; 67:23, 24; 70:17, 18; 84:12
7 **Moross** [1] 64:4
8 **MORTEN** [3] 58:11; 59:3; 60:8
9 **Morten** [1] 58:11
10 **Most** [2] 24:11; 31:13
11 **most** [3] 27:3; 29:20; 45:7
12 **motion** [2] 5:21; 90:1
13 **motivate** [1] 55:7
14 **move** [22] 4:13; 5:3; 9:5; 20:16; 36:11; 38:20; 55:8; 56:14; 57:9; 61:14; 66:5; 69:24; 71:6; 73:17; 76:2;
15 77:13; 79:24; 81:19; 83:18; 85:15; 87:9; 89:4
16 **moved** [3] 5:22; 11:1; 38:17
17 **moving** [2] 38:21; 56:2
18 **much** [15] 13:3; 19:17; 22:13; 32:17; 34:10, 11; 37:20; 52:18; 54:8; 58:12; 65:17; 66:5; 79:23; 89:25;
19 90:17
20 **Must** [1] 45:24
21 **must** [2] 72:10; 82:20

- N -

22 **name** [7] 9:20; 10:15; 11:24; 14:1; 21:14; 33:11; 44:9
23 **name's** [1] 9:11
24 **names** [2] 65:20, 21
25 **Nancy** [1] 62:17
1 **narrow** [1] 17:16
2 **near** [1] 46:15
3 **nearly** [7] 23:11; 24:15; 27:1, 10, 14; 40:3; 50:3
4 **negative** [4] 73:9, 11; 83:10, 13
5 **never** [4] 15:20, 21; 43:3
6 **newest** [1] 23:10
7 **newly** [1] 45:12
8 **news** [3] 13:8; 24:1; 28:3
9 **nice** [1] 15:25
10 **Nikki** [2] 70:16; 82:11
11 **nine** [3] 12:6, 8; 43:10
12 **non-gaming** [2] 26:5, 12
13 **none** [20] 4:16; 5:6, 25; 9:4; 20:20; 34:16; 35:11; 36:11, 15; 52:23; 56:13, 17; 60:21; 61:14; 70:3; 73:15;
14 75:25; 77:13, 17; 80:3
15 **nonexistent** [2] 12:25; 13:13
16 **nonfloating** [2] 38:8; 41:4
17 **North** [3] 28:15; 43:11; 64:20
18 **notable** [1] 44:25
19 **notes** [3] 42:16, 19; 44:15
20 **nothing** [2] 49:5; 52:7

1 **notice** [1] 42:25
2 **noticed** [2] 32:19; 54:9
3 **notices** [1] 33:8
4 **notorious** [1] 8:5
5 **November** [6] 12:19; 13:5; 43:8, 14, 16; 50:1
6 **nowadays** [1] 31:7
7 **Numbers** [2] 76:2; 87:23
8 **numbers** [1] 47:24
9 **numerous** [1] 50:22

6 - O -

7 **O'Dell** [3] 2:23; 3:24; 4:5
8 **Oakland** [1] 23:24
9 **obligated** [1] 8:8
10 **obligations** [1] 9:23
11 **obviously** [6] 8:18; 17:20; 33:13; 44:14; 59:16; 78:6
12 **occurred** [1] 59:14
13 **occurs** [1] 11:5
14 **October** [2] 38:12; 77:1
15 **offense** [4] 18:4, 12, 19; 20:2
16 **offenses** [1] 17:18
17 **offer** [1] 60:13
18 **office** [1] 40:10
19 **OFFICER** [2] 6:17; 7:10
20 **Officer** [15] 6:15; 62:19, 21; 63:16, 18, 24; 64:3, 11; 65:9, 15; 68:12, 14, 25; 69:3, 5
21 **officer** [8] 9:19; 10:18; 12:14; 13:21; 18:15; 59:6, 9, 16
22 **officer's** [6] 8:13; 9:13; 10:15; 11:11; 14:4; 15:6
23 **officers** [3] 53:16; 75:22; 79:18
24 **official** [1] 38:24
25 **officially** [1] 38:25
Omnibus [2] 71:22; 72:1
onboarding [1] 31:19
once [1] 14:13
oncoming [1] 59:8
one-year [1] 88:22
ongoing [3] 29:1; 31:6
ongoingly [1] 29:10
online [2] 30:1, 14
Only [1] 19:10
only [16] 3:7, 13; 7:19; 8:18; 10:3; 11:11; 14:25; 17:7, 11, 24; 29:2, 8; 30:6; 39:11; 43:19; 59:16
onto [1] 38:17
open [1] 42:3
opened [3] 39:1, 12; 43:15
opening [11] 23:17, 18; 24:5, 13, 24; 28:16; 41:6; 43:7, 8, 18; 50:1
operates [1] 77:4
Operating [3] 63:16; 68:12; 69:3
operating [1] 81:13

1 **operation** [7] 8:22; 13:16; 17:2, 25; 19:9, 23; 20:4
2 **Operations** [4] 37:6, 15; 39:8; 69:7
3 **operations** [7] 12:17; 19:12, 13; 38:17, 25; 39:2; 41:7
4 **opinion** [2] 8:23; 60:5
5 **opponent** [1] 12:12
6 **opportunities** [7] 27:6, 24; 47:10; 48:7; 49:12; 51:17; 54:10
7 **opportunity** [7] 13:18; 17:13; 22:8; 39:18; 40:15; 48:22; 51:20
8 **opposite** [1] 8:7
9 **orchestrated** [1] 28:14
10 **order** [6] 2:5; 9:14; 15:17; 16:2; 73:6; 83:7
11 **ordinarily** [1] 17:10
12 **organizational** [1] 81:12
13 **organizations** [7] 29:2, 4, 11, 12, 25; 46:11; 47:14
14 **orientation** [1] 45:13
15 **original** [2] 25:15; 39:9
16 **Ornstein** [1] 64:6
17 **ours** [1] 46:4
18 **outfit** [1] 23:3
19 **outlined** [2] 73:3; 83:4
20 **outside** [6] 16:6, 10, 18, 20; 33:2; 50:7
21 **outstanding** [1] 51:13
22 **overall** [1] 43:15
23 **Overseas** [4] 78:18, 19, 20, 21
24 **oversight** [1] 17:10
25 **Owens** [2] 37:13; 39:25
ownership [5] 72:11; 81:1; 82:21; 84:15; 86:15
Ozolina [1] 64:8

