

INDIANA GAMING COMMISSION
BUSINESS MEETING
DECEMBER 17, 2019

The Indiana Gaming Commission Business Meeting was stenographically taken down by me, Tonya Esparza, RPR, a Notary Public in and for the County of Marion, State of Indiana, held at the Chamber of Commerce Conference Center, 115 West Washington Street, South Tower, 8th Floor, Indianapolis, Indiana, commencing at the hour of 1:00 p.m., December 17, 2019. The following transcript is a true and accurate transcript of the proceedings held.

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A P P E A R A N C E S

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ON BEHALF OF THE GAMING COMMISSION:

Mike McMains, Chairman

Joseph Svetanoff, Commissioner, Secretary

Susan Williams, Commissioner

Mike Herndon, Commissioner

Jason Dudich, Commissioner

Jane Saxon, Commissioner

Sara Tait, Executive Director

Jennifer Reske, Deputy Director

Greg Small, General Counsel

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20
21
22
23
24
25

I N D E X O F A G E N D A

PAGES

Call to Order and Roll Call4

Approval of Minutes5

Report of Executive Director5

Old Business11

New Business11

Suppliers

 Transfer of Ownership11

Occupational Licenses

 Disciplinary Actions13

 License Revocation.....15

Casinos

 Disciplinary Actions17

 Application for Authorization of Wagering
 on Table Games.....29

 Transfer of Ownership58

 Request to Relocate Inland63

 LDA Modification67

IGC Resolution Update

 Resolution 2019-25772

1 CHAIRMAN McMains: Morning, folks. Sorry
2 we're a few minutes late this morning. We had a
3 wonderful sandwich and extended lunch.

4 So my pleasure to call the December 17th,
5 2019, meeting of the Indiana Gaming Commission to
6 order.

7 Sara, would you call the roll, please?

8 EXECUTIVE DIRECTOR TAIT: Sure. Chairman
9 McMains?

10 CHAIRMAN McMains: Here.

11 EXECUTIVE DIRECTOR TAIT: Commissioner
12 Williams?

13 COMMISSIONER WILLIAMS: Here.

14 EXECUTIVE DIRECTOR TAIT: Secretary
15 Svetanoff?

16 COMMISSIONER SVETANOFF: Present.

17 EXECUTIVE DIRECTOR TAIT: Commissioner
18 Herndon?

19 COMMISSIONER HERNDON: Here.

20 EXECUTIVE DIRECTOR TAIT: Commission Saxon?

21 COMMISSIONER SAXON: Here.

22 EXECUTIVE DIRECTOR TAIT: Commissioner
23 Dudich?

24 COMMISSIONER DUDICH: Here.

25 CHAIRMAN McMains: Thank you. Let the

1 record reflect the quorum is established.

2 Commissioners, did you all have a chance to
3 review the minutes of our most recent meeting?
4 So what is your pleasure?

5 COMMISSIONER SVETANOFF: Motion to approve
6 the minutes.

7 COMMISSIONER WILLIAMS: Seconded.

8 CHAIRMAN McMAINS: Been a motion to approve
9 the minutes as written and seconded. Is there
10 any discussion on the motion?

11 Hearing none, all in favor, please signify
12 by saying aye.

13 (Chorus of ayes.)

14 Opposed? Motion carries unanimously.

15 Sara.

16 EXECUTIVE DIRECTOR TAIT: Sure. Thank you,
17 Mr. Chair. Welcome, everyone. Just a few staff
18 updates.

19 Dan Shelton. Dan, if you will rise. Dan
20 joined the IGC on December 2nd. He's the new
21 assistant Director of Compliance for Sports
22 Wagering and Paid Fantasy Sports. He comes to us
23 from the University of Iowa bringing five years
24 of regulatory compliance experience. He
25 graduated from the University of Iowa earning his

1 bachelor's degree in political science. So
2 welcome, Dan.

3 And Vicki Hayworth. Vicki is come back to
4 us, to the Charity Gaming Division after leaving
5 for a little bit to join the ATC. She came back
6 on December 9th so we're thrilled that you're
7 back. So welcome back, Vicki.

8 And then just a few promotions to announce.
9 Brian Beard is the new supervisor at Rising Star
10 Casino. Carla Frees is the new supervisor at
11 Tropicana Casino. Troy Craft is the new
12 assistant supervisor at Rising Star. And Keith
13 Schmitz is the new assistant supervisor at
14 Tropicana Casino.

15 IGC staff has granted seven waivers to
16 casino properties and one waiver to a sports
17 wagering operator since the last business
18 meeting. In addition we've added seven
19 individuals to the statewide exclusion list.
20 Additional information has been included in the
21 Commission's materials and will be posted on our
22 website.

23 Just to provide an update on the Vigo County
24 casino owner's license. IGC staff did receive
25 one application for that casino owner's license

1 on behalf of Spectacle Jack, LLC. Staff is
2 currently reviewing the application. We've
3 started the investigation. We are working to
4 determine an appropriate meeting date for
5 consideration by the Commission, and we will post
6 that to our website as soon as it's been
7 established.

8 I'd also like to take the opportunity to
9 introduce two new general managers to our state,
10 and I've asked them to briefly introduce
11 themselves and give the Commission just a quick
12 bio.

13 So I see Mike Rich over here, you want to go
14 first? And then Mike Galley is right here. So
15 if you want to -- I think, didn't you start this
16 week?

17 MR. GALLEY: Yesterday.

18 EXECUTIVE DIRECTOR TAIT: Officially?
19 Yesterday was your first day? So we have to
20 definitely give Mike a hard time. So the two
21 Mikes. Mike Rich.

22 MR. RICH: So good afternoon. My name is
23 Mike Rich, and I'm the senior vice president and
24 general manager of Indiana Grand. I've been up
25 here for all of six weeks. So it's been a bit of

1 a whirlwind as we're getting ready to open table
2 games.

3 I originally born in Chicago, grew up in the
4 midwest, went to Indiana for undergrad, graduated
5 in '95 from the Kelley School of Business, and
6 went to Ohio State for grad school, have been
7 with Caesars Entertainment for 18 years. I
8 started my career, actually, in the state of
9 Indiana when we used to own East Chicago and it
10 was Harrah's East Chicago, and I was part of the
11 team when the hotel opened up at that property.

12 And then moved around the country with the
13 company to such glamorous locations such as
14 Topeka and Council Bluffs, Iowa, and then to
15 metropolis Illinois, and then to -- and then to
16 Bossier City, Louisiana, and then finally to
17 Indianapolis.

18 So, and I have been a general manager with
19 the company now for about 12, 13 years. So I do
20 come with experience, was running our two
21 properties in Bossier. We have a Horseshoe and
22 Harrah's in Bossier City. I was running those
23 two properties for the last nine and a half years
24 before joining us.

25 Any questions? Thank you.

1 EXECUTIVE DIRECTOR TAIT: Thank you. We
2 hope you stay longer than the last guy. And I
3 don't mean -- sorry.

4 MR. GALLEY: I should just sit back down
5 right now.

6 EXECUTIVE DIRECTOR TAIT: You too.

7 MR. GALLEY: Hi, I'm Mike Galley, new
8 general manager of Hollywood Casino & Hotel in
9 Lawrenceburg, Indiana. Started my gaming career
10 right out of the military, was a Navy submariner,
11 started in gaming as a surveillance agent. Moved
12 my way up, been in a number of states, a number
13 of different jurisdictions, including Iowa,
14 Illinois, Missouri, Ohio, Mississippi, and now
15 I'm really glad to be back in the midwest in
16 Indiana. So really looking forward to working in
17 Indiana and living in Indiana. We just got a
18 house. I got here yesterday, our house closes at
19 the end of the week so we're cruising.

20 But I've been with Penn National for 25
21 years. I've been in gaming for 27 years so I've
22 held previous GM positions. I opened up a
23 Hollywood in Mahoning Valley, and then I opened
24 up a Hollywood in Toledo. My last position was
25 general manager of VP at both Boomtown Biloxi and

1 Hollywood Gulf Coast Casino in Bay St. Louis,
2 Mississippi, so really glad to be back in the
3 midwest. Thank you.

4 Any questions?

5 EXECUTIVE DIRECTOR TAIT: Thank you. Thank
6 you, Mike and Mike, and we look forward to
7 working with you all.

8 And that concludes my report unless there
9 are any questions.

10 CHAIRMAN McMAINS: Thank you, Sara.

11 Next I'll administer the oath for all those
12 who may speak before the Commission today. So if
13 you may testify before the Commission, would you
14 please stand up and raise your right hand,
15 please? Everyone standing? I'll go through and
16 call your names afterwards.

17 Please repeat after me. I do hereby
18 solemnly swear subject to the penalties of
19 perjury to tell the truth, the whole truth, and
20 nothing but the truth, so help me God.

21 Thank you. And I'm going to go around and
22 get your names for the record.

23 MR. RATCLIFF: Rod Ratcliff.

24 MR. LUCAS: Jon Lucas.

25 MR. EDER: John Eder.

1 MR. BROWN: Mark Brown.

2 MS. BUNTON: Angela Bunton.

3 MR. MOLOY: Dustin Moloy.

4 MS. CANNON: Allyson Cannon.

5 MR. OPAT: Bob Opat.

6 MR. McINTOSH: Trent McIntosh.

7 MR. RICH: Mike Rich.

8 MR. SMALL: Greg Small.

9 CHAIRMAN McMAINS: Oh, thank you.

10 EXECUTIVE DIRECTOR TAIT: Poor Greg.

11 CHAIRMAN McMAINS: Thank you very much.

12 Are there any items of old business,
13 Commissioners, to come before the meeting today?

14 Hearing none, items of new business.

15 EXECUTIVE DIRECTOR TAIT: Sure. So starting
16 with a supplier transfer of ownership
17 application. Garth Brown, if you'll come on up.

18 MR. BROWN: Good afternoon, Commissioners
19 and executive staff. You have before you Order
20 2019-234 regarding the transfer of ownership
21 interest in United States Playing Card Company to
22 Cartamundi NV. On or about October 11, 2019,
23 Cartamundi NV submitted a transfer of ownership
24 and a supplier's license application to the
25 Indiana Gaming Commission, the acquisition of

1 United States Playing Card Company, an Indiana
2 licensee.

3 Cartamundi NV is a large supplier of several
4 card stock products including playing cards and
5 board games. US Playing Cards has been an
6 Indiana supplier in good standing since 1995
7 providing mainly playing cards of several name
8 brands.

9 Pursuant to Indiana regulations, transfers
10 of over five percent of a privately held licensee
11 must receive approval from the Indiana Gaming
12 Commission prior to the closing of the
13 transaction.

14 Commission staff conducted a background and
15 financial investigation on Cartamundi NV and its
16 key persons. Commission staff could find no
17 derogatory information that would affect the
18 applicant's suitability for holding the interest
19 in United States Playing Card Company. Staff's
20 final report regarding Cartamundi NV has been
21 made available for your review. Commission staff
22 recommends the approval of the transfer of US
23 Playing Card Company to Cartamundi NV.

24 Any questions?

25 CHAIRMAN McMains: Thank you.

1 Commission, what's your pleasure?

2 COMMISSIONER SVETANOFF: Motion to approve
3 Order 2019-234.

4 COMMISSIONER HERNDON: Second.

5 CHAIRMAN McMains: It's been properly moved
6 and seconded to approve Order 2019-234. Any
7 further discussion on the motion?

8 Hearing none, all in favor of the motion,
9 please signify by saying aye.

10 (Chorus of ayes.)

11 Opposed? Motion carries unanimously.

12 Thanks.

13 EXECUTIVE DIRECTOR TAIT: So moving on to
14 occupational licensing matters, Robert Opat, if
15 you want to start us off.

16 MR. OPAT: Good afternoon, Commissioners.
17 You have before you Orders 2019-235 through
18 2019-237 concerning settlement agreements between
19 Commission staff and occupational licensees.

20 Each of these licensees has failed to comply
21 with Indiana Administrative Code Title 68
22 Sections 2-3-9, 2-3-9.1 or 2-3-9.3.

23 In lieu of disciplinary action, Commission
24 staff offered each of these licensees a
25 settlement agreement that would have them agree

1 to an unpaid voluntary relinquishment of their
2 occupational license for a period of regularly
3 scheduled working days with no vacation or other
4 paid time off to be used.

5 Each of these licensees has agreed to the
6 terms of the settlement agreements. Detailed
7 information of each of these matters is contained
8 in the confidential materials that have been
9 provided to the Commission.

10 Approving Orders 2019-235 through 2019-237
11 would have the effect of approving the settlement
12 agreements with those licensees. I'm happy to
13 answer any questions you have.

14 CHAIRMAN McMAINS: Any questions,
15 Commissioners? Hearing none, what is your
16 pleasure?

17 COMMISSIONER DUDICH: I make a motion to
18 move forward with Order 2019-235.

19 COMMISSIONER SVETANOFF: Second.

20 CHAIRMAN McMAINS: 237, is that --

21 COMMISSIONER DUDICH: I'm sorry, 237, I
22 apologize.

23 CHAIRMAN McMAINS: It's been properly moved
24 and seconded to approve Orders 2019-235 through
25 237. Any further discussion on the motion?

1 Hearing none, all in favor of the motions
2 please signify by saying aye.

3 (Chorus of ayes.)

4 Opposed? Motion passes unanimously. Thank
5 you.

6 EXECUTIVE DIRECTOR TAIT: And moving on to
7 license revocations, Allyson Cannon.

8 MS. CANNON: Good afternoon, Commissioners.
9 You have before you Orders 2019-238 and 2019-239
10 which deny applications for occupational license
11 to work in Indiana casinos.