- P -

16 **packet** [2] 32:19, 22
17 **Paelinck** [1] 64:10
18 **paid** [1] 43:23
19 **Parag** [2] 64:18; 86:23
20 **Parent** [4] 72:16, 19; 79:7; 85:3
21 **parent** [4] 72:14, 22; 82:24; 88:11
22 **Park** [1] 47:6
23 **parking** [2] 28:10; 41:20
24 **parole** [2] 14:14; 15:3
25 **Parson** [1] 38:7
participate [5] 8:6; 19:3; 30:6; 46:9, 16
participation [1] 29:1
particular [2] 28:9; 51:16
particularly [2] 55:6, 9
Partner [4] 63:14; 64:5, 7, 19
partner [3] 28:5; 30:1; 33:9
Partners [4] 78:18, 19, 20, 21
partners [1] 28:21

1 **partnership** [4] 23:24; 49:19; 51:15, 19
2 **party** [1] 59:14
3 **pass** [1] 65:17
4 **pass-on** [1] 59:7
5 **passes** [1] 40:7
6 **past** [6] 23:25; 25:5, 12; 41:24; 43:14; 50:18
7 **path** [1] 18:10
8 **Patrick** [2] 68:12, 19
9 **Patrol** [11] 34:24; 53:7; 57:20; 62:8; 67:25; 74:13; 76:22; 78:9; 81:8; 85:5; 86:24
10 **patrol** [1] 58:20
11 **patrons** [7] 42:16, 21; 58:15, 19; 59:1, 17; 60:6
12 **pavilion** [4] 41:9, 13, 18; 42:15
13 **Payments** [5] 69:1; 72:14; 74:17; 75:9; 78:13
14 **Pemiscot** [5] 39:12; 48:1, 2, 12; 49:24
15 **PENN** [3] 69:6, 9; 86:18
16 **People** [1] 33:16
17 **people** [17] 6:24; 8:5; 13:6; 38:17; 41:18; 44:3; 45:19, 25; 47:6; 50:22; 52:14; 58:19; 73:6; 77:7; 83:7;
18 85:8; 87:3
19 **people's** [1] 40:16
20 **percent** [22] 26:5; 27:10, 11, 15, 20; 39:14; 43:16, 17, 19, 20; 48:1, 2, 6, 11, 15; 50:3, 6; 51:23; 72:19
21 **perfect** [1] 43:10
22 **performance** [2] 26:25; 43:12
23 **performing** [1] 30:19
24 **perhaps** [1] 54:8
25 **Period** [2] 87:25; 88:5
26 **period** [9] 14:14; 15:3; 21:21; 41:24; 43:21; 46:12; 47:16; 88:15, 19
27 **permanent** [1] 23:20
28 **permitted** [1] 17:1
29 **permitting** [1] 28:16
30 **perseverance** [1] 40:24
31 **Person** [2] 67:21; 68:1
32 **person** [4] 3:4, 13; 14:13; 16:24
33 **personnel** [2] 45:15; 60:6
34 **persons** [5] 35:3; 53:13; 57:24; 75:18; 79:14
35 **persuasive** [1] 12:23
36 **Pete's** [1] 26:8
37 **Peter** [1] 68:8
38 **Petition** [5] 71:22; 72:1; 82:10; 87:25; 88:4
39 **petition** [2] 72:18; 82:14
40 **Petitioners** [5] 72:4, 12, 23; 82:16, 22
41 **Philip** [1] 63:15
42 **photo** [2] 39:9; 42:12
43 **photos** [4] 41:3; 47:3; 49:1, 7
44 **phrasing** [1] 18:8
45 **pick** [2] 10:17; 52:13
46 **picture** [7] 24:2, 10, 20, 22; 41:4, 17; 42:14
47 **pictures** [4] 22:17; 24:21; 41:9, 11
48 **piece** [1] 47:2

1 **pieces** [1] 30:3
place [7] 34:12; 39:24; 42:13, 18; 52:20; 54:11; 60:16
2 **places** [2] 29:20; 32:22
placing [1] 46:17
3 **plan** [2] 19:7; 26:10
plans [1] 39:22
4 **plant** [1] 44:8
platform [1] 30:14
5 **Play** [4] 82:15, 18, 23; 83:1
play [1] 48:10
6 **played** [1] 51:3
Playing [3] 80:16, 21; 81:2
7 **plays** [1] 40:12
plea [4] 10:4; 11:4; 12:4, 6
8 **plead** [1] 7:19
pleasure [1] 52:7
9 **pled** [2] 7:14, 20
plus [1] 24:16
10 **podiums** [1] 45:23
point [7] 9:15; 10:17; 12:11, 14; 18:15; 48:4, 17
11 **pointed** [2] 9:19; 14:18
pointing [2] 9:25; 18:13
12 **police** [3] 44:23; 45:2, 4
policies [2] 32:24; 33:23
13 **Policy** [2] 32:24, 25
policy [3] 45:6; 58:23; 59:20
14 **poor** [1] 18:8
population [1] 44:3
15 **Port** [2] 26:22; 28:13
port [2] 27:1
16 **portfolio** [1] 28:6
portion [2] 17:1; 89:19
17 **position** [2] 19:21; 81:1
positions [1] 61:8
18 **positive** [1] 11:13
possession [3] 35:24; 54:5; 61:3
19 **possible** [2] 50:11, 19
poster [1] 31:16
20 **potential** [4] 13:11; 30:15; 73:10; 83:11
preach [1] 29:24
21 **precedent** [2] 6:22, 25
Present [4] 2:7, 10, 12, 14
22 **present** [7] 9:7, 12; 13:23; 21:14; 45:9; 53:16; 81:16
presentation [15] 2:19; 21:7, 9; 34:13; 37:2, 4; 57:4, 6; 58:6; 60:17, 21; 67:22; 70:16; 74:10; 84:11
23 **presented** [10] 6:19; 13:3; 49:4; 62:15; 68:6; 74:17, 21; 75:4, 10; 78:14
presenting [1] 22:12
24 **President** [9] 39:7; 62:18; 63:12, 18; 64:17; 68:15, 17, 21; 69:3
Presiding [1] 64:17
25