12 Pursuant to Indiana Code Section 4-33-8- --
13 433-8-3, an occupational license may not be
14 issued to an individual unless he or she has met
15 the standards adopted by the Commission for
16 holding an occupational license. An applicant
17 for a level 2 or a level 3 occupational license
18 must include the applicant's criminal history in
19 his or her application. Any misrepresentation or
20 omission made with respect to the application may
21 be grounds for denial of the application pursuant
22 to Indiana Administrative Code Title 68, Section
23 2-3-4-(b)(2).

24 As part of the routine background
25 investigation into each applicant, the Commission

1 staff discovered that the applicants represented
2 in Orders 2019-238 and 2019-239 failed to meet
3 the established standards for licensure.

4 The applicants were given an opportunity to
5 withdraw the application from consideration for
6 permanent licensure. Detailed information
7 regarding the applicant's investigation is
8 contained in confidential materials provided to
9 the Commission.

10 Approval of Orders 2019-238 and 2019-239
11 would have the effect of denying occupational
12 license to work in Indiana casinos.

13 I'll be happy to answer any questions at
14 this time.

15 CHAIRMAN McMANS: Thank you. Any questions
16 for Allyson?

17 COMMISSIONER WILLIAMS: Mr. Chairman, move
18 to adopt or approve Orders 2019-238 and 239.

19 COMMISSIONER SAXON: Second.

20 CHAIRMAN McMANS: Thank you. It's been
21 properly moved and seconded to approve Orders
22 2019-238 and 239. Any further discussion on the
23 motion?

24 Hearing none, all in favor of the motion,
25 please signify by saying aye.

1 (Chorus of ayes.)

2 Opposed? Motion carries unanimously.

3 MS. CANNON: Thank you.

4 EXECUTIVE DIRECTOR TAIT: Thanks. Moving on
5 to casino matters. Angela Bunton.

6 MS. BUNTON: Good afternoon, Commissioners
7 and executive staff. You have before you 12
8 settlement agreements concerning disciplinary
9 actions.

10 Order 2019-240 is a settlement agreement
11 with Ameristar East Chicago wherein the casino
12 failed to timely notify gaming agents of a
13 jackpot switch. Ameristar agreed to a monetary
14 settlement of \$1,000 in lieu of disciplinary
15 action.

16 Order 2019-241 is a settlement agreement
17 with Belterra Casino wherein two occupational
18 licensees failed to renew their license in a
19 timely manner and the casino allowed both
20 licensees to work on an expired license.
21 Belterra agreed to a monetary settlement of
22 \$1,000 in lieu of disciplinary action.

23 Order 2019-242 is a settlement agreement
24 with Blue Chip Casino and includes two counts.
25 In Count I the casino allowed an underage person

1 on the gaming floor on two separate occasions; in
2 Count II the casino violated the rules on
3 sensitive keys. Blue Chip agreed to a monetary
4 settlement of \$6,000 in lieu of disciplinary
5 action.

6 Order 2019-243 is a settlement agreement
7 with French Lick Resort Casino wherein the casino
8 failed to notify surveillance prior to beginning
9 the live gaming device tip collection, failed to
10 notify surveillance prior to beginning the sports
11 wagering kiosk drop, failed to notify
12 surveillance prior to issuing a marker, and
13 failed to request a photograph from surveillance
14 prior to completing a transaction in excess of
15 \$3,000. French Lick agreed to a monetary
16 settlement of \$5,000 in lieu of disciplinary
17 action.

18 Order 2019-244 is a settlement agreement
19 with Hollywood Casino and includes three counts.
20 In Count I the casino allowed an underage person
21 on the gaming floor; in Count II the casino
22 violated the rules of the vendor law; in Count
23 III the casino failed to timely notify gaming
24 agents that a patron utilized an incorrect social
25 security number to collect a winning sportsbook

1 wager. Hollywood agreed to a monetary settlement
2 of \$7,500 in lieu of disciplinary action.

3 Order 2019-445 is a settlement agreement
4 with Harrah's Hoosier Park and includes five
5 counts. In Count I the casino violated the
6 electronic gaming device rules by failing to have
7 PAR sheets and a progressive entry authorization
8 log in electronic gaming devices and failed to
9 properly completely the RAM clear forms for
10 electronic gaming devices; in Count II the casino
11 violated the surveillance rules; in Count III the
12 casino allowed an underage vendor on the gaming
13 floor; in Count IV the casino failed to perform a
14 coin test on two electronic gaming devices prior
15 to placing them into service; in Count V the
16 casino failed to notify surveillance prior to
17 beginning the bill validator drop process.
18 Harrah's Hoosier Park agreed to a monetary
19 settlement of \$13,000 in lieu of disciplinary
20 action.

21 Order 2019-246 is a settlement agreement
22 with Horseshoe Hammond and includes three counts
23 wherein the casino violated the rules and
24 internal control procedures for child support
25 arrears delinquency reporting. The casino also

1 violated their internal control procedures by
2 failing to request surveillance to verify a
3 jackpot payoff, and violated the rules on live
4 gaming device fills. Horseshoe agreed to a
5 monetary settlement of \$3,000 in lieu of
6 disciplinary action.

7 Order 2019-247 is a settlement agreement
8 with Caesars Southern Indiana and includes three
9 counts wherein the casino violated the rules for
10 maintaining the statewide exclusion list,
11 violated the rules for live gaming device fills,
12 and violated the surveillance rules. Caesars
13 Southern Indiana agreed to a monetary settlement
14 of \$28,500 in lieu of disciplinary action.

15 Order 2019-248 is a settlement agreement
16 with Indiana Grand and includes five counts. In
17 Count I the casino violated the rules and
18 internal control procedures for child support
19 arrears delinquency reporting; in Count II the
20 casino violated the rules for the vendor log; in
21 Count III an occupational licensee failed to
22 renew his license in a timely manner and the
23 casino allowed the licensee to work on expired
24 license; in Count IV the casino violated the
25 rules of the Voluntary Exclusion Program; in

1 Count V the casino allowed an underage person on
2 the gaming floor. Indiana Grand agreed to a
3 monetary settlement of \$12,600 in lieu of
4 disciplinary action.

5 Order 2019-249 is settlement agreement with
6 Majestic Star Casino and includes two counts
7 wherein the casino violated the rules of internal
8 control procedures for child support arrears
9 delinquency reporting and violated the rules and
10 their internal control procedures on the bill
11 validator currency collection process. Majestic
12 Star agreed to a monetary settlement of \$2,000 in
13 lieu of disciplinary action.

14 Order 2019-250 is a settlement agreement
15 with Rising Star Casino wherein the casino
16 violated the promotion rules. Rising Star agreed
17 to a monetary settlement of \$1,500 in lieu of
18 disciplinary action.

19 Order 2019-251 is a settlement agreement
20 with Tropicana Evansville and includes five
21 counts. In Count I the casino violated the rules
22 for live gaming device inventory; in Count II the
23 casino failed to notify surveillance prior to
24 completing the bad beat drop in the poker room;
25 in Count III the casino violated the electronic

1 gaming device rules by allowing revoked software
2 to be in an electronic gaming device on the
3 gaming floor; in Count IV the casino failed to
4 secure assets in the poker room; in Count V the
5 casino allowed marketing mailers to be
6 distributed to underage persons. Tropicana
7 agreed to a monetary settlement of \$10,000 in
8 lieu of disciplinary action.

9 Mr. Chair, this concludes my presentation.

10 CHAIRMAN McMAINS: Thanks, Angela.

11 Any questions for Angela? Hearing none,
12 Commissioners, what's your pleasure?

13 COMMISSIONER SVETANOFF: Motion to approve
14 Orders 2019-243 through 2019-251.

15 COMMISSIONER WILLIAMS: Second.

16 CHAIRMAN McMAINS: It's been properly moved
17 and seconded to approve Orders 2019-240 through
18 2019-251. Is there any further discussion?

19 Hearing none, all in favor of the motion,
20 please signify by saying aye.

21 (Chorus of ayes.)

22 Opposed? Motion carried unanimously.

23 EXECUTIVE DIRECTOR TAIT: So next we're
24 going to consider the authorization for table
25 games, the racino properties.

1 Trent, are you going to kick us off or you
2 guys jointedly? Okay. Great. So we have Trent
3 McIntosh, the GM of Harrah's Hoosier Park, and
4 then Mike Rich who you just met, the general
5 manager at Indiana Grand. Welcome.

6 MR. McINTOSH: Thank you. While we're here,
7 happy holidays. Good afternoon, Mr. Chairman,
8 executive staff, Commissioners.

9 All right. So whenever this bill was passed
10 earlier this summer, you know, one of the biggest
11 challenges that we knew we had facing us was
12 trying to figure out how are we going to hire 350
13 to 400 employees to fill dealer roles at our
14 properties. And, you know, when you think about
15 the unemployment rate, which Indiana has done a
16 wonderful job of reducing unemployment, but not
17 so wonderful if you're trying to hire 400 people.

18 So we knew that was going to be one of our
19 biggest challenges, and that's an area that we
20 put a lot of focus around. And together the two
21 properties and the marketing teams at both
22 properties put together a multimedia campaign,
23 Mydealercareer.com, I think was really executed
24 in a first-class manner.

25 We -- one of the things that we did was we

1 put our money where our mouth was. We said we're
2 going to go out and guarantee you become a
3 dealer, come through our school and become a
4 dealer, we're going to pay you \$20 an hour
5 between your tote rate and our pay as well. So I
6 think that created some excitement, and I think
7 what Mydealercareer.com did was no matter what
8 media outlet or where you saw this advertised,
9 whether it was social media, TV, radio,
10 et cetera, it created one centralized hub where
11 it was a one-stop shop. You could actually click
12 there. You didn't have to go to our pages to
13 apply for a job. And really I believe it's been
14 wildly successful and is the reason that we're
15 able to in September kick off successful training
16 schools for table games.

17 And I'm going to turn this over to
18 Mr. Mike Rich. He's going to talk a little bit
19 about some of the success in the numbers.

20 MR. RICH: All right. So Trent's just
21 discussed the job impact, and I do want to -- you
22 mentioned we have Colin Skidmore here who is our
23 director of table games at Indiana Grand, and I
24 know that Todd is here from Harrah's Hoosier Park
25 as well, and both those guys have done an

1 outstanding job of not only obviously hiring the
2 employees that Trent just mentioned, but creating
3 the kind of culture that we are extraordinarily
4 excited about to kick this off. People are
5 excited, dealers all the way through management
6 of the table game department in terms of what
7 we've built and what we're going to generate here
8 as we open January 1st.

9 So you can see the sheer numbers as listed
10 on the presentation. Quite a few jobs. And as
11 you think about property like Indiana Grand would
12 have gone from -- added sportsbook in the fall
13 and now table games here in January, will have
14 gone from just under 900 employees to -- as we
15 are approaching 1300. So quite a few jobs that
16 we're adding to Shelbyville as an example. So
17 very excited about the impact it's going to have
18 on the community and the impact we're having for
19 the state of Indiana.

20 So we do have quite the table games launch
21 plan currently, and we are excited to go live at
22 noon. We have quite the buildup. At 10:00 a.m.
23 we'll have our special VIPs gather at our
24 steakhouse for a reception. They'll be
25 wrist-banded and have the opportunity to be the

1 first guests sitting at our tables.

2 We do have an 11:00 a.m. floorwide
3 celebration, and 11:45ish we will be having a
4 ribbon cutting to announce our table games to the
5 community. We'll go live at noon. We've been
6 telling the public 1:00 p.m. to try to limit the
7 chaos, and I doubt that will work, but at the end
8 of the day, we're excited to be live at noon with
9 table games at Indiana Grand.

10 We're going to open with 43 tables and, you
11 know, there is plans to try to expand that
12 relatively quickly here six to eight weeks after
13 we go live with our initial launch, try to add a
14 few more tables to Indiana Grand.

15 This just gives you a small glimpse of the
16 footprint. The majority of the table games will
17 be from when you enter the parking garage into
18 the property with another smattering of tables to
19 the far side of our center bar, but we are
20 excited to be able to offer craps, roulette,
21 blackjack, mini bacc, 3 card Mississippi stud.
22 We'll be offering -- as we expand that offering,
23 again, six to eight weeks after we open, a few
24 more carnival game types that aren't listed here
25 currently to be able to give the customers a

1 fuller offering of table games at Indiana Grand.

2 With that said, I'm going to turn it back
3 over to Trent.

4 MR. McINTOSH: I think our opening plans
5 really very similar, honestly. 10:30 a.m. we'll
6 do ours in the lower lounge, our new VIP lounge
7 that we built in 2019, and we'll roll right into
8 dignitaries and VIPs from noon until 1:00, and
9 then 1:00 o'clock a grand opening.

10 I think the biggest difference between the
11 two properties' openings is I'm going to be
12 giving away fuzzy dice to the first 800. Excited
13 about that.

14 And a smaller footprint at Hoosier Park.
15 Right? Really constrained in space at our
16 property at the moment, and we were able to add
17 28 table games to the floor and did a nice job
18 with the mix. Again, thanks to Todd Berendji who
19 played really a big hand in really everything
20 gaming and constructions as we're going through
21 this process because the Hoosier Park, we also
22 have a back of house cage project and a
23 surveillance project and all of these things
24 wrapping up during this week, actually.

25 So great to see all the tables on the floor.

1 It's actually starting to look like a casino.

2 And, Jenny, I did add more purple, I'm
3 sorry. But it really is coming to life and
4 something we're really excited about.

5 Any questions?

6 COMMISSIONER DUDICH: Thank you,
7 Mr. Chairman.

8 In terms of the hiring and the individuals
9 that you were marketing to to bring in, do you
10 have any demographics as to how many Hoosiers,
11 how many came from out of state, how many were
12 local, how many were unemployed, just kind of an
13 understanding of the impact that that has in
14 those areas and just understanding those
15 individuals that would be on the floor that day,
16 where they came from and had jobs previously,
17 that kind of stuff? Do you have any data on
18 that?

19 MR. McINTOSH: I don't have that with me,
20 but I would say a heavy majority of these people
21 are Hoosiers. And I think a heavy majority of
22 them for Harrah's Hoosier Park are within a
23 15-mile radius of the property. I can supply
24 that information at a later date, but honestly,
25 we're right in the middle of still processing

1 these people, getting them licensed and able to
2 work. But I can absolutely follow up with that.

3 COMMISSIONER DUDICH: Just understanding
4 where the individuals came from, again, they're
5 closest to those cities, and if they were pulled
6 from other employment, that's important data, and
7 we're adding that many more jobs we actually had,
8 that we pulled those from other businesses that
9 might may be saying, hey, what's the impact of
10 that.

11 So just at some point in time when you might
12 have that information, I'd be happy to look at
13 that.

14 MR. McINTOSH: Yes, sir. Thank you.

15 COMMISSIONER DUDICH: Thank you,
16 Mr. Chairman.

17 CHAIRMAN McMANS: Any further questions?
18 Thank you.

19 MR. McINTOSH: Thank you.

20 EXECUTIVE DIRECTOR TAIT: So with that,
21 we'll have Dustin Moloy come up to present the
22 two orders for the Commission's consideration.

23 MR. MOLOY: Good afternoon, Commissioners.
24 So there are two orders related to the table game
25 opening. I'll take them each in turn.

1 So the first one you have before you is
2 Order 2019-252. This order relates to Hoosier
3 Park, LLC, doing business at Harrah's Hoosier
4 Park Racing and Casino's application for
5 authorization of wagering on table games.

6 Indiana Code 4-35-7-19 provides that the
7 Commission shall authorize wagering on table
8 games beginning on January 1, 2020. On
9 November 25th, 2019, Hoosier Park submitted its
10 application for authorization of wagering on
11 table games.

12 In its application Hoosier Park requested
13 Commission approval to launch 28 table games
14 beginning on January 1, 2020. With the addition
15 of the 28 gambling games, Hoosier Park will
16 remain below the maximum number of gambling games
17 permitted by Indiana Code 4-35-719.

18 In its application Hoosier Park also
19 included a table games operation plan which
20 highlighted the necessary items to facilitate the
21 successful launch of table games at Hoosier Park,
22 including the shipping of gaming equipment, the
23 storage of gaming equipment, the installation of
24 gambling games, the surveillance plans and
25 installation of surveillance cameras, and the

1 filling of tables and podiums.

2 As the commencement of wagering on table
3 games approaches, staff recommends you delegate
4 plan approval to Executive Director Tait which is
5 included in the draft order before you. This
6 delegation will ensure Commission staff will have
7 the authority to review and approve the numerous
8 technical aspects of the plan that may be
9 premature at today's business meeting such as the
10 reinforcement of the sensitive areas and the
11 location of the table games, surveillance plans,
12 licensing of Hoosier Park employees, drop
13 procedures, updated internal controls, and
14 information technology upgrades. Many of the
15 specific plan details are premature at this time,
16 and the implementation of table games of Hoosier
17 Park will move forward more efficiently and
18 effectively if the executive director has the
19 authority over these continuing aspects of the
20 plan.

21 Approving Order 2019-252 will have the
22 effect of approving Hoosier Park's application
23 for authorization of wagering on table games.
24 Thank you.

25 CHAIRMAN McMANS: Thank you, Dustin.

1 Any questions for Dustin? Commission,
2 what's your pleasure?

3 COMMISSIONER SVETANOFF: Motion to approve
4 Order 2019-252.

5 COMMISSIONER WILLIAMS: Second.

6 CHAIRMAN McMains: It's been properly moved
7 and seconded to approve Order 2019-252. Any
8 further discussion on the motion? Hearing none,
9 all in favor of the motion, please signify by
10 saying aye.

11 (Chorus of ayes.)

12 Opposed? Motion passes unanimously.

13 MR. MOLOY: Thank you. Very similarly you
14 have before you Order 2019-253. This order
15 relates to Centaur Acquisition, LLC, doing
16 business as Indiana Grand Racing and Casino's
17 application for authorization of wagering on
18 table games.

19 Indiana Code 4-35-7-19 provides that the
20 Commission shall authorize wagering on table
21 games beginning on January 1, 2020. On
22 November 22nd, 2019, Indiana Grand submitted its
23 application for authorization of wagering on
24 table games. In its application, Indiana Grand
25 requested approval to launch 43 table games

1 beginning on January 1, 2020. With the addition
2 of the 43 gambling games, Indiana Grand will
3 remain below the maximum number of gambling games
4 permitted by Indiana Code 4-35-7-19.

5 In its application, Indiana Grand also
6 included a table games operational plan which
7 again highlighted the necessary items to
8 facilitate the successful launch of table games
9 at Indiana Grand, including the shipment of
10 gaming equipment, the storage of gaming
11 equipment, the installation of gambling games,
12 surveillance plans and installation of
13 surveillance cameras, and the filling of table
14 and podiums.

15 As the commencement of wagering on table
16 games approaches, staff again recommends that you
17 delegate plan approval to Executive Director
18 Tait, which is included in the draft order before
19 you. This delegation will ensure Commission
20 staff will have the authority to review and
21 approve the numerous technical aspects of the
22 plan that may be premature at today's business
23 meeting, including reinforcement of sensitive
24 areas and the location of the table games,
25 surveillance plans, licensing of Indiana Grand

1 employees, drop procedures, updated internal
2 controls, and information technology upgrades of.
3 Many of the specific plan details are premature
4 at this time, and the implementation of table
5 games at Indiana Grand will move forward more
6 effectively and efficiently if the executive
7 director has authority over these continuing
8 aspects of the plan.

9 Approving Order 2019-253 would have the
10 effect of approving Indiana Grand's application
11 for authorization of wagering on table games.
12 Thank you.

13 CHAIRMAN McMAINS: Thank you, Dustin.

14 Any questions for Dustin? What's your
15 pleasure?

16 COMMISSIONER SAXON: Move to approve Order
17 2019-253.

18 COMMISSIONER SVETANOFF: Second.

19 CHAIRMAN McMAINS: It's been properly moved
20 and seconded to approve Order 2019-253. Any
21 further discussion on the motion? Hearing none,
22 all in favor of the motion, please signify by
23 saying aye.

24 (Chorus of ayes.)

25 Opposed? Motion passes unanimously.

1 Thanks, Dustin.

2 EXECUTIVE DIRECTOR TAIT: Thank you. And
3 before we move on regarding the table games, I
4 just wanted to commend Caesars and the local
5 Hoosier Park and Indiana Grand staff for the
6 investment in new jobs here in Indiana. We're
7 obviously very pleased with that, and I'll say
8 it's been a very smooth transition to getting
9 table games launched. It's been quiet from our
10 perspective, which is always a good sign,
11 especially on the heels of a successful sports
12 wagering launch. So well done so far, and it's
13 an exciting New Year's Day.

14 So we have now three matters before the
15 Commission that relate to Majestic Star Casinos,
16 and I believe we'll start things off with a
17 presentation, and I'll welcome CEO and chairman
18 of Spectacle Entertainment Rod Ratcliff to join
19 us.

20 MR. RATCLIFF: Good afternoon, Chairman,
21 Commissioners, executive staff. I'd like to
22 start by thanking you guys for the Herculean
23 effort that you put in to get this accomplished
24 in such a short time frame. We cannot tell you
25 how appreciative we are from a company standpoint

1 because this has been a tough one for us too.
2 It's been a real tough deal going to the street
3 and getting all the pieces of this thing put
4 together.

5 Just to give you a little background how
6 this thing come together is once the legislature
7 was able to move these deals is we started taking
8 a look at it, and then -- to move from the -- we
9 felt really comfortable, our team did, in running
10 Hoosier Park and Indiana Grand, is when you look
11 up there at the Chicago market, and when you put
12 200,000 cards a day out there in front of it is
13 we felt like that the best thing we could do for
14 the company and for the state of Indiana is put a
15 brand name on that. So we went searching for a
16 brand name.

17 And as we all know, we found Hard Rock. And
18 we're real excited about Hard Rock and what they
19 bring to the table for this facility is they have
20 been just fascinating company to work with. The
21 people have just been 100 percent helpful in
22 getting this to the point that we are today in a
23 quick time frame is because, you know, as we all
24 know, we went from our financing, we borrowed a
25 lot of money from New York, and they got the kind

1 of -- they got us around the throat to get this
2 thing up, running, fast, and to do well.

3 So with that is I'm going to turn it over to
4 John Eder. And John is the -- I can't mess this
5 up. He's here. I wrote this on paper because
6 I'm not a very good speech writer as you all
7 know. But John Eder is executive vice president
8 and CFO of the Seminole Hard Rock Holdings, LLC,
9 and subsidiaries. And right after John will be
10 Jon Lucas. He is the CEO of Hard Rock
11 international. All right? With that, I'll bring
12 them up, let them give their presentation on what
13 we have accomplished to at least today. All
14 right? Thank you.

15 CHAIRMAN McMANS: Thank you. Gentlemen,
16 did you both take the oath?

17 MR. EDER: Yes.

18 MR. LUCAS: Yes.

19 CHAIRMAN McMANS: Thank you.

20 MR. LUCAS: Good afternoon, Chairman,
21 Commissioners, executive staff. We appreciate
22 the opportunity to be here before you today to
23 present -- to this presentation, and hopefully by
24 the end of it you'll have a little idea of who
25 Hard Rock is and what we're all about.

1 As Rod said, it's been an interesting
2 experience to get through this, but we are very
3 excited to have the opportunity to become another
4 member of the Indiana casino family, so hopefully
5 that will be the end result, and we're looking
6 forward to partnering with Spectacle
7 Entertainment. With that I'll begin our
8 presentation.

9 First and foremost, we like to call this our
10 set list, tells us a little bit about the
11 company. We have 262 facilities in 76 countries,
12 just under \$5 billion in revenues. 47,000
13 systemwide employees, many of those are direct,
14 some of those are indirect working for licensees
15 and franchisees.

16 I'm not going to read every one of these
17 lines.

18 We have 7, almost 18,000 hotel rooms and 31
19 different hotels, 25,000 gaming positions at 13
20 casinos.

21 One of the things we're very proud of is our
22 priceless memorabilia collection that's something
23 that is unique to Hard Rock and something that
24 really stands out as an iconic piece to the
25 brand. We have 83,200 pieces. In fact, we just

1 entertained some Indiana folks yesterday in
2 Jackson, Florida, were down to see our
3 collection. We pulled out some of their
4 memorabilia pieces that we have. So we're very
5 excited to entertain them and let them see what
6 we have.

7 One last piece on that, John, just back up.
8 We're very big on live music. It's something
9 that, again, the brand is known for. We will do
10 35,000 live music events per year throughout the
11 world. So we are not just a company that comes
12 in and -- what we call like to call slots in a
13 box. We're about doing quality facilities with
14 lots of entertainment, great restaurants.
15 Everybody likes to eat so have great restaurants,
16 and oh, by the way, we'll have a few slots and
17 tables too.

18 So with that, I'll let John talk about the
19 next page.

20 MR. EDER: Okay. Thank you, again, for
21 taking us and moving us through very quickly
22 through the process. We really do appreciate it,
23 and we're really excited about this deal. One,
24 working with Rod and his team has been fun. I
25 think he's actually a really fun guy, and we've

1 had a good time with him. It's been tough
2 getting it over the finish line, but we got
3 there.

4 And I think a couple things about Hard Rock
5 just before we talk about license. We are about
6 also about creating jobs. And I think one of the
7 things that we want to do is bring our brand
8 here. We want to compete against the Chicagoland
9 marketplace as well as any of the casinos over in
10 Michigan and bring people into the Gary, Indiana,
11 area. We believe that we can create tourism. We
12 believe that we can create jobs. We can create
13 opportunities for people there that will put Gary
14 on the map in a very positive manner. So we're
15 really excited to help that process.

16 This slide will show you where we stand in
17 terms of how we've been licensed. So the
18 interesting part of the slide, the most recent
19 one we've been licensed in is Ohio. Just back in
20 September we were licensed. We now own and
21 operate the facility in Cincinnati. We took it
22 over from Jack. And that has been operating
23 since the 20th -- is that right -- September?
24 We're licensed in New Jersey.

25 But I think the interesting part, and I

1 don't read every one of these, is we're not just
2 licensed here domestically. We also are licensed
3 internationally. Hard Rock is an international
4 brand. It's also an international company so we
5 operate in various jurisdictions around the
6 world, and it gives us an opportunity to try to
7 take the best of those parts and bring them not
8 just to Gary, but Cincinnati or some of our other
9 locations so it allows us to create that
10 international flavor as well. We're also in
11 Ontario as well as Wisconsin, and we are in
12 Catalunya and so forth. So very international
13 prospects.

14 Here comes the high school pictures.

15 MR. LUCAS: Yeah. These guys are the
16 younger kids of ours, but -- as you can tell by
17 the picture. Just wanted to identify key manager
18 Jim Allen is our chairman of Hard Rock
19 International as well as CEO and president of
20 Seminole Hard Rock Holdings. Jim has been in the
21 business over 40 years, started out in Atlantic
22 City and has worked in various jurisdictions.