1 **pretty** [2] 21:23; 31:15
2 **preventing** [1] 30:13
3 **prevents** [1] 30:12
4 **previously** [1] 18:11
5 **price** [1] 25:15
6 **Prima** [2] 70:22; 74:24
7 **primarily** [2] 23:4; 55:20
8 **primary** [1] 59:11
9 **Primo** [1] 64:20
10 **Primus** [1] 69:5
11 **prior** [5] 18:22; 30:19; 37:24; 42:6; 72:21
12 **prison** [5] 10:25; 11:6, 17, 21; 12:2
13 **private** [2] 49:24; 50:12
14 **privilege** [1] 37:10
15 **proactive** [2] 31:20; 32:9
16 **proactively** [1] 30:16
17 **probably** [6] 18:7, 8; 25:14; 29:18; 58:4; 59:11
18 **probation** [11] 9:24; 11:7, 9, 12, 15, 18; 12:2; 14:14; 15:3
19 **proceeded** [1] 21:21
20 **process** [5] 42:14; 45:10; 50:24; 55:10, 18
21 **product** [1] 44:16
22 **products** [1] 77:3
23 **Professional** [1] 91:7
24 **professionalism** [1] 3:8
25 **profiles** [5] 35:3; 53:12; 57:24; 75:18; 79:13
26 **program** [7] 31:4; 32:2, 6; 54:17, 19, 20, 23
27 **programs** [1] 54:11
28 **progress** [4] 10:7, 11; 24:7
29 **prohibit** [1] 8:4
30 **project** [6] 23:14, 20; 24:6; 27:23; 49:20, 23
31 **projected** [1] 26:19
32 **projects** [2] 88:20, 23
33 **proof** [1] 50:11
34 **proper** [1] 72:24
35 **Properties** [3] 68:9; 69:4; 88:9
36 **properties** [8] 23:2, 5, 8, 10, 22; 30:8; 31:13; 55:17
37 **property** [42] 17:3; 21:19, 20, 23; 22:13, 15, 18; 23:18, 19, 20; 24:9, 12, 17; 25:4, 10, 18, 20, 24; 29:13;
38 30:18; 37:23; 38:2; 39:11; 40:12, 20; 41:1, 19; 42:2, 10; 44:13; 45:1, 14; 46:5; 48:5, 19, 22; 49:1, 12, 15;
39 54:16; 58:17; 88:14
40 **property's** [1] 40:14
41 **protected** [1] 51:1
42 **proud** [5] 27:3; 44:23; 46:21; 49:23; 50:14
43 **provide** [13] 34:13, 16; 35:17; 44:1; 47:9, 15; 48:7, 20, 21; 51:17; 52:21, 24; 53:23
44 **provided** [13] 35:5; 42:8; 53:15; 58:1, 13; 64:22; 69:17; 75:20; 77:9; 79:16; 81:14; 85:10; 87:4
45 **provides** [2] 13:24; 30:25
46 **providing** [4] 17:10; 27:14; 29:8; 40:15
47 **public** [16] 8:11; 10:22; 12:23; 19:21; 34:13, 15; 38:15; 48:14; 52:2, 21; 60:13, 17; 73:5; 83:6; 89:19, 21
48 **publication** [1] 26:18

1 **punished** [1] 78:6
2 **purchase** [4] 25:15; 47:22; 78:15; 88:9
3 **purchased** [2] 42:1; 49:12
4 **purchasing** [1] 44:13
5 **Pursuant** [2] 72:10; 82:20
6 **putting** [1] 25:17

- Q -

7 **Queen** [2] 23:3, 22
8 **question** [9] 3:14; 15:12; 32:19; 54:8; 58:5, 8; 61:5; 65:8
9 **Questions** [1] 7:6
10 **questions** [55] 7:7; 8:17; 9:3; 14:7; 15:9, 10; 20:13; 22:3; 32:16; 34:6, 7; 35:7, 9, 12, 25; 36:2, 4, 11;
11 51:4, 5; 53:17, 18; 54:5; 56:6, 13; 58:3; 59:21; 61:3, 13; 64:24; 65:17; 66:1; 69:19, 20; 71:4, 5; 73:13, 14;
12 75:22, 24; 77:10, 12; 79:18, 20, 21; 81:16, 17; 83:15, 17; 85:12, 13; 87:6, 7; 88:24; 89:1
13 **quick** [2] 23:7; 38:12
14 **quorum** [1] 2:15
15 **quotation** [2] 18:7, 14
16 **Quote** [1] 10:10
17 **quote** [1] 10:6

- R -

18 **racketeering** [3] 7:16; 8:22; 20:3
19 **raise** [1] 55:25
20 **raises** [1] 32:13
21 **Ramirez** [1] 62:17
22 **Randall** [1] 68:21
23 **RANDOLPH** [5] 39:7; 49:3; 51:22; 55:1, 20
24 **Randolph** [5] 37:6; 39:7; 51:6; 54:9; 69:7
25 **rate** [1] 39:13
rather [2] 18:16; 40:8
Ratification [2] 70:15, 19
ratify [1] 71:3
reached [3] 34:12; 52:20; 89:18
read [6] 10:8; 65:2; 66:17, 19, 23, 25
ready [1] 20:11
real [2] 39:13; 55:5
Real-time [1] 91:7
reality [1] 51:1
realize [1] 9:10
realized [1] 40:17
reapplied [1] 11:1
reapply [4] 10:11; 11:2, 19, 21
reason [1] 10:2
reasonable [1] 11:22
reasoned [1] 13:24
reasons [3] 14:2; 55:15; 58:16

1 **receive** [1] 45:12
2 **received** [10] 10:25; 51:13; 76:25; 79:10; 80:23; 84:13, 17, 20; 86:12, 16
3 **recent** [1] 25:15
4 **recently** [2] 13:8; 46:22
5 **recidivist** [2] 12:24; 13:11
6 **Recognition** [1] 2:17
7 **recognition** [1] 2:22
8 **recognize** [3] 2:24; 32:7; 49:18
9 **Recommendation** [1] 6:15
10 **recommendation** [9] 7:2, 3; 8:14; 9:14; 10:15; 14:5; 36:7; 56:8; 61:11
11 **recommending** [1] 6:20
12 **recommends** [3] 36:9; 56:10; 61:12
13 **record** [6] 11:10; 38:13; 44:25; 51:12; 58:10; 65:2
14 **recording** [1] 91:8
15 **records** [3] 35:21; 54:1; 60:25
16 **refer** [1] 54:13
17 **reference** [5] 17:7; 19:18; 32:25; 58:14; 59:9
18 **references** [1] 32:20
19 **referred** [2] 32:22; 33:2
20 **referring** [2] 16:21; 33:23
21 **regarding** [2] 34:14; 52:22
22 **Registered** [1] 91:7
23 **registered** [4] 14:10, 11, 22, 24
24 **registration** [1] 14:23
25 **regulated** [1] 7:23
Regulatory [1] 35:17
regulatory [1] 55:2
rehabilitate [1] 17:17
Reibstein [1] 69:9
reinstate [2] 11:24; 13:25
reinstated [3] 14:15; 15:1, 17
reinstatement [1] 12:6
reiterate [1] 60:3
rejected [3] 8:14; 58:16; 59:2
related [3] 35:23; 54:3; 61:1
relationship [2] 45:3
relationships [1] 27:18
released [1] 11:12
relevant [1] 10:2
relicensing [3] 35:1; 53:8; 57:22
Relicensure [2] 67:21; 74:8
relicensure [4] 21:17; 36:9; 56:10; 61:12
relocate [1] 38:3
remainder [1] 88:21
remaining [2] 48:15; 88:18
remains [1] 40:3
remember [3] 25:2; 39:17; 41:18
remind [1] 40:13

1 **reminded** [1] 39:10
2 **reminder** [1] 45:25
3 **remodel** [2] 42:3; 47:21
4 **removal** [3] 6:18; 7:4; 10:12
5 **remove** [2] 11:24; 13:25
6 **removed** [5] 6:20, 24; 8:15; 9:20; 10:15
7 **removing** [2] 10:2; 11:14
8 **renewal** [9] 21:23; 22:21; 34:21; 53:4; 57:18; 74:14, 17; 75:5, 10
9 **renewals** [2] 68:2, 6
10 **renovation** [2] 24:5; 26:7
11 **repairs** [1] 25:18
12 **report** [13] 8:19; 14:22; 18:6; 27:10; 35:17, 24; 44:24; 54:4, 9; 58:9, 13, 15; 61:2
13 **reported** [1] 44:25
14 **Reporter** [3] 91:6, 7, 8
15 **REPORTER'S** [1] 91:3
16 **reports** [1] 60:4
17 **representative** [1] 25:24
18 **reputation** [1] 8:5
19 **Request** [1] 70:19
20 **request** [5] 6:18; 8:14; 9:20; 21:17; 71:2
21 **requested** [2] 88:22; 89:22
22 **requests** [1] 72:18
23 **require** [2] 45:7; 72:25
24 **required** [1] 43:1
25 **requirement** [2] 16:1; 31:18
requirements [2] 30:21; 42:24
Research [1] 46:20
reside [1] 68:5
Resolution [36] 9:5; 20:16; 21:4; 36:12, 24; 56:14; 57:1; 61:14; 62:2, 5; 66:5; 67:18, 21; 69:24; 70:12, 15; 71:7, 19, 23; 73:17; 74:5; 76:2, 16, 19; 77:14; 78:1, 5; 82:11; 83:18; 84:6; 87:22; 88:2, 10, 23; 89:4, 17
Resolutions [12] 74:9; 76:15; 79:24; 80:12, 16; 81:19; 82:7; 84:10; 85:15; 86:3, 7; 87:9
resort [1] 23:1
resource [1] 30:9
Resources [3] 37:14; 40:2, 4
resources [2] 29:12; 30:25
respective [2] 75:5, 11
respond [2] 18:1, 18
response [1] 76:25
responsibility [2] 8:7; 9:23
Responsible [1] 29:21
responsible [5] 29:25; 30:4, 10, 18, 21
rest [1] 21:10
restaurant [2] 16:4; 41:11
restaurants [6] 16:5, 10, 17, 19, 21; 26:8
restitution [1] 9:24
result [2] 73:11; 83:12
resulted [1] 9:22

1 **results** [7] 35:22; 43:12; 49:25; 54:3; 61:1; 75:20; 79:16
retail [2] 23:1
2 **retired** [1] 3:13
retirement [2] 2:23; 3:25
3 **return** [4] 7:18; 19:19; 58:21; 59:5
returning [2] 58:15; 59:1
4 **revamping** [1] 54:20
reveal [1] 55:18
5 **revenue** [6] 26:5, 12; 50:2; 51:24
revenues [2] 26:5; 51:17
6 **review** [28] 35:2, 3, 6; 53:11, 12; 57:23, 24; 58:2; 64:23; 68:3; 69:18; 75:17, 18, 21; 77:6; 79:12, 14, 17;
81:12, 15; 84:15; 85:7; 86:14; 87:1, 2
7 **reviews** [2] 75:16; 79:12
Revocable [1] 86:23
8 **revolutionary** [1] 30:17
Reynolds [1] 47:6
9 **Rhonda** [3] 37:13; 39:25; 40:13
rich [2] 22:23; 25:5
10 **Richard** [5] 62:24; 63:11; 66:18; 68:19; 69:5
ride [1] 48:13
11 **rights** [3] 14:15, 18; 15:2
rise [1] 48:23
12 **risen** [1] 48:24
rising [1] 40:19
13 **risk** [3] 30:15; 32:15; 40:21
River [2] 38:5, 14
14 **river** [6] 38:4, 6, 25; 39:3; 49:9; 50:25
Riverboat [6] 34:22; 86:7, 13, 16, 18, 19
15 **riverboat** [17] 12:16; 17:1, 9, 25; 37:24; 38:5, 15, 16; 39:5, 10, 15; 40:18; 41:7; 53:5; 57:18; 84:14, 16
riverboats [1] 12:18
16 **riverfront** [3] 29:15, 16, 18
roadblock [1] 55:2
17 **Robert** [1] 21:14
robust [2] 26:10; 29:22
18 **Rogers** [1] 46:18
role [3] 40:11, 12; 48:10
19 **roles** [2] 27:12, 14
roll [22] 2:5; 4:17; 5:7; 6:1; 20:20; 36:15; 51:11; 56:17; 61:18; 67:9; 70:3; 71:10; 73:21; 76:6; 77:17;
20 80:3; 81:23; 83:22; 85:19; 87:13; 89:8; 90:6
room [3] 41:10; 42:24; 43:1
21 **rooms** [3] 42:5, 8
Rotate [2] 72:20; 79:8
22 **Rouge** [1] 23:21
ROUND [1] 4:8
23 **round** [1] 12:4
RSMo [1] 89:20
24 **rule** [2] 16:25; 58:25
runaway [1] 39:4
25

1 **rundown** [1] 42:1
2 **running** [6] 8:21; 13:9; 17:24; 19:23; 20:4; 51:7
3 **rural** [6] 43:5; 44:2, 5; 46:22; 47:1, 12
4 **Ryan** [1] 68:12