23 Obviously that's my picture up there. I too
24 am just under 40 years of experience at this
25 joints working in various jurisdictions, been

1 licensed in New Jersey, Ohio twice, Catalunya,
2 National Indian Gaming Commission, on and on and
3 on. So Mississippi. And then John Eder as
4 identified, our VP and CFO.

5 MR. EDER: Just give you an idea, I'm not
6 going to run through every board member, but the
7 board consists of five tribal members, Seminole
8 Tribe of Florida who owns Hard Rock
9 International, and four nontribal members. Jim
10 Shore, for example, is a tribal member. He's the
11 head of our legal department at the tribe. He
12 brings a lot of experience and guidance for us to
13 the board.

14 Couple highlights here. We have Henry
15 Hornbostel who is a CFO at one point in
16 Atlantic City. He heads up our audit committee
17 as well. Rob Gips is an attorney, so he's on our
18 compliance as well as our compensation. Mike
19 Rumbolz is the CEO of Everi. Mike also was part
20 of the Nevada Gaming Commission. He was the head
21 it for a while. Connie Whidden and Agnes
22 Notlowerbull (ph) are tribal members. And Carla
23 Gopher and Alex Johns, again, are both tribal
24 members. In fact, Carla Gopher worked for me in
25 the finance department back in Tampa way back in

1 the day and brightened as well, so they actually
2 have some gaming experience as well.

3 MR. LUCAS: One of the things that you'll
4 notice there is we are privately held company,
5 but we operate as if we're a public company as it
6 relates to having a board, having an audit
7 committee, compensation committee, compliance
8 committee.

9 So we wanted to talk a little bit about us
10 as an employer. One of the things that we
11 believe in is taking care of your employees and
12 they'll take care of your guests. And we walk
13 that walk and we think we talk that talk as
14 you'll see from some of the awards that we've
15 been given.

16 Forbes in '19 gave us one of America's best
17 large employers, and also gave us best employers
18 for women. We take those very seriously, and
19 think it's an indication of how we operate. If
20 you go to the back of the house of any of our
21 properties they are spotless, and we believe that
22 that's the example for what the expectation is
23 for employee outlook on the casino floor.

24 And another one up here, Personnel
25 Associates and Spectre Gaming, two consultants

1 who have been in the industry for quite some
2 time, do an annual survey, casino gaming
3 executive satisfaction survey. We have won this
4 for the fourth consecutive year, and as you can
5 see, we continue to increase our lead there. The
6 darker one is this year -- or I'm sorry, '18.
7 '19 hasn't come out yet. The one below it is
8 '17.

9 So how we treat our employees is something
10 we take very seriously, and we feel it's very
11 important to take care of our guests.

12 MR. EDER: And just one note on our award
13 for women in gaming, we actually have a group we
14 call Women in Gaming that we invite both the
15 senior leadership along with the groups that are
16 from supervisor all the way up, and we create
17 mentor program, we have speakers that come in
18 that we're trying to continue to create
19 opportunities for ladies in our industry, and we
20 think that's very, very important for us. I know
21 that diversification is important, and we
22 continue to try and work in that manner.

23 If you start with the ethos of our company,
24 it's really honesty and integrity. That's at the
25 very, very top. If you talk to Jim Allen, you

1 talk to anyone in our senior leadership team,
2 that's what you're going to hear. It's honesty
3 and integrity. Those are the only two things we
4 have going for us in terms of our person and what
5 we carry through in life. And as we do that,
6 that ethos carries over to how we look at
7 regulatory matters, as well as how we want to be
8 a social gaming partner, if you will, in
9 response.

10 We went and hired a gentleman by the name of
11 Paul Pellizzari. He's our VP of global social
12 responsibility. Did we have to do this? No, we
13 didn't. We felt it was our responsibility as a
14 gaming company to ensure that we had an
15 individual that can educate our guests as well as
16 educate the people that are out there to
17 understand what it means to be responsible
18 gaming. Paul has many accolades. In fact, we
19 hired him -- we met him on our project in Ottawa,
20 and he had worked with the OOG. We spotted him
21 as a great, responsible person. He's now working
22 with us in Florida, and he's working around the
23 globe in ensuring the initiatives and social
24 responsibility in gaming is being carried forward
25 by Hard Rock.

1 Jon mentioned we have our own compliance
2 committee. That's been in effect since 2013. I
3 mentioned before Mike Rumbolz, he used to be the
4 chairman of the Nevada Gaming Board, so it's
5 important that he's on our board itself. He
6 lends a lot of good advice and opportunity for us
7 to really dig in to say what is compliance and
8 where we should be. Jim Allen served on the New
9 Jersey Gaming Commission Control task force on
10 gaming regulation. So, again, Jim is really up
11 on the compliance.

12 And we go through a whole litany. We have a
13 chief compliance officer at Hard Rock that goes
14 to all the locations ensuring that we're
15 consistent throughout in how we're treating
16 things. We educate our employees, and we go
17 through the process to be consistent through the
18 matter.

19 We have various matters of material
20 transactions that we look at in terms of
21 financial or even other transactions that we
22 bring to the board and that we're able to explain
23 through the process.

24 So culture of compliance, this stems from
25 not just hiring Paul and not just having a

1 compliance committee but also is what we live.
2 So we do AML testing and training throughout the
3 year. We make sure that employees are tested.
4 We record their scores. We make sure they pass.
5 If they don't pass, they have to go back and get
6 the training again and go through the process.
7 And if they fail over and over, they may not have
8 a job. It's that important to us.

9 So we want to make sure our employees
10 understand what it means to be in compliance with
11 both AML standards, Title 31, and so forth. So
12 for us, it's very important. From the executive
13 team's manner, it's tone at the top. We want to
14 make sure that we are setting the tone for the
15 rest of the team saying the revenue is not as
16 important as the compliance. And we've stressed
17 that on many times. We have a committee that
18 votes on individuals to say if we want to ban the
19 individual or not. The committee represents
20 three individuals. You can vote yes, no, or
21 whatever we want to vote. Generally what we have
22 found is we're in general agreement of banning
23 people that we believe shouldn't be on our
24 properties.

25 MR. LUCAS: One other piece to that is I

1 actually served for several years as a chief
2 compliance officer for the company in addition to
3 the chief operating officer role. So it really
4 does start at the top as it relates to
5 commitment, to compliance.

6 One of the other nice awards that we
7 received was 2018 Global Gaming awards at the
8 IGT, which is the most prestigious conference in
9 our industry. We are named land-based operator
10 of the year against some pretty solid competition
11 as you can see by the names. Many of them are
12 actually represented in the state of Indiana.
13 We're very proud of that award.

14 And John talked about some of our core
15 values of honesty and integrity and
16 professionalism, and certainly that's at the top,
17 and we give out a little card to all our
18 employees with the core values, and that's right
19 at the top.

20 We also have some mottoes that have been
21 around since 1971 when the first cafe opened in
22 London in the UK. That is "Love all, serve all.
23 All is one. Take time to be kind. And save the
24 planet." And we really do try to live by those,
25 and some of that is through photographic effort,

1 some of that is through our commitment to
2 recycling, some of that is just in how we treat
3 people as I talked about earlier.

4 And philanthropy is part of our DNA for 49
5 years. We currently have a foundation called
6 Hard Rock Heals. So we do a lot of different
7 things with that as far as raising money. We
8 had -- we've had round up -- what we called round
9 up in our cafes. If you rounded up your change,
10 it went to the Hard Rock Heals foundation, but we
11 partnered with many other foundations, whether
12 it's Pinktober, Yoko Ono, you can see down on the
13 right there on that screen, you folks can't. I
14 guess it's back there. With Imagine Why hunger
15 campaign. The section in the middle on the
16 right, that's Pitbull, Rihanna, Imagine Dragons,
17 Lincoln Park, and Shakira. What we do annually
18 is we do what we call our signature series which
19 is a T-shirt sale in our rock shops donating a
20 portion of those proceeds that we receive to that
21 particular artist's favorite charity.

22 And then some of those Hard Rock Heals, we
23 do -- the pictures on the left are really from
24 specific properties because we take that to the
25 property level as well and really work to create

1 these culture clubs as we call them at the
2 property level that do philanthropic things
3 within the community. So it's not just a global
4 presence by us with Why Hunger or Pinktober.
5 That Pinktober is taken and done at the
6 individual properties to buy into the
7 communities, and that's very important to us and
8 with great participations.

9 MR. EDER: You and I are actually officers
10 of the Hard Rock Heals.

11 MR. LUCAS: That's correct.

12 Brand awareness. So restaurant company
13 that's been around for 49 years. Not many
14 evidently do that and sustain that. It's being
15 in 76 countries. Many of those countries that
16 we're in are through the cafe, and the cafe
17 really has helped to put the brand on the map and
18 to make it so iconic.

19 If we do our independent research every year
20 for brand awareness and brand relevance, the
21 numbers are just off the chart. So the brand is
22 really well known, whether you're in China, or we
23 now are opening our second hotel in China next
24 year. And we have cafes there for Malaysia or
25 South America or the United States. So I think

1 that's something that really helps when we come
2 into a state such as Indiana and you bring that
3 iconic brand, it really heightens awareness.

4 The brand relevance. A lot of that I talk
5 about celebrity where we're partnering with
6 celebrities. Pitbull down there in the middle
7 came to -- on his own -- actually, we just had
8 key management meeting, and he showed up at the
9 key management meeting to speak. Didn't pay him
10 anything to do it, he just did it on the own.
11 That's the type of relationship we have with
12 artists. That celebrity, and then as I talked
13 about earlier the memorabilia and the music with
14 the 35,000 live events and philanthropic efforts
15 create media coverage, and that media coverage is
16 just invaluable.

17 We opened Atlantic City and had billions of
18 media impressions creating ad value that you just
19 can't buy on the street. We just opened a guitar
20 hotel in Hollywood, Florida. I don't know if
21 anybody saw that. It's a spectacular hotel and
22 the business is off the chart, but the media
23 impressions were just crazy. We had Morgan
24 Freeman and a bunch of other celebrities there as
25 part of that. Again, that's our relationship

1 with the celebrities that creates all this buzz
2 and excitement as we open new facilities.

3 MR. EDER: So this is our math for the day.
4 It couldn't be a finance discussion without some
5 math. Right? So the math of the day is if you
6 take Spectacle Entertainment, also Majestic Star,
7 you add Hard Rock to it, you create now a new
8 Hard Rock northern Indiana facility, which we
9 believe will be spectacular. I think that this
10 is going to be, as I said, something that's going
11 to have the famosity that individuals from
12 Chicago all the way from Michigan are going to
13 want to take their drive to come see.

14 I think when we looked at a partner as
15 well -- Rod said that he went looking for a
16 partner. We weren't necessarily looking, but
17 when we heard about the idea, it's something we
18 jumped on right away. I think we met within
19 about a week after we heard about the
20 opportunity. I think within two other weeks we
21 were able to start to form a deal. So the good
22 news is I think that we have an individual that
23 has the local expertise, which we don't. We know
24 that we don't know the Indiana market like Rod
25 does. What we have is the expertise of the

1 brand, entertainment, and in a full facility of
2 gaming that we can put on to it. We put all that
3 together, I think that's where you see the new
4 property, economic impact, and the tourism that's
5 able to drop through that.

6 So the facility. What's it's going to look
7 like? Interesting, if any of you are ever in
8 Sacramento, we just opened a new facility in
9 Sacramento, and the facility in Sacramento is
10 going to look a lot like what this is today,
11 which will allow us -- it's just been off the
12 chart in terms of the reception from the
13 individual local folks. It actually doubled its
14 budget in the first month. So spectacular
15 opening.

16 So this is going to feature about 1650
17 slots, 80 tables, 36,000 feet of food and
18 beverage, 2,000 seat entertainment venue, a
19 thousand square feet of retail space, and over
20 2300 parking spaces.

21 The big piece here is the entertainment
22 venue, and the way we have -- if you look at Hard
23 Rock, what do we sell? We sell entertainment for
24 the entire family. So we will do various things.
25 We'll have anywhere from Pitbull all the way down

1 to Gladys Knight. So all various different forms
2 of entertainment. And we are an entertainment
3 company. So for us it's the entertainment that's
4 going to be the difference between just having
5 slots and tables versus Hard Rock offers more
6 than just slots and tables. Full entertainment
7 value for the community.

8 MR. LUCAS: And then we have crew
9 construction and design team set up with
10 Friedmutter Group which is based in Vegas. They
11 partnered with us on most recently the Sacramento
12 project. They did the Horseshoe Cincinnati
13 Casino that we recently purchased. They have
14 done work with me when I was with other
15 companies, in the industry.

16 SOSH is our architect of record. They're
17 based out of Atlantic City predominantly. They
18 have two other offices. They've done a lot of
19 work with us. They did the Atlantic City project
20 with us and several others. We have TN Ward, our
21 contractor, general contractor who has done
22 numerous projects with us including Atlantic City
23 so they have casino experience. We think that's
24 very important. DeSimone is one of our
25 engineers, structural engineers. And GSA, Rich

1 Genetti, is our mechanical engineer.

2 And then lastly, time line here, assuming
3 all goes well and we get the appropriate
4 approvals, this would be our time line, beginning
5 in November with grading of the lot and ordering
6 steel, and then moving on with -- in earnest in
7 January, weather permitting, of course, and
8 hopefully closing sometime between -- or
9 completion sometime between December and April of
10 2000 -- December of '20 and April of 2021. If we
11 have weather like this we may not make that
12 December date. And then we'll close Majestic
13 Star about a month prior to the anticipated
14 opening date.