- S -

5 **S.p.A.** [6] 70:21, 22; 74:22, 23, 24
6 **Sabrina** [4] 22:14; 31:20; 34:2, 6
7 **Sabrina's** [1] 34:1
8 **safe** [2] 25:24; 59:21
9 **safety** [8] 13:14, 15; 58:20; 59:16, 17; 60:6; 73:5; 83:6
10 **salaries** [1] 43:24
11 **sales** [1] 32:14
12 **Sambur** [1] 64:12
13 **Same** [1] 32:6
14 **same** [5] 13:3; 22:11; 41:15; 43:23; 59:18
15 **satisfy** [1] 33:13
16 **Saul** [1] 69:9
17 **scale** [1] 23:13
18 **scheduled** [1] 70:23
19 **Schoppe** [1] 69:11
20 **Schrementi** [1] 64:16
21 **scrutiny** [2] 55:7, 19
22 **SCSp** [1] 78:21
23 **seat** [1] 75:25
24 **seated** [1] 9:17
25 **Second** [20] 4:15; 5:5, 24; 20:18; 36:13; 56:15; 61:16; 66:7; 70:1; 71:8; 73:19; 76:4; 77:15; 80:1; 81:21;
83:20; 85:17; 87:11; 89:6; 90:4
second [26] 4:14; 5:4, 23; 6:18; 9:20; 11:3, 20; 20:17; 24:8; 36:12; 56:14; 61:15; 66:6; 67:6; 69:25;
71:7; 73:18; 76:3; 77:14; 79:25; 81:20; 83:19; 85:16; 87:10; 89:5; 90:3
Secondly [1] 12:19
Secretary [5] 68:10, 14, 21; 69:1, 4
secure [1] 40:22
Security [5] 45:15, 19, 24; 48:24; 62:25
Seeing [11] 4:16; 5:6, 25; 9:4; 20:19; 36:14; 61:14; 70:2; 75:25; 77:16; 80:2
seeing [5] 34:15; 36:11; 52:23; 60:21; 77:13
seek [2] 12:5; 54:10
seeking [1] 55:4
seen [4] 3:7; 27:7; 43:16; 50:1
segment [1] 30:2
self-exclusion [1] 31:1
Senate [4] 38:7, 22; 41:5; 50:22
Senior [3] 35:17; 62:18; 64:20
sense [1] 18:11
sent [2] 33:8; 46:23
sentence [4] 9:24; 10:25; 11:9
sentenced [1] 11:6

1 **Seok** [3] 65:6, 7, 14
separate [1] 42:4
2 **September** [4] 75:13; 79:11; 84:17; 86:17
SERGEANT [11] 34:18; 53:1; 57:14; 62:7; 65:10; 74:12; 76:21; 78:8; 80:19; 84:12; 86:10
3 **Sergeant** [29] 34:16, 17; 35:16; 52:24, 25; 53:18, 22; 57:12; 58:4; 59:22; 62:6; 65:18; 66:1; 74:9, 10;
75:24; 76:19; 77:13; 78:6; 79:20, 24; 80:17; 81:17, 18; 84:10; 85:13, 14; 86:8; 87:8
4 **sergeant** [1] 35:13
serious [2] 25:23; 31:5
5 **served** [2] 11:1, 11
serves [1] 40:11
6 **Service** [1] 64:21
service [5] 4:10; 9:24; 26:7; 48:18; 52:2
7 **services** [1] 47:15
serving [2] 11:17, 18
8 **Seth** [1] 64:19
several [3] 41:19; 42:15; 48:19
9 **severe** [1] 38:12
share [3] 21:20; 41:3; 42:23
10 **shared** [1] 44:7
Shareholder [3] 68:19, 22; 69:11
11 **shirt** [1] 9:17
Shoe [1] 40:1
12 **shoe** [1] 40:1
shop [1] 51:7
13 **short** [1] 49:5
Shortly [1] 38:19
14 **shortly** [1] 24:1
show [1] 25:21
15 **showing** [1] 43:15
shows [2] 25:24; 43:13
16 **shut** [1] 40:2
side [2] 29:17; 51:1
17 **sign** [1] 42:16
signage [1] 31:16
18 **signed** [1] 38:7
significant [2] 27:23; 83:12
19 **signing** [2] 41:5; 71:6
Sikeston [1] 46:19
20 **silent** [1] 65:22
simpler [1] 49:15
21 **simply** [1] 18:13
Since [2] 5:20; 23:2
22 **since** [18] 10:4, 8, 11; 14:23; 22:15, 21; 24:12, 13; 25:16; 26:3; 43:14, 16, 17; 44:12; 50:1; 74:19; 75:7,
12
23 **sitting** [2] 9:16, 17
situation [2] 13:12, 21
24 **situations** [3] 32:15; 46:24; 55:24
size [2] 23:12; 27:23
25

1 **skip** [1] 60:21
2 **skipped** [2] 60:12, 16
3 **slot** [4] 22:24; 23:12; 43:9; 44:16
4 **slow** [1] 30:16
5 **small** [1] 48:14
6 **smaller** [1] 55:17
7 **SNIDER** [2] 6:17; 7:10
8 **Snider** [4] 6:16; 7:8, 9; 20:13
9 **socially** [1] 16:22
10 **Society** [2] 46:13; 52:11
11 **software** [1] 30:14
12 **soldiers** [1] 46:17
13 **Solutions** [3] 68:20, 22; 69:12
14 **somebody** [1] 58:5
15 **somebody's** [1] 59:4
16 **someone** [4] 18:17; 19:2, 14; 52:11
17 **sometime** [1] 28:17
18 **sometimes** [1] 15:23
19 **somewhat** [1] 55:2
20 **somewhere** [1] 29:18
21 **soon** [2] 49:11; 59:13
22 **sooner** [1] 12:3
23 **Sorry** [2] 20:15; 54:14
24 **sorry** [6] 9:5; 16:16; 22:16; 32:23; 58:9; 60:2
25 **sort** [6] 15:7; 30:15; 33:18; 58:24; 59:18, 19
 South [1] 77:5
 space [1] 43:9
 spanning [1] 23:5
SPAULDING [35] 1:21; 2:14; 4:25; 5:5, 15, 24; 6:11; 20:7; 21:3; 35:11; 36:3, 23; 51:7; 56:25; 59:23;
61:16; 62:1; 65:25; 67:17; 70:1, 11; 71:18; 73:19; 74:4; 76:14; 77:25; 80:1, 11; 82:6; 84:5; 85:17; 86:2;
87:21; 89:16; 90:14
Spaulding [21] 2:13; 4:24; 5:14; 6:10; 21:2; 36:22; 56:24; 61:25; 67:16; 70:10; 71:17; 74:3; 76:13;
77:24; 80:10; 82:5; 84:4; 86:1; 87:20; 89:15; 90:13
special [2] 2:22, 23
specific [3] 35:22; 54:3; 61:1
spend [10] 25:15; 27:19, 20, 21; 47:12, 13, 17, 18, 19; 88:16
spending [1] 88:14
spends [1] 47:23
spent [2] 44:11, 15
Splear [1] 64:14
sports [13] 12:15, 20; 13:4, 6, 17; 17:12, 21; 18:17; 19:2, 7, 9; 30:1; 41:12
SpringHill [1] 28:11
square-foot [1] 43:9
stability [1] 40:15
stadium [1] 23:25
Staff [26] 21:13; 22:7; 25:9; 31:21; 35:6, 20; 36:7, 9; 49:11; 53:15, 25; 56:8, 10; 58:2; 60:24; 61:12;
64:23; 69:18; 71:2; 72:23; 75:21; 77:10; 79:17; 81:15; 85:11; 87:5
staff [2] 58:24; 61:10