15 Lastly, as I mentioned, I've been licensed
16 in many states, whether that's personally or as a
17 company, and I know what it takes to do that. So
18 I too would like to say we really appreciate how
19 you expedited the process and you've got the
20 licensing done so quickly. It's amazing. Much
21 appreciated. Obviously it allows us to get the
22 project moving. And, again, thank you very much.
23 I don't minimize what that takes to make that
24 happen.

25 So with that, we'll open it to questions if

1 anybody has any questions for us.

2 CHAIRMAN McMAINS: Questions, folks?

3 COMMISSIONER WILLIAMS: I was interested to
4 see that your project team is basically out of
5 state. Are you being proactive to be sure that
6 there are employment opportunities on the
7 construction side of this for Indiana folks?

8 MR. EDER: Yes.

9 MR. LUCAS: We -- we just did a project in
10 Sacramento and brought a GC from out of state
11 because we need that -- we want that casino
12 experience, but their charge was to get local
13 contractors on the sub side.

14 And we've actually -- and Sacramento is a
15 great example. If you look at our steakhouse
16 menu, gigantic section that features all of the
17 local vendors that we're partnering with from
18 produce and meats and foods, to A, recognize
19 them; and B, that's what our commitment is to the
20 local market. We'll certainly do the same thing
21 here.

22 COMMISSIONER WILLIAMS: Any specific goals
23 set or is it just understood?

24 MR. LUCAS: At this point, no, we're not far
25 enough in the process to have goals set. But

1 it's a commitment that we've done in Atlantic
2 City, we've done in Sacramento, we're doing at
3 Ottawa. We're very committed there to the
4 Canadian market as far as, again, in Ottawa
5 because you don't find a lot of people with
6 casino experience, we brought a general
7 contractor in. He's partnered with a local
8 contractor, and their commitment is to use
9 Canadian vendors wherever possible. Obviously
10 there's certainly specialized things that we
11 might not be able to find.

12 MR. EDER: And I think from an economic
13 standpoint it makes a hundred percent sense for
14 us. There's no reason to bring in individuals
15 from other states to work on the project unless
16 you need very specific expertise. However, it
17 makes a hundred percent sense to hire more of the
18 local individuals.

19 And quite honestly, what we find, and we
20 just did the project in Florida where we were
21 employing, I think at peak, like 3,000
22 individuals were on site, and probably
23 99.9 percent of those individuals were all local,
24 within 40, 50 miles of the property. We also
25 finds is it builds loyalty, believe it or not,

1 because individuals that work on that project
2 that live there locally, they have pride in it.
3 And what we find is those people also visit the
4 property. So it makes a lot of economic sense
5 for us to do it in many different ways.

6 COMMISSIONER WILLIAMS: Thank you.

7 MR. EDER: You're welcome.

8 CHAIRMAN McMANS: Gentlemen, excellent
9 presentation, and welcome to Indiana. We're glad
10 to have you.

11 MR. LUCAS: Thank you.

12 MR. EDER: We're glad to be here.

13 MR. LUCAS: Appreciate it.

14 EXECUTIVE DIRECTOR TAIT: So, Greg, if you
15 want to go ahead and present the next order for
16 the Commission's consideration.

17 MR. SMALL: Good afternoon, Commissioners.
18 Before you is Order 2019-254. This concerns the
19 transfer application of Hard Rock Gary, LLC. The
20 application requests a transfer of a minority
21 chair in the indirect ownership of the Majestic
22 Star Casino, LLC, and the Majestic Star Casino
23 II, LLC, located at Buffington Harbor in Gary,
24 Indiana.

25 Hard Rock Gary is a newly formed company

1 having as its parent Seminole Hard Rock
2 International, LLC. Seminole Hard Rock and its
3 subsidiaries have extensive experience designing,
4 developing, and operating destination casino
5 resort projects. However, this is the first
6 project of Seminole Hard Rock in Indiana.

7 Spectacle Gary, LLC, formerly known as
8 Spectacle Entertainment, LLC, is the ultimate
9 parent of the Majestic Star Casinos. Hard Rock
10 Gary and Spectacle Gary have entered into a
11 subscription agreement whereby Hard Rock Gary
12 will purchase an equity interest in Spectacle
13 Gary.

14 Following the equity purchase, the members
15 of Spectacle Gary will be Spectacle Entertainment
16 Group, the former holders of Spectacle
17 Entertainment, LLC, and Hard Rock Gary.
18 Spectacle Entertainment Group will hold a
19 majority position in Spectacle Gary.

20 Summit Partners will retain detachable
21 warrants for an equity interest in Spectacle
22 Gary. Therefore, the terms concerning Summit and
23 the warrants set forth in Order 2019-58 continue
24 to be applicable.

25 Spectacle Gary will continue managing

1 day-to-day operations of the Majestic Star
2 Casinos in Buffington Harbor. Hard Rock Gary
3 will exert no control of the day-to-day gaming
4 operations at Buffington Harbor.

5 Spectacle Gary will enter into a management
6 agreement with Hard Rock Gary Manager, LLC. If
7 an inland facility in Gary, as authorized by
8 Indiana Code 4-33-6-4.5 and if approved by the
9 Commission order, Hard Rock Gary Manager will
10 take over management of the day-to-day operations
11 at that location. The management agreement does
12 not require formal Commission approval. However,
13 Hard Rock Manager must obtain a supplier's
14 license from the Commission in order to manage
15 the gaming operations down the road.

16 Hard Rock Gary has submitted a complete
17 transfer of ownership interest application for a
18 minority share in the indirect ownership of the
19 Majestic Star Casinos and submitted complete
20 personnel disclosure forms and other appropriate
21 applications for Hard Rock Gary and all key
22 persons.

23 The Commission's background and financial
24 investigations divisions have completed a
25 comprehensive investigation of Hard Rock Gary

1 including its key persons. Commission staff has
2 presented the final confidential investigative
3 reports to the Commission for review. Staff did
4 not find any derogatory information during the
5 investigations.

6 Additionally, Hard Rock Gary has submitted
7 an application fee of \$50,000 as required by
8 Indiana Code 4-33-6 and 68 IAC 2-1-2 to acquire
9 interest in an Indiana casino owner's license.

10 The Commission's financial investigations
11 division has also completed a comprehensive
12 investigation of Spectacle Gary's and Spectacle
13 Holdings' proposed debt activity related to this
14 transaction and provided an analysis of the debt
15 activity for the Commission's review in a
16 confidential report.

17 The Commission is asked to do two things
18 here. First is the approval of Hard Rock Gary's
19 equity purchase of membership interests issued by
20 Spectacle Gary which will result in Hard Rock
21 Gary indirectly owning a minority stake in the
22 Majestic Star Casinos.

23 Second is the approval of the Spectacle
24 Gary, Spectacle Holding financing package which
25 must be approved by the Commission pursuant to

1 Indiana Code 4-33-4-21 and 68 IAC 5-3-2. This
2 includes waiving the so-called two-meeting
3 requirement, 68 IAC 5-3-2(b)(2) and (3).

4 This approval is contingent upon a number of
5 continuing conditions as set forth in the Order.
6 Further, the Order will impose certain notice
7 requirements on Hard Rock Manager and Spectacle
8 Gary associated with the management agreement.

9 I'm happy to answer any questions the
10 Commissioners may have.

11 CHAIRMAN McMAINS: Thank you. Any questions
12 for Greg?

13 Nicely presented, Greg. Thank you.

14 Commission, what's your pleasure?

15 COMMISSIONER SVETANOFF: Motion to approve
16 Order 2019-254.

17 COMMISSIONER WILLIAMS: Second.

18 CHAIRMAN McMAINS: It's been properly moved
19 and seconded to approve Order 2019-254. Any
20 further discussion on the motion?

21 All in favor of the motion, please signify
22 by saying aye.

23 (Chorus of ayes.)

24 Opposed? Motion passes unanimously.

25 EXECUTIVE DIRECTOR TAIT: Greg, if you want

1 to continue on.

2 MR. SMALL: Yes. Next up, Commissioners, we
3 have Order 2019-255. Majestic Star Casino, LLC,
4 the Majestic Star Casino II, LLC, are casino
5 licensees located in Gary, Indiana, Buffington
6 Harbor. House Bill 1015 effective July 1st,
7 2019, included, among other things, the ability
8 for one of the Majestic Star licenses to be moved
9 to an inland casino within Gary. That specific
10 part was codified at Indiana Code 4-33-6-4.5.

11 At this time, the Majestic Star is seeking
12 approval of its application for inland move into
13 Gary. Majestic Star seeks to relocate the casino
14 owner's license in Buffington Harbor to a
15 location inland in Gary. Majestic Star was
16 required to submit its request with the
17 commission before January 1 of 2020.

18 Indiana Code 4-33-6-4.5 contains the
19 following conditions which must be met before
20 Majestic Star may relocate its gaming operations
21 inland in Gary. They must have an agreement with
22 the legislative body of the city of Gary
23 consenting to relocation;

24 The casino complies with all applicable
25 building codes and any safety requirements

1 imposed by the Commission;

2 Majestic Star must submit to the Commission
3 a plan for complying with Indiana Code 4-33-14
4 regarding minority and women's business
5 participation in the construction and conduct of
6 the gaming operations at the inland casino;

7 Majestic Star must submit to the Commission
8 a plan for transferring existing Majestic Star
9 employees to an inland casino and hiring and
10 training new employees for an inland location
11 pursuant to Indiana Code 4-33-6-4.5(h);

12 If the Commission approves of the request to
13 relocate, Majestic Star shall relinquish the
14 casino owner's license held by Majestic Star
15 Casino II;

16 Majestic Star must pay a total of
17 \$20 million to the Commission in annual
18 installments of \$4 million. The initial \$4
19 million payment is due upon Commission approval
20 of the request to relocate, and the remaining
21 annual payments are each due on the anniversary
22 date of the first payment.

23 While the agreement with the city -- with
24 the Gary Common Council and the initial
25 \$4 million are required to occur timely, many of

1 the required items cannot be completed by
2 December 31st, 2019, which the application
3 deadline. Therefore, the Order contains a number
4 of conditions that Majestic Star must meet for
5 Commission approval to be effective.

6 The statute also lists five factors the
7 Commission shall consider when determining
8 whether to approve of a request to relocate.
9 Those factors are as follows: Economic benefits;
10 tax revenue; number of new jobs; whether Majestic
11 Star plans an investment of at least \$150 million
12 for the relocation with 65 percent of Majestic
13 Star's proposed investment for the development of
14 a casino, and 35 percent of the proposed
15 investment of the development of nongaming
16 amenities; and any other issues deemed
17 appropriate by the Commission.

18 Majestic Star has submitted an application
19 and a resolution from the Gary Common Council
20 dated August 27, 2019, consenting to the inland
21 move.

22 The Commission is being asked to approve of
23 the application to relocate Majestic Star from
24 Buffington Harbor to an inland location within
25 Gary. If the Commission does approve, the

1 commission [sic] owner's license held by Majestic
2 Star Casino II will be relinquished.

3 This approval is contingent upon a number of
4 continuing conditions as set forth in the Order.
5 In addition, to move the construction of the new
6 casino along most efficiently, Commission staff
7 will recommend that you delegate planned approval
8 authority to the executive director to ensure
9 that the project moves forward in a timely
10 fashion. This will allow Commission staff to
11 work with Majestic Star on the various plan
12 requirements throughout the construction process.

13 Thank you, Commissioners.

14 CHAIRMAN McMAINS: Thank you, Greg.

15 Any questions for Greg? Commission, what's
16 your pleasure?

17 COMMISSIONER SVETANOFF: Motion to approve
18 Order 2019-255.

19 COMMISSIONER HERNDON: Second.

20 CHAIRMAN McMAINS: It's been properly moved
21 and seconded to approve Order 2019-255. Any
22 further discussion on the motion?

23 Hearing none, all in favor of the motion,
24 please signify by saying aye.

25 (Chorus of ayes.)

1 Opposed? Motion carries unanimously.

2 EXECUTIVE DIRECTOR TAIT: And, Dustin, if
3 you'll join us for the LDA modification requests.

4 MR. MOLOY: Commissioners, you have before
5 you Resolution 2019-256 regarding the request to
6 modify the Local Development Agreement between
7 the Majestic Star Casino, LLC, and the Majestic
8 Star Casino II, LLC, collectively Majestic Star
9 in the city of Gary.

10 In September 2019 Majestic Star and the city
11 of Gary entered into preliminary discussions on
12 an amended and restated local development
13 agreement. The amended agreement was proposed to
14 consider increased utilization of minority,
15 women's, and veteran-owned business enterprises;
16 provide additional adjusted gross receipts from
17 new forms of gaming to Gary; and to allow Gary to
18 receive a portion of the adjusted gross receipts
19 from the gambling game facility in Terre Haute,
20 if applicable.

21 On October 29th, 2019, Majestic Star and the
22 city of Gary jointly submitted its request to
23 modify its Local Development Agreement and
24 included a proposed copy of the agreement as it
25 would appear after the modification in compliance

1 with IC 4-33-23-14. Pursuant to IC 4-33-23-7 and
2 -8, the Commission has continuous jurisdiction
3 over the agreement and has the authority to act
4 concerning modification to a Local Development
5 Agreement.

6 Here, the proposed amended and restated
7 Local Development Agreement has been agreed to in
8 principal by all parties and is conditioned upon
9 the parties providing a fully executed copy of
10 the agreement within 30 days of Commission
11 approval as required by IC 4-33-23-14(c).
12 Adopting Resolution 2019-256 would have the
13 effect of approving Majestic Star and the city of
14 Gary's request to modify its Local Development
15 Agreement. Thank you.

16 CHAIRMAN McMANS: Thank you.

17 Questions for Dustin?

18 COMMISSIONER DUDICH: Thank you,
19 Mr. Chairman.

20 Dustin, if this isn't you -- lakefront fund,
21 if I understand that correctly, that is funds
22 that are placed in that fund in the sole
23 discretion of the company to use but for those
24 expanded purposes. Are you aware of any
25 interaction the company would have with the city

1 on how those funds will be used for any
2 priorities, or is just completely to the sole
3 discretion of the company the priority in which
4 those funds can be used?

5 MR. MOLOY: I'll have to pull the
6 Development Agreement and find that specific
7 language, but I'm certainly happy to do that.

8 COMMISSIONER DUDICH: Yeah. It states in
9 here a little bit more expansive, but it sounds
10 like, and I just want to make sure, the
11 company -- again, it's not you, the company has
12 that sole discretion to decide how those funds
13 are disbursed. The city obviously has some
14 interest specific to the city -- I see John,
15 you're getting up, so maybe you can answer.

16 But just wondering if there's any
17 collaboration between the city and the company
18 because that's pretty clear the sole discretion
19 is with the company, but there's some caveats in
20 there that if it's not used in the right manner.
21 Just wondering what the collaboration is with the
22 city of Gary and the company with respect to that
23 fund.

24 EXECUTIVE DIRECTOR TAIT: Yeah. If we want
25 to -- John, if you want to address the

1 Commission. I know Judge champion here is here
2 on behalf of the city. John, if you want to come
3 up.

4 MR. KEELER: Mr. Chairman, members of the
5 Commission, I was not sworn earlier. I promise
6 to tell the truth.

7 So my name is John Keeler. I'm vice
8 president, general counsel, Spectacle
9 Entertainment. And along with Joe Champion, we
10 negotiated the Local Development Agreement.
11 That -- in answer to your question, that was
12 provision that had been in there but never really
13 activated. There was never any money in the
14 lakeshore fund because the revenues never
15 exceeded the \$6 million threshold.

16 So it's a little bit of wishful thinking in
17 hoping that some day they will. But if we looked
18 at the existing uses for local development fund,
19 we thought there were other things that might be
20 more applicable than those that had been in
21 there -- including, you know, maintaining
22 Buffington Harbor.

23 So we added those with the hope that some
24 day there would be more, but since there hasn't
25 been, there's never been any collaboration with

1 regard to the revenues over \$6,150,000.

2 COMMISSIONER DUDICH: And would it be the
3 intent that if it does get to that point, the
4 language being that it is, will the company work
5 with the city to prioritize those? Or is it
6 really the company -- it sounds like it's the
7 company's sole discretion to decide where those
8 dollars go. Just want to make sure that the
9 company would work with the city as that amount
10 materializes in the fund to determine what may
11 change in five or ten years.

12 MR. KEELER: Sure. Well, I hope that it's a
13 problem we've got, that there's money there. And
14 second of all, we've had good working
15 relationship with Mayor Karen Freeman-Wilson, and
16 we're working to develop that relationship with
17 the new mayor-elect, so I'm sure we would.

18 COMMISSIONER DUDICH: Thank you. Appreciate
19 it.

20 CHAIRMAN McMAINS: Thank you, John.

21 Any further questions? Commission, what's
22 your pleasure?

23 COMMISSIONER SVETANOFF: Motion to approve
24 2019-256.

25 COMMISSIONER DUDICH: Second.

1 CHAIRMAN McMAINS: It's been properly moved
2 and seconded to approve Order 2019-256. Any
3 further discussion on the motion?

4 Hearing none, all in favor of the motion,
5 please signify by saying aye.

6 (Chorus of ayes.)

7 Opposed? Motion carries unanimously.

8 EXECUTIVE DIRECTOR TAIT: And, Dustin, last
9 but not least, resolution update.

10 MR. MOLOY: Yes. Commissioners, you have
11 before you Resolution 2019-257. Through
12 Resolution 2017-110, the Commission delegated
13 limited authority to the executive director to
14 renew owner's license, a racino license, a
15 riverboat operating agent contract, a supplier's
16 license, and a Paid Fantasy Sports game
17 operator's license due to the identical concerns
18 about the time that often elapses between a
19 license's renewal date and the next scheduled
20 Commission business meeting.

21 The resolution before you, Resolution
22 2019-257, delegates similar limited authority to
23 the executive director to renew a certificate of
24 authority to conduct Sports Wagering license and
25 a vendor license because of the same concerns

1 relating to the time that often elapses between a
2 license renewal request and the next scheduled
3 Commission business meeting.

4 Adopting Resolution 2019-257 would expand
5 the ability of the executive director to issue
6 interim renewal licenses to include certificate
7 of authority to conduct sports wagering licensees
8 and vendor licensees. Thank you.

9 CHAIRMAN McMAINS: Thank you.

10 Any questions for Dustin concerning the
11 proposed resolution?

12 COMMISSIONER WILLIAMS: Mr. Chairman, I move
13 to approve 2019-257.

14 COMMISSIONER SVETANOFF: Second.

15 CHAIRMAN McMAINS: It has been properly
16 moved and seconded to approve Resolution
17 2019-257. Any discussion on the motion?

18 Hearing none, all in favor of the motion,
19 please signify by saying aye.

20 (Chorus of ayes.)

21 Opposed? Motion carries unanimously.

22 Thank you, Dustin.

23 I want to take a couple minutes and -- end
24 of the year here, and thank our Commissioners.
25 Many of you may not know that these folks are not

1 state employees, they're civil servants. They
2 give countless hours to preparing for these
3 meetings. What you see here is the culmination.
4 It's kind of like the end of the funnel of
5 reading a lot of material, preparing, and coming
6 to the meetings, and I sincerely thank all of you
7 for the pleasure of working with you this past
8 year.

9 COMMISSIONER SVETANOFF: Thank you.

10 CHAIRMAN McMANS: With that said, our job
11 is made a lot easier by all the heavy lifting
12 done by the Commission staff. And this year
13 particularly, not only the licensure matters, but
14 the drafting and the adoption of the emergency
15 rules for Sports Gaming, leadership of our
16 executive staff was Herculean, and I'm really
17 proud of all you, and thank you very much. And
18 happy holidays to all.

19 Our next meeting date will be announced at a
20 later time. Is there anything else to come
21 before us today? No? Is there a motion to
22 adjourn?

23 COMMISSIONER SVETANOFF: Motion to adjourn.

24 COMMISSIONER HERNDON: Seconded.

25 CHAIRMAN McMANS: All in favor?

1 (Chorus of ayes.)

2 Thank you.

3 (End of transcript of proceedings.)

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|---|--|---|---|---|
| | 11:25;32:15 | 58:17 | 65:16 | approaching (1) 25:15 |
| \$ | act (1) 68:3 | afterwards (1) 10:16 | America (1) 50:25 | appropriate (4) 7:4;55:3;60:20; 65:17 |
| \$1,000 (2) 17:14,22 | action (13) 13:23;17:15,22; 18:5,17;19:2,20;20:6, 43:21;4,13,18;22:8 | again (14) 26:23;27:18;29:4; 33:7,16;39:9,20; 42:23;46:10;47:6; 51:25;55:22;57:4; 69:11 | America's (1) 43:16 | approval (17) 12:11,22;16:10; 30:13;31:4;32:25; 33:17;60:12;61:18, 23;62:4;63:12;64:19; 65:5;66:3,7;68:11 |
| \$1,500 (1) 21:17 | actions (1) 17:9 | against (2) 40:8;48:10 | Ameristar (2) 17:11,13 | approvals (1) 55:4 |
| \$10,000 (1) 22:7 | activated (1) 70:13 | agent (2) 9:11;72:15 | AML (2) 47:2,11 | approve (26) 5:5,8;13:2,6;14:24; 16:18,21;22:13,17; 31:7;32:3,7;33:21; 34:16,20;62:15,19; 65:8,22,25;66:17,21; 71:23;72:2;73:13,16 |
| \$12,600 (1) 21:3 | activity (2) 61:13,15 | agents (2) 17:12;18:24 | among (1) 63:7 | approved (2) 60:8;61:25 |
| \$13,000 (1) 19:19 | actually (14) 8:8;24:11;27:24; 28:1;29:7;39:25; 43:1;44:13;48:1,12; 50:9;51:7;53:13; 56:14 | Agnes (1) 42:21 | amount (1) 71:9 | approves (1) 64:12 |
| \$150 (1) 65:11 | ad (1) 51:18 | agree (1) 13:25 | analysis (1) 61:14 | Approving (7) 14:10,11;31:21,22; 34:9,10;68:13 |
| \$2,000 (1) 21:12 | add (4) 26:13;27:16;28:2; 52:7 | agreed (14) 14:5;17:13,21; 18:3,15;19:1,18;20:4, 13;21:2,12,16;22:7; 68:7 | Angela (4) 11:2;17:5;22:10,11 | April (2) 55:9,10 |
| \$20 (2) 24:4;64:17 | added (3) 6:18;25:12;70:23 | agreement (32) 13:25;17:10,16,23; 18:6,18;19:3,21;20:7, 15;21:5,14,19;47:22; 59:11;60:6,11;62:8; 63:21;64:23;67:6,13, 13,23,24;68:3,5,7,10, 15;69:6;70:10 | anniversary (1) 64:21 | architect (1) 54:16 |
| \$28,500 (1) 20:14 | ad (1) 51:18 | agreements (4) 13:18;14:6,12;17:8 | announce (2) 6:8;26:4 | area (2) 23:19;40:11 |
| \$3,000 (2) 18:15;20:5 | add (4) 26:13;27:16;28:2; 52:7 | ahead (1) 58:15 | announced (1) 74:19 | areas (3) 28:14;31:10;33:24 |
| \$4 (3) 64:18,18,25 | adding (2) 25:16;29:7 | Alex (1) 42:23 | annual (3) 44:2;64:17,21 | around (8) 8:12;10:21;23:20; 37:1;41:5;45:22; 48:21;50:13 |
| \$5 (1) 38:12 | addition (5) 6:18;30:14;33:1; 48:2;66:5 | Allen (3) 41:18;44:25;46:8 | annually (1) 49:17 | arrears (3) 19:25;20:19;21:8 |
| \$5,000 (1) 18:16 | Additional (2) 6:20;67:16 | allow (3) 53:11;66:10;67:17 | anticipated (1) 55:13 | artists (1) 51:12 |
| \$50,000 (1) 61:7 | Additionally (1) 61:6 | allowed (7) 17:19,25;18:20; 19:12;20:23;21:1; 22:5 | apologize (1) 14:22 | artist's (1) 49:21 |
| \$6 (1) 70:15 | address (1) 69:25 | allowing (1) 22:1 | appear (1) 67:25 | aspects (4) 31:8,19;33:21;34:8 |
| \$6,000 (1) 18:4 | adjourn (2) 74:22,23 | allows (2) 41:9;55:21 | applicant (2) 15:16,25 | assets (1) 22:4 |
| \$6,150,000 (1) 71:1 | adjusted (2) 67:16,18 | Allyson (3) 11:4;15:7;16:16 | applicants (2) 16:1,4 | assistant (3) 5:21;6:12,13 |
| \$7,500 (1) 19:2 | administer (1) 10:11 | almost (1) 38:18 | applicant's (3) 12:18;15:18;16:7 | associated (1) 62:8 |
| [| Administrative (2) 13:21;15:22 | along (3) 44:15;66:6;70:9 | application (26) 6:25;7:2;11:17,24; 15:19,20,21;16:5; 30:4,10,12,18;31:22; 32:17,23,24;33:5; 34:10;58:19,20; 60:17;61:7;63:12; 65:2,18,23 | Associates (1) 43:25 |
| [sic] (1) 66:1 | adopt (1) 16:18 | always (1) 35:10 | announced (1) 74:19 | assuming (1) 55:2 |
| A | adopted (1) 15:15 | amazing (1) 55:20 | annual (3) 44:2;64:17,21 | ATC (1) 6:5 |
| ability (2) 63:7;73:5 | Adopting (2) 68:12;73:4 | amended (3) 67:12,13;68:6 | anniversary (1) 64:21 | Atlantic (7) 41:21;42:16;51:17; 54:17,19,22;57:1 |
| able (10) 24:15;26:20,25; 27:16;29:1;36:7; 46:22;52:21;53:5; 57:11 | adoption (1) 74:14 | amenities (1) | announced (1) 74:19 | attorney (1) |
| absolutely (1) 29:2 | advertised (1) 24:8 | | announced (1) 74:19 | |
| accolades (1) 45:18 | advice (1) 46:6 | | announced (1) 74:19 | |
| accomplished (2) 35:23;37:13 | affect (1) 12:17 | | announced (1) 74:19 | |
| acquire (1) 61:8 | afternoon (10) 7:22;11:18;13:16; 15:8;17:6;23:7; 29:23;35:20;37:20; | | announced (1) 74:19 | |
| acquisition (2) | | | announced (1) 74:19 | |