1 **stand** [4] 2:24; 3:24; 17:19; 66:24
2 **standard** [6] 3:6; 11:22; 73:2, 3; 83:3, 4
3 **standards** [1] 25:25
4 **standpoint** [1] 25:13
5 **start** [4] 2:17; 21:8; 37:3; 48:23
6 **started** [7] 2:16; 3:11; 22:9; 37:24; 40:2; 48:24; 49:10
7 **starting** [1] 25:21
8 **State** [27] 4:11; 7:23; 8:12; 9:2; 12:20; 13:18; 17:21; 19:4; 21:24; 22:10; 34:24; 50:9; 53:7; 57:20; 62:8;
9 67:25; 73:4, 7, 8; 74:13; 76:22; 78:8; 81:8; 83:5, 8, 9; 86:24
10 **state** [9] 19:10; 26:21; 27:1; 31:25; 41:25; 45:7; 47:12; 50:7; 53:10
11 **state's** [1] 26:15
12 **statements** [2] 9:8, 13
13 **States** [4] 77:4; 80:16, 21; 81:2
14 **states** [3] 16:25; 73:4; 83:5
15 **stationed** [1] 58:20
16 **status** [1] 49:16
17 **staying** [1] 89:25
18 **stays** [1] 22:22
19 **steadily** [1] 33:20
20 **stealing** [1] 12:24
21 **step** [1] 55:3
22 **steps** [2] 14:25
23 **stewardship** [1] 29:16
24 **Stichting** [1] 81:4
25 **stick** [1] 33:11
still [21] 17:20; 19:8; 25:2; 32:22, 25; 33:8, 10, 23; 38:4; 40:8; 42:20; 43:20; 44:1; 47:8; 56:1; 69:21, 22;
71:23; 76:19; 78:7; 86:8
stole [1] 10:23
Stories [1] 40:13
straight [1] 17:16
street [1] 13:7
stress [2] 22:1; 45:20
strict [3] 31:12, 15; 45:6
stripes [1] 45:24
strong [1] 28:6
structure [5] 72:25; 81:1, 12; 84:15; 86:15
struggling [1] 39:15
stubs [1] 40:6
submit [4] 11:22; 13:1; 15:1, 5
submitted [4] 34:20; 53:4; 57:16; 80:22
subsidiary [4] 21:16; 72:15, 20; 83:1
success [3] 26:14, 15
successful [2] 11:3; 15:2
suggesting [1] 18:10
suitability [2] 73:10; 83:11
Suites [1] 28:11
summarize [1] 49:3
summary [6] 34:17; 35:23; 52:25; 54:4; 57:10; 61:2

1 **summer** [1] 39:22
2 **supervisor** [2] 3:11, 19
3 **supervisors** [1] 54:18
4 **Supplier** [5] 72:7; 76:18; 84:21, 22, 23
5 **supplier** [16] 27:19, 21; 70:23; 71:1; 74:18, 20; 75:5, 11; 76:25; 77:3; 79:9; 80:20; 82:18, 25
6 **Suppliers** [4] 74:8; 78:5; 80:16; 84:10
7 **suppliers** [4] 28:1; 74:16; 78:12, 16
8 **support** [9] 9:13; 10:14; 14:4; 29:4; 46:5, 11, 23; 47:9; 51:13
9 **supporters** [1] 46:21
10 **supports** [1] 11:10
11 **suppose** [1] 17:6
12 **surely** [1] 33:21
13 **surreal** [1] 22:11
14 **surveillance** [2] 24:12; 44:18
15 **surviving** [2] 72:16; 83:2
16 **Susanne** [2] 91:6, 15
17 **suspense** [1] 56:12
18 **synergy** [1] 42:21
19 **system** [2] 45:10

- T -

20 **table** [3] 12:12; 43:10; 45:17
21 **take** [10] 14:20, 25; 17:5, 11, 23; 25:7, 10; 41:9; 43:20; 51:4
22 **taken** [2] 14:25; 71:3
23 **taker** [1] 48:23
24 **takes** [1] 18:17
25 **taking** [1] 19:2
26 **talk** [4] 3:22; 18:22; 55:19; 60:22
27 **talked** [1] 51:11
28 **talking** [5] 16:19; 19:2; 23:13; 39:21; 40:20
29 **tank** [2] 42:24; 43:1
30 **tanks** [4] 38:22; 43:1, 3, 5
31 **taught** [1] 31:22
32 **taxes** [1] 43:23
33 **Team** [1] 2:17
34 **team** [30] 21:10; 22:2; 24:11, 24; 30:19; 32:3; 37:7, 11, 16; 40:3, 22; 45:12, 16, 20; 46:8, 9, 16; 47:3;
35 48:4, 5, 8, 9, 18, 21; 49:4, 7, 17, 21; 51:2, 9
36 **tearing** [1] 40:6
37 **Technologies** [7] 63:11, 17; 64:14, 16; 76:19, 24; 77:2
38 **Technology** [11] 62:17, 21; 68:13, 16, 17; 70:20, 22; 72:3; 74:25; 75:1
39 **technology** [1] 31:8
40 **telephone** [1] 1:20
41 **tell** [2] 40:7, 25
42 **telling** [2] 40:9; 52:13
43 **temporary** [10] 23:19; 38:21; 39:1; 40:10; 41:6, 7, 13; 44:17, 19; 47:20
44 **temptation** [1] 13:6
45 **tend** [2] 73:7; 83:8