| | | | | |
|--|---|---|--|--|
| 42:17 audit (2) 42:16;43:6 August (1) 65:20 authority (10) 31:7,19;33:20; 34:7;66:8;68:3; 72:13,22,24;73:7 authorization (8) 19:7;22:24;30:5; 10:31;23;32:17,23; 34:11 authorize (2) 30:7;32:20 authorized (1) 60:7 available (1) 12:21 award (2) 44:12;48:13 awards (3) 43:14;48:6,7 aware (1) 68:24 awareness (3) 50:12,20;51:3 away (2) 27:12;52:18 aye (11) 5:12;13:9;15:2; 16:25;22:20;32:10; 34:23;62:22;66:24; 72:5;73:19 eyes (12) 5:13;13:10;15:3; 17:1;22:21;32:11; 34:24;62:23;66:25; 72:6;73:20;75:1 | 54:10 basically (1) 56:4 bassed (1) 54:17 Bay (1) 10:1 Beard (1) 6:9 beat (1) 21:24 become (3) 24:2,3;38:3 begin (1) 38:7 beginning (8) 18:8,10;19:17; 30:8,14;32:21;33:1; 55:4 behalf (2) 7:1;70:2 below (3) 30:16;33:3;44:7 Belterra (2) 17:17,21 benefits (1) 65:9 Berendji (1) 27:18 best (4) 36:13;41:7;43:16, 17 beverage (1) 53:18 big (3) 27:19;39:8;53:21 biggest (3) 23:10,19;27:10 bill (4) 19:17;21:10;23:9; 63:6 billion (1) 38:12 billions (1) 51:17 Biloxi (1) 9:25 bio (1) 7:12 bit (7) 6:5;7:25;24:18; 38:10;43:9;69:9; 70:16 blackjack (1) 26:21 Blue (2) 17:24;18:3 Bluffs (1) 8:14 board (8) 12:5;42:6,7,13; 43:6;46:4,5,22 Bob (1) | 11:5 body (1) 63:22 Boomtown (1) 9:25 born (1) 8:3 borrowed (1) 36:24 Bossier (3) 8:16,21,22 both (8) 9:25;17:19;23:21; 24:25;37:16;42:23; 44:14;47:11 box (1) 39:13 brand (14) 36:15,16;38:25; 39:9;40:7;41:4; 50:12,17,20,20,21; 51:3,4;53:1 brands (1) 12:8 Brian (1) 6:9 briefly (1) 7:10 brightened (1) 43:1 bring (9) 28:9;36:19;37:11; 40:7,10;41:7;46:22; 51:2;57:14 bringing (1) 5:23 brings (1) 42:12 brought (2) 56:10;57:6 Brown (4) 11:1,1,17,18 budget (1) 53:14 Buffington (7) 58:23;60:2,4;63:5, 14;65:24;70:22 building (1) 63:25 builds (1) 57:25 buildup (1) 25:22 built (2) 25:7;27:7 bunch (1) 51:24 Bunton (4) 11:2,2;17:5,6 business (14) 6:17;8:5;11:12,14; 30:3;31:9;32:16; 33:22;41:21;51:22; | 64:4;67:15;72:20; 73:3 businesses (1) 29:8 buy (2) 50:6;51:19 buzz (1) 52:1 | 11:22,23;12:3,15, 20,23 Casino (70) 6:10,11,14,16,24, 25;9:8;10:1;17:5,11, 17,19,24,25;18:2,7,7, 19,20,21,23;19:5,10, 12,13,16,23,25;20:9, 17,20,23,24;21:1,6,7, 15,15,21,23,25;22:3, 5;28:1;38:4;43:23; 44:2;54:13,23;56:11; 57:6;58:22,22;59:4; 61:9;63:3,4,4,9,13, 24;64:6,9,14,15; 65:14;66:2,6;67:7,8 casinos (9) 15:11;16:12;35:15; 38:20;40:9;59:9; 60:2,19;61:22 Casino's (2) 30:4;32:16 Catalunya (2) 41:12;42:1 caveats (1) 69:19 celebration (1) 26:3 celebrities (3) 51:6,24;52:1 celebrity (2) 51:5,12 Centaur (1) 32:15 center (1) 26:19 centralized (1) 24:10 CEO (4) 35:17;37:10;41:19; 42:19 certain (1) 62:6 certainly (4) 48:16;56:20;57:10; 69:7 certificate (2) 72:23;73:6 certify (1) 76:6 cetera (1) 24:10 CFO (3) 37:8;42:4,15 Chair (3) 5:17;22:9;58:21 CHAIRMAN (49) 4:1,8,10,25;5:8; 10:10;11:9,11;12:25; 13:5;14:14,20,23; 16:15,17,20;22:10, 16;23:7;28:7;29:16, 17;31:25;32:6;34:13, |
| B | | | C | |
| bacc (1) 26:21 bachelor's (1) 6:1 back (16) 6:3,5,7,7;9:4,15; 10:2;27:2,22;39:7; 40:19;42:25,25; 43:20;47:5;49:14 background (4) 12:14;15:24;36:5; 60:23 bad (1) 21:24 ban (1) 47:18 banning (1) 47:22 bar (1) 26:19 based (1) | | | Caesars (4) 8:7;20:8,12;35:4 cafe (3) 48:21;50:16,16 cafes (2) 49:9;50:24 cage (1) 27:22 call (9) 4:4,7;10:16;38:9; 39:12,12;44:14; 49:18;50:1 called (2) 49:5,8 came (5) 6:5;28:11,16;29:4; 51:7 cameras (2) 30:25;33:13 campaign (2) 23:22;49:15 can (15) 25:9;28:23;29:2; 40:11,12,12;41:16; 44:4;45:15;47:20; 48:11;49:12;53:2; 69:4,15 Canadian (2) 57:4,9 Cannon (5) 11:4,4;15:7,8;17:3 Card (7) 11:21;12:1,4,19, 23;26:21;48:17 cards (4) 12:4,5,7;36:12 care (3) 43:11,12;44:11 career (2) 8:8;9:9 Carla (3) 6:10;42:22,24 carnival (1) 26:24 carried (2) 22:22;45:24 carries (7) 5:14;13:11;17:2; 45:6;67:1;72:7;73:21 carry (1) 45:5 Cartamundi (6) | |

| | | | | |
|--|---|--|---|---|
| <p>19:35;17,20;37:15, 19,20;41:18;46:4; 56:2;58:8;62:11,18; 66:14,20;68:16,19; 70:4;71:20;72:1; 73:9,12,15;74:10,25</p> <p>challenges (2) 23:11,19</p> <p>champion (2) 70:1,9</p> <p>chance (1) 5:2</p> <p>change (2) 49:9;71:11</p> <p>chaos (1) 26:7</p> <p>charge (1) 56:12</p> <p>Charity (2) 6:4;49:21</p> <p>chart (3) 50:21;51:22;53:12</p> <p>Chicago (6) 8:3,9,10;17:11; 36:11;52:12</p> <p>Chicagoland (1) 40:8</p> <p>chief (3) 46:13;48:1,3</p> <p>child (3) 19:24;20:18;21:8</p> <p>China (2) 50:22,23</p> <p>Chip (2) 17:24;18:3</p> <p>Chorus (12) 5:13;13:10;15:3; 17:1;22:21;32:11; 34:24;62:23;66:25; 72:6;73:20;75:1</p> <p>Cincinnati (3) 40:21;41:8;54:12</p> <p>cities (1) 29:5</p> <p>City (23) 8:16,22;41:22; 42:16;51:17;54:17, 19,22;57:2;63:22; 64:23;67:9,10,22; 68:13,25;69:13,14, 17,22;70:2;71:5,9</p> <p>civil (1) 74:1</p> <p>clear (2) 19:9;69:18</p> <p>click (1) 24:11</p> <p>close (1) 55:12</p> <p>closes (1) 9:18</p> <p>closest (1) 29:5</p> | <p>closing (2) 12:12;55:8</p> <p>clubs (1) 50:1</p> <p>Coast (1) 10:1</p> <p>Code (14) 13:21;15:12,22; 30:6,17;32:19;33:4; 60:8;61:8;62:1; 63:10,18;64:3,11</p> <p>codes (1) 63:25</p> <p>codified (1) 63:10</p> <p>coin (1) 19:14</p> <p>Colin (1) 24:22</p> <p>collaboration (3) 69:17,21;70:25</p> <p>collect (1) 18:25</p> <p>collection (4) 18:9;21:11;38:22; 39:3</p> <p>collectively (1) 67:8</p> <p>comfortable (1) 36:9</p> <p>coming (2) 28:3;74:5</p> <p>commencement (2) 31:2;33:15</p> <p>commend (1) 35:4</p> <p>Commission (63) 4:5,20;7:5,11; 10:12,13;11:25; 12:12,14,16,21;13:1, 19,23;14:9;15:15,25; 16:9;30:7,13;31:6; 32:1,20;33:19;35:15; 42:2,20;46:9;60:9,12, 14;61:1,3,17,25; 62:14;63:17;64:1,2,7, 12,17,19;65:5,7,17, 22,25;66:1,6,10,15; 68:2,10;70:1,5; 71:21;72:12,20;73:3; 74:12;76:16,5,18</p> <p>Commissioner (44) 4:11,13,16,17,19, 21,22,24;5:5,7;13:2, 4;14:17,19,21;16:17, 19;22:13,15;28:6; 29:3,15;32:3,5;34:16, 18;56:3,22;58:6; 62:15,17;66:17,19; 68:18;69:8;71:2,18, 23,25;73:12,14;74:9, 23,24</p> <p>Commissioners (19)</p> | <p>5:2;11:13,18; 13:16;14:15;15:8; 17:6;22:12;23:8; 29:23;35:21;37:21; 58:17;62:10;63:2; 66:13;67:4;72:10; 73:24</p> <p>Commission's (6) 6:21;29:22;58:16; 60:23;61:10,15</p> <p>commitment (5) 48:5;49:1;56:19; 57:1,8</p> <p>committed (1) 57:3</p> <p>committee (8) 42:16;43:7,7,8; 46:2;47:1,17,19</p> <p>Common (2) 64:24;65:19</p> <p>communities (1) 50:7</p> <p>community (4) 25:18;26:5;50:3; 54:7</p> <p>companies (1) 54:15</p> <p>company (32) 8:13,19;11:21; 12:1,19,23;35:25; 36:14,20;38:11; 39:11;41:4;43:4,5; 44:23;45:14;48:2; 50:12;54:3;55:17; 58:25;68:23,25;69:3, 11,11,17,19,22;71:4, 6,9</p> <p>company's (1) 71:7</p> <p>compensation (2) 42:18;43:7</p> <p>compete (1) 40:8</p> <p>competition (1) 48:10</p> <p>complete (2) 60:16,19</p> <p>completed (3) 60:24;61:11;65:1</p> <p>completely (2) 19:9;69:2</p> <p>completing (2) 18:14;21:24</p> <p>completion (1) 55:9</p> <p>Compliance (15) 5:21,24;42:18; 43:7;46:1,7,11,13,24; 47:1,10,16;48:2,5; 67:25</p> <p>complies (1) 63:24</p> <p>comply (1)</p> | <p>13:20</p> <p>complying (1) 64:3</p> <p>comprehensive (2) 60:25;61:11</p> <p>concerning (5) 13:18;17:8;59:22; 68:4;73:10</p> <p>concerns (3) 58:18;72:17,25</p> <p>concludes (2) 10:8;22:9</p> <p>conditioned (1) 68:8</p> <p>conditions (4) 62:5;63:19;65:4; 66:4</p> <p>conduct (3) 64:5;72:24;73:7</p> <p>conducted (1) 12:14</p> <p>conference (1) 48:8</p> <p>confidential (4) 14:8;16:8;61:2,16</p> <p>Connie (1) 42:21</p> <p>consecutive (1) 44:4</p> <p>consenting (2) 63:23;65:20</p> <p>consider (3) 22:24;65:7;67:14</p> <p>consideration (4) 7:5;16:5;29:22; 58:16</p> <p>consistent (2) 46:15,17</p> <p>consists (1) 42:7</p> <p>constrained (1) 27:15</p> <p>construction (5) 54:9;56:7;64:5; 66:5,12</p> <p>constructions (1) 27:20</p> <p>consultants (1) 43:25</p> <p>contained (2) 14:7;16:8</p> <p>contains (2) 63:18;65:3</p> <p>contingent (2) 62:4;66:3</p> <p>continue (6) 44:5,18,22;59:23, 25;63:1</p> <p>continuing (4) 31:19;34:7;62:5; 66:4</p> <p>continuous (1) 68:2</p> | <p>contract (1) 72:15</p> <p>contractor (4) 54:21,21;57:7,8</p> <p>contractors (1) 56:13</p> <p>control (7) 19:24;20:1,18; 21:8,10;46:9;60:3</p> <p>controls (2) 31:13;34:2</p> <p>copy (2) 67:24;68:9</p> <p>core (2) 48:14,18</p> <p>correctly (1) 68:21</p> <p>Council (3) 8:14;64:24;65:19</p> <p>counsel (1) 70:8</p> <p>Count (20) 17:25;18:2,20,21, 22;19:5,10,11,13,15; 20:17,19,21,24;21:1, 21,22,25;22:3,4</p> <p>countless (1) 74:2</p> <p>countries (3) 38:11;50:15,15</p> <p>country (1) 8:12</p> <p>counts (8) 17:24;18:19;19:5, 22;20:9,16;21:6,21</p> <p>County (3) 6:23;76:2,5</p> <p>couple (3) 40:4;42:14;73:23</p> <p>course (1) 55:7</p> <p>coverage (2) 51:15,15</p> <p>Craft (1) 6:11</p> <p>craps (1) 26:20</p> <p>crazy (1) 51:23</p> <p>create (9) 40:11,12,12;41:9; 44:16,18;49:25; 51:15;52:7</p> <p>created (2) 24:6,10</p> <p>creates (1) 52:1</p> <p>creating (3) 25:2;40:6;51:18</p> <p>crew (1) 54:8</p> <p>criminal (1) 15:18</p> |
|--|---|--|---|---|