1 **Tennessee** [4] 43:11; 46:21; 48:16; 50:7
 2 **tent** [3] 41:20, 21, 23
 3 **terms** [18] 13:11; 16:22; 23:7, 12; 25:17, 23; 27:6, 13, 14, 17, 20; 28:6, 14; 29:8, 9; 30:7; 31:7, 21
 4 **Terri** [1] 2:18
 5 **terrific** [1] 13:21
 6 **thanks** [2] 60:10; 66:3
 7 **themselves** [1] 55:25
 8 **thereafter** [1] 59:13
 9 **therein** [1] 8:13
 10 **though** [5] 19:10; 27:25; 28:4; 47:8; 49:10
 11 **thought** [1] 3:15
 12 **thousands** [1] 10:23
 13 **three** [9] 11:6, 15, 17; 24:6; 39:18; 40:16; 42:2; 84:16; 86:15
 14 **three-year** [1] 11:9
 15 **threw** [1] 3:12
 16 **thrilled** [1] 52:15
 17 **throughout** [7] 26:4, 23; 29:15; 30:23; 31:10; 32:11; 50:24
 18 **thus** [1] 8:8
 19 **ticket** [2] 40:6; 48:23
 20 **ticketing** [1] 40:6
 21 **Tier** [3] 27:25; 28:1
 22 **time** [27] 10:13; 11:2, 3, 19, 20; 12:8; 13:10; 14:21; 22:11; 27:22; 28:18; 34:8, 11; 35:14; 38:15; 39:4, 5;
 23 40:7; 41:15; 42:19, 20; 43:23; 44:16; 46:9; 60:20; 88:15
 24 **times** [1] 59:3
 25 **tips** [1] 31:24
to-do [2] 33:25; 34:1
Today [1] 2:22
today [21] 9:12, 16; 10:2, 14; 12:5, 7; 13:3; 21:15, 18; 22:8, 12; 25:7; 32:17; 37:10, 17, 25; 48:19; 51:7;
 58:13; 89:20
today's [1] 4:13
together [2] 39:19; 50:13
told [2] 3:18; 28:15
took [2] 11:19; 12:15
tools [2] 30:3, 13
TopCo [2] 79:1, 2
topic [1] 32:10
topped [1] 50:3
total [3] 27:2, 20; 88:16
tough [1] 46:24
tour [1] 25:11
town [2] 44:2; 48:14
traditional [1] 55:23
traffic [2] 26:9, 11
Trafficking [1] 32:12
train [1] 3:12
trained [1] 3:11
Training [1] 64:7
training [10] 25:1; 30:7, 20; 31:9, 19, 20; 45:13, 14, 18; 54:17

1 **trainings** [1] 31:25
2 **trains** [1] 32:13
3 **transaction** [1] 33:17
4 **transactions** [1] 72:21
5 **transcribed** [1] 91:8
6 **TRANSCRIPT** [1] 1:12
7 **transcription** [1] 91:10
8 **Transfer** [3] 71:22; 72:1; 82:10
9 **transfer** [4] 12:1; 73:4; 82:14; 83:5
10 **transform** [1] 41:1
11 **transformation** [2] 37:25; 50:17
12 **transformational** [1] 37:22
13 **transitions** [1] 38:16
14 **translated** [1] 26:25
15 **translates** [1] 26:11
16 **translating** [1] 26:2
17 **transportation** [2] 7:16; 48:14
18 **trash** [1] 52:13
19 **Treasurer** [2] 68:15, 21
20 **trees** [1] 47:5
21 **tremendous** [1] 26:3
22 **tried** [1] 10:19
23 **troopers** [1] 31:25
24 **Tropicana** [5] 88:1, 6, 8, 16, 20
25 **Tropicana's** [1] 88:11
trussed [1] 25:7
Trust [1] 86:23
trust [2] 8:11; 19:21
trying [7] 18:15; 19:3; 55:7, 12, 13, 25; 56:11
turn [1] 49:2
turned [2] 15:7; 41:13
turnstile [6] 16:18, 20; 45:5; 59:6, 9
turnstiles [2] 16:2; 40:6
turpitude [1] 8:1
twice [1] 11:2
two-day [1] 30:20
type [2] 13:16; 17:9
types [1] 16:21

- U -

21 **Ultimate** [1] 85:1
22 **ultimate** [3] 72:14, 22; 82:24
23 **unable** [1] 88:17
24 **unanimously** [1] 11:23
25 **undeniable** [1] 40:18
Under [4] 70:19; 71:25; 82:13; 88:4
under [11] 9:23; 23:19; 31:13, 14, 15; 43:9, 24; 44:12; 45:8

1 **underage** [4] 30:13; 31:5; 32:4; 45:13
2 **underneath** [1] 38:22
3 **Understand** [1] 38:4
4 **understand** [7] 16:1; 20:10; 24:4; 34:5; 46:2; 48:9; 58:25
5 **understanding** [2] 24:18; 55:21
6 **Unemployment** [1] 39:13
7 **unfortunately** [1] 33:12
8 **United** [5] 46:19; 77:4; 80:16, 21; 81:1
9 **unsavory** [1] 8:5
10 **until** [1] 17:21
11 **unwavering** [1] 40:24
12 **updated** [1] 25:14
13 **updates** [1] 68:1
14 **upgrade** [1] 44:7
15 **upgrades** [1] 44:18
16 **upgrading** [1] 45:10
17 **upward** [1] 54:17
18 **urge** [1] 14:3
19 **used** [10] 10:24; 19:25; 20:1; 29:18; 41:11, 12, 19; 43:5; 44:17
20 **Using** [1] 12:3
21 **using** [2] 8:20; 19:22
22 **utilize** [1] 88:18

- V -

23 **vacation** [1] 20:1
24 **valid** [1] 40:3
25 **value** [3] 27:8, 16; 29:21
26 **values** [1] 28:22
27 **variety** [1] 58:16
28 **various** [4] 25:5; 28:7, 23; 29:25
29 **vast** [1] 23:12
30 **vehicles** [1] 44:9
31 **vendor** [6] 27:19, 21; 33:9; 47:11, 23
32 **vendors** [3] 27:21; 28:1; 47:15
33 **VENNEMAN** [4] 7:11; 8:24; 18:21; 19:16
34 **Venneman** [6] 7:8, 12; 8:18, 19; 9:4; 20:14
35 **venture** [1] 18:24
36 **VeriDoc** [1] 45:9
37 **VERNON** [4] 57:14; 74:12; 76:21; 78:8
38 **Vernon** [9] 57:12; 58:4; 59:22; 74:10; 75:24; 76:19; 77:13; 78:6; 79:20
39 **very** [30] 2:22; 3:3; 12:14; 22:9, 13; 23:22, 25; 24:22, 23; 25:2, 11, 23; 26:10; 27:13, 16; 28:6, 7, 11;
40 29:22; 32:17; 34:11; 37:20; 39:17; 45:3; 61:9; 89:24; 90:17
41 **veteran** [1] 46:15
42 **veterans** [2] 29:11; 46:16
43 **viability** [1] 40:20
44 **viable** [1] 42:10
45 **Vice** [5] 1:19; 2:8; 39:7; 62:18; 63:12