| | | | | |
|--|--|---|---|---|
| <p>cruising (1) 9:19 culmination (1) 74:3 culture (3) 25:3;46:24;50:1 currency (1) 21:11 currently (4) 7:2;25:21;26:25; 49:5 customers (1) 26:25 cutting (1) 26:4</p> | <p>delegated (1) 72:12 delegates (1) 72:22 delegation (2) 31:6;33:19 delinquency (3) 19:25;20:19;21:9 demographics (1) 28:10 denial (1) 15:21 deny (1) 15:10 denying (1) 16:11</p> | <p>38:13 DIRECTOR (34) 4:8,11,14,17,20,22; 5:16,21;7:18;9:1,6; 10:5;11:10,15;13:13; 15:6;17:4;22:23; 24:23;29:20;31:4,18; 33:17;34:7;35:2; 58:14;62:25;66:8; 67:2;69:24;72:8,13, 23;73:5 disbursed (1) 69:13 disciplinary (14) 13:23;17:8,14,22; 18:4,16;19:2,19;20:6, 14;21:4,13,18;22:8 disclosure (1) 60:20 discovered (1) 16:1 discretion (5) 68:23;69:3,12,18; 71:7 discussed (1) 24:21 discussion (12) 5:10;13:7;14:25; 16:22;22:18;32:8; 34:21;52:4;62:20; 66:22;72:3;73:17 discussions (1) 67:11 distributed (1) 22:6 diversification (1) 44:21 Division (2) 6:4;61:11 divisions (1) 60:24 DNA (1) 49:4 dollars (1) 71:8 domestically (1) 41:2 donating (1) 49:19 done (11) 23:15;24:25;35:12; 50:5;54:14,18,21; 55:20;57:1,2;74:12 doubled (1) 53:13 doubt (1) 26:7 down (7) 9:4;39:2;49:12; 51:6;53:25;60:15; 76:7 draft (2) 31:5;33:18</p> | <p>drafting (1) 74:14 Dragons (1) 49:16 drive (1) 52:13 drop (6) 18:11;19:17;21:24; 31:12;34:1;53:5 Dudich (12) 4:23,24;14:17,21; 28:6;29:3,15;68:18; 69:8;71:2,18,25 due (3) 64:19,21;72:17 during (2) 27:24;61:4 Dustin (13) 11:3;29:21;31:25; 32:1;34:13,14;35:1; 67:2;68:17,20;72:8; 73:10,22</p> | <p>elapses (2) 72:18;73:1 electronic (6) 19:6,8,10,14; 21:25;22:2 else (1) 74:20 emergency (1) 74:14 employee (1) 43:23 employees (15) 23:13;25:2,14; 31:12;34:1;38:13; 43:11;44:9;46:16; 47:3,9;48:18;64:9, 10;74:1 employer (1) 43:10 employers (2) 43:17,17 employing (1) 57:21 employment (2) 29:6;56:6 end (7) 9:19;26:7;37:24; 38:5;73:23;74:4;75:3 engineer (1) 55:1 engineers (2) 54:25,25 enough (1) 56:25 ensure (4) 31:6;33:19;45:14; 66:8 ensuring (2) 45:23;46:14 enter (2) 26:17;60:5 entered (2) 59:10;67:11 enterprises (1) 67:15 entertain (1) 39:5 entertained (1) 39:1 Entertainment (18) 8:7;35:18;38:7; 39:14;52:6;53:1,18, 21,23;54:2,2,3,6; 59:8,15,17,18;70:9 entire (1) 53:24 entry (1) 19:7 equipment (4) 30:22,23;33:10,11 equity (4) 59:12,14,21;61:19 Esparza (2)</p> |
| D | | | | |
| <p>Dan (4) 5:19,19,19;6:2 darker (1) 44:6 data (2) 28:17;29:6 date (7) 7:4;28:24;55:12, 14;64:22;72:19; 74:19 dated (1) 65:20 day (11) 7:19;26:8;28:15; 35:13;36:12;43:1; 52:3,5;70:17,24;76:7 days (2) 14:3;68:10 day-to-day (3) 60:1,3,10 deadline (1) 65:3 deal (3) 36:2;39:23;52:21 dealer (3) 23:13;24:3,4 dealers (1) 25:5 deals (1) 36:7 debt (2) 61:13,14 December (8) 4:4;5:20;6:6;55:9, 10,12;65:2;76:7 decide (2) 69:12;71:7 deemed (1) 65:16 definitely (1) 7:20 degree (1) 6:1 delegate (3) 31:3;33:17;66:7</p> | <p>department (3) 25:6;42:11,25 derogatory (2) 12:17;61:4 design (1) 54:9 designing (1) 59:3 DeSimone (1) 54:24 destination (1) 59:4 detachable (1) 59:20 Detailed (2) 14:6;16:6 details (2) 31:15;34:3 determine (2) 7:4;71:10 determining (1) 65:7 develop (1) 71:16 developing (1) 59:4 development (11) 65:13,15;67:6,12, 23;68:4,7,14;69:6; 70:10,18 device (7) 18:9;19:6;20:4,11; 21:22;22:1,2 devices (3) 19:8,10,14 dice (1) 27:12 difference (2) 27:10;54:4 different (5) 9:13;38:19;49:6; 54:1;58:5 dig (1) 46:7 dignitaries (1) 27:8 direct (1)</p> | <p>disclosure (1) 60:20 discovers (1) 16:1 discretion (5) 68:23;69:3,12,18; 71:7 discussed (1) 24:21 discussion (12) 5:10;13:7;14:25; 16:22;22:18;32:8; 34:21;52:4;62:20; 66:22;72:3;73:17 discussions (1) 67:11 distributed (1) 22:6 diversification (1) 44:21 Division (2) 6:4;61:11 divisions (1) 60:24 DNA (1) 49:4 dollars (1) 71:8 domestically (1) 41:2 donating (1) 49:19 done (11) 23:15;24:25;35:12; 50:5;54:14,18,21; 55:20;57:1,2;74:12 doubled (1) 53:13 doubt (1) 26:7 down (7) 9:4;39:2;49:12; 51:6;53:25;60:15; 76:7 draft (2) 31:5;33:18</p> | E | <p>earlier (4) 23:10;49:3;51:13; 70:5 earnest (1) 55:6 earning (1) 5:25 easier (1) 74:11 East (3) 8:9,10;17:11 eat (1) 39:15 economic (4) 53:4;57:12;58:4; 65:9 Eder (15) 10:25,25;37:4,7, 17;39:20;42:3,5; 44:12;50:9;52:3; 56:8;57:12;58:7,12 educate (3) 45:15,16;46:16 effect (6) 14:11;16:11;31:22; 34:10;46:2;68:13 effective (2) 63:6;65:5 effectively (2) 31:18;34:6 efficiently (3) 31:17;34:6;66:6 effort (2) 35:23;48:25 efforts (1) 51:14 eight (2) 26:12,23</p> |

| | | | | |
|--|---|--|---|---|
| <p>76:4,14 especially (1) 35:11 established (3) 5:1;7:7;16:3 et (1) 24:10 ethos (2) 44:23;45:6 Evansville (1) 21:20 even (1) 46:21 events (2) 39:10;51:14 Everi (1) 42:19 Everybody (1) 39:15 everyone (2) 5:17;10:15 evidently (1) 50:14 example (4) 25:16;42:10;43:22; 56:15 exceeded (1) 70:15 excellent (1) 58:8 excess (1) 18:14 excited (13) 25:4,5,17,21;26:8, 20;27:12;28:4;36:18; 38:3;39:5,23;40:15 excitement (2) 24:6;52:2 exciting (1) 35:13 exclusion (3) 6:19;20:10,25 executed (2) 23:23;68:9 EXECUTIVE (41) 4:8,11,14,17,20,22; 5:16;7:18;9:1,6;10:5; 11:10,15,19;13:13; 15:6;17:4,7;22:23; 23:8;29:20;31:4,18; 33:17;34:6;35:2,21; 37:7,21;44:3;47:12; 58:14;62:25;66:8; 67:2;69:24;72:8,13, 23;73:5;74:16 exert (1) 60:3 existing (2) 64:8;70:18 expand (3) 26:11,22;73:4 expanded (1) 68:24</p> | <p>expansive (1) 69:9 expectation (1) 43:22 expedited (1) 55:19 experience (10) 5:24;8:20;38:2; 41:24;42:12;43:2; 54:23;56:12;57:6; 59:3 expertise (3) 52:23,25;57:16 expired (2) 17:20;20:23 Expires (1) 76:18 explain (1) 46:22 extended (1) 4:3 extensive (1) 59:3 extraordinarily (1) 25:3</p> | <p>fashion (1) 66:10 fast (1) 37:2 favor (12) 5:11;13:8;15:1; 16:24;22:19;32:9; 34:22;62:21;66:23; 72:4;73:18;74:25 favorite (1) 49:21 feature (1) 53:16 features (1) 56:16 fee (1) 61:7 feel (1) 44:10 feet (2) 53:17,19 felt (3) 36:9,13;45:13 few (8) 4:2;5:17;6:8;25:10, 15;26:14,23;39:16 figure (1) 23:12 fill (1) 23:13 filling (2) 31:1;33:13 fills (2) 20:4,11 final (2) 12:20;61:2 finally (1) 8:16 finance (2) 42:25;52:4 financial (4) 12:15;46:21;60:23; 61:10 financing (2) 36:24;61:24 find (7) 12:16;57:5,11,19; 58:3;61:4;69:6 finds (1) 57:25 finish (1) 40:2 first (11) 7:14,19;26:1; 27:12;30:1;38:9; 48:21;53:14;59:5; 61:18;64:22 first-class (1) 23:24 five (8) 5:23;12:10;19:4; 20:16;21:20;42:7; 65:6;71:11</p> | <p>flavor (1) 41:10 floor (9) 18:1,21;19:13; 21:2;22:3;27:17,25; 28:15;43:23 floorwide (1) 26:2 Florida (5) 39:2;42:8;45:22; 51:20;57:20 focus (1) 23:20 folks (7) 4:1;39:1;49:13; 53:13;56:2,7;73:25 follow (1) 29:2 Following (2) 59:14;63:19 follows (1) 65:9 food (1) 53:17 foods (1) 56:18 footprint (2) 26:16;27:14 Forbes (1) 43:16 force (1) 46:9 foregoing (1) 76:8 foremost (1) 38:9 form (1) 52:21 formal (1) 60:12 formed (1) 58:25 former (1) 59:16 formerly (1) 59:7 forms (4) 19:9;54:1;60:20; 67:17 forth (5) 41:12;47:11;59:23; 62:5;66:4 forward (8) 9:16;10:6;14:18; 31:17;34:5;38:6; 45:24;66:9 found (2) 36:17;47:22 foundation (2) 49:5,10 foundations (1) 49:11 four (1)</p> | <p>42:9 fourth (1) 44:4 frame (2) 35:24;36:23 franchisees (1) 38:15 Freeman (1) 51:24 Freeman-Wilson (1) 71:15 Frees (1) 6:10 French (2) 18:7,15 Friedmutter (1) 54:10 front (1) 36:12 full (3) 53:1;54:6;76:9 fuller (1) 27:1 fully (1) 68:9 fun (2) 39:24,25 fund (6) 68:20,22;69:23; 70:14,18;71:10 funds (4) 68:21;69:1,4,12 funnel (1) 74:4 further (12) 13:7;14:25;16:22; 22:18;29:17;32:8; 34:21;62:6,20;66:22; 71:21;72:3 fuzzy (1) 27:12</p> |
| F | | | | |
| | | G | | |
| | | <p>Galley (5) 7:14,17;9:4,7,7 gambling (7) 30:15,16,24;33:2,3, 11;67:19 game (5) 25:6;26:24;29:24; 67:19;72:16 games (40) 8:2;12:5;22:25; 24:16,23;25:13,20; 26:4,9,16;27:1,17; 30:5,8,11,13,15,16, 19,21,24;31:3,11,16, 23;32:18,21,24,25; 33:2,3,6,8,11,16,24; 34:5,11;35:3,9 Gaming (52) 4:5;6:4;9:9,11,21;</p> | | |

| | | | | |
|---|---|--|---|---|
| 11:25;12:11;17:12; 18:1,9,21,23;19:6,8, 10,12,14;20:4,11; 21:2,22;22:1,2,3; 27:20;30:22,23; 33:10,10;38:19;42:2, 20;43:2,25;44:2,13, 14;45:8,14,18,24; 46:4,9,10;48:7;53:2; 60:3,15;63:20;64:6; 67:17;74:15 | glimpse (1) 26:15 global (3) 45:11;48:7;50:3 globe (1) 45:23 GM (2) 9:22;23:3 goals (2) 56:22,25 God (1) 10:20 goes (2) 46:13;55:3 good (17) 7:22;11:18;12:6; 13:16;15:8;17:6; 23:7;29:23;35:10,20; 37:6,20;40:1;46:6; 52:21;58:17;71:14 Gopher (2) 42:23,24 grad (1) 8:6 grading (1) 55:5 graduated (2) 5:25;8:4 Grand (20) 7:24;20:16;21:2; 23:5;24:23;25:11; 26:9,14;27:1,9;32:16, 22,24;33:2,5,9,25; 34:5;35:5;36:10 Grand's (1) 34:10 granted (1) 6:15 Great (7) 23:2;27:25;39:14, 