1 **VICI** [1] 49:20
2 **Vielleuze** [1] 63:10
3 **Vincent** [1] 63:3
4 **virtue** [1] 13:5
5 **vision** [6] 25:4, 7; 40:24; 50:12, 13, 20
6 **visit** [2] 16:2; 39:22
7 **visited** [2] 16:9; 25:10
8 **vital** [2] 47:2; 48:10
9 **voiced** [1] 58:14
10 **voicing** [1] 51:14
11 **volume** [1] 51:25
12 **voluntary** [2] 72:11; 82:21
13 **volunteer** [3] 46:7, 8; 47:10
14 **Vora** [15] 63:13, 15, 23; 64:2, 4, 6, 18; 65:12, 14; 86:14, 20, 21, 22, 23
15 **vote** [26] 5:1, 16, 20; 6:12; 14:10, 11, 19, 24; 20:11; 21:4; 36:24; 57:1; 62:2; 66:11; 67:18; 70:12; 71:19;
16 74:5; 76:15; 78:1; 80:12; 82:7; 84:6; 86:3; 87:22; 89:17
17 **VoteCo** [9] 62:22; 63:1; 64:8, 12; 72:2, 5; 78:25; 82:15; 84:24
18 **voted** [1] 11:23
19 **voters** [2] 12:19; 13:5
20 **Voyager** [20] 62:22; 63:1; 64:8, 12; 72:2, 5, 15, 16, 19; 78:22, 23, 24, 25; 79:1, 2, 3, 4, 5, 6, 7

- W -

21 **wagering** [2] 17:12, 21
22 **wages** [1] 43:24
23 **wait** [1] 49:17
24 **waiting** [1] 11:21
25 **walk** [2] 13:6; 48:13
26 **Walker** [1] 69:7
27 **walking** [1] 17:16
28 **wall** [1] 51:1
29 **Walter** [1] 69:13
30 **wanted** [2] 41:3; 42:23
31 **wants** [1] 31:1
32 **water** [6] 38:13, 22; 39:3, 4; 40:19; 44:8
33 **Waters** [1] 69:13
34 **ways** [1] 41:8
35 **we'd** [1] 4:4
36 **website** [1] 30:25
37 **weeks** [3] 38:19; 41:14; 42:15
38 **weigh** [1] 20:9
39 **Weinberg** [1] 64:19
40 **Welcome** [1] 37:7
41 **welcome** [1] 2:2
42 **welfare** [2] 73:6; 83:7
43 **well-deserved** [1] 2:25
44 **wellbeing** [1] 60:6
45 **West** [3] 25:1; 43:11; 48:16

1 **whatnot** [1] 59:5
2 **Who's** [1] 51:7
3 **who's** [3] 19:14; 24:13; 25:6
4 **wholly-owned** [1] 72:15
5 **wide** [2] 27:16; 30:11
6 **wife** [2] 15:19, 23
7 **Wilma** [2] 37:15; 40:5
8 **Wilma's** [1] 40:13
9 **wish** [1] 57:12
10 **within** [4] 9:2; 47:10; 48:22; 81:1
11 **without** [3] 50:19, 21, 23
12 **women** [4] 27:14, 15; 47:18; 48:8
13 **women-owned** [1] 47:13
14 **Wonder** [1] 63:25
15 **wondered** [1] 33:1
16 **wonderful** [1] 24:20
17 **WONG** [9] 22:6; 28:20; 33:4, 7, 16, 20; 34:1, 4, 11
18 **Wong** [6] 21:10, 18; 22:2; 32:18; 34:6
19 **word** [3] 17:6; 18:7; 37:21
20 **words** [1] 51:21
21 **work** [16] 3:7; 4:2, 6; 27:11, 17; 28:13; 46:9; 47:13, 23; 48:7, 13; 54:12; 55:12; 58:25
22 **worked** [3] 37:16; 62:14; 72:23
23 **working** [9] 3:14; 31:21; 32:11; 33:20; 34:2; 39:19; 40:5; 45:3; 54:16
24 **World** [1] 28:18
25 **worse** [1] 8:25
worth [1] 32:5
worthy [1] 44:15
wrapped [1] 42:18
Wreaths [1] 46:14
wreaths [1] 46:17
write [1] 59:7
wrong [1] 84:18
wrote [1] 2:20

- Y -

19 **year** [16] 11:20; 12:2; 17:13; 19:8; 26:15, 17, 20, 24; 27:20; 29:15; 31:11, 20; 33:13; 43:8, 14; 54:21
20 **year-to-year** [1] 50:2
21 **years** [36] 3:2; 4:10; 11:3, 6, 15, 17, 20, 21; 12:4, 6, 8, 9; 22:10, 25; 24:6, 15; 26:4, 23; 31:18; 37:17, 22,
22 23; 38:4, 10; 39:2, 12; 40:3, 22; 41:19, 24; 43:4; 44:17; 48:18; 50:18; 52:6; 88:15
23 **yesterday** [2] 39:20; 51:23
24 **Yong** [3] 65:6, 7, 14
25 **youth** [1] 29:12
Yunker [1] 69:15

- Z -

1 **ZIMMERMAN** [159] 1:18; 2:2, 7, 15; 4:9, 16, 19; 5:2, 6, 9, 18, 23, 25; 6:3, 5, 14; 7:5, 7; 8:17; 9:3, 9; 15:10,
2 13; 17:5; 18:2, 20; 19:14, 17; 20:8, 12, 19, 22; 21:6, 25; 28:19; 32:18; 33:5, 15, 19, 22; 34:2, 5, 9, 12;
3 35:9, 12, 15; 36:2, 4, 6, 10, 14, 17; 37:1; 51:5, 8, 10; 52:2, 17, 20; 53:18, 21; 54:7, 14, 22, 24; 55:18; 56:3,
4 6, 11, 16, 19; 57:3, 8, 11, 13; 58:4, 12; 59:15, 24; 60:1, 11, 14, 16; 61:5, 13, 17, 20; 62:4; 65:3, 5, 7, 16, 20,
5 23; 66:1, 4, 8, 10, 19, 22, 25; 67:3, 5, 8, 11, 20; 69:20, 23; 70:2, 5, 14; 71:5, 9, 12, 21; 73:17, 20, 23; 74:7;
6 75:24; 76:5, 8, 17; 77:12, 16, 19; 78:3; 79:20, 23; 80:2, 5, 14; 81:17, 22, 25; 82:9; 83:17, 21, 24; 84:8;
7 85:13, 18, 21; 86:5; 87:7, 12, 15, 24; 89:1, 4, 7, 10, 18, 24; 90:5, 8, 16
8 **Zimmerman** [27] 2:6; 4:18; 5:8; 6:2; 20:21; 21:12, 22; 22:6; 24:4; 36:16; 37:8; 56:18; 61:19; 67:10;
9 70:4, 25; 71:11; 73:22; 76:7; 77:18; 80:4; 81:24; 83:23; 85:20; 87:14; 89:9; 90:7
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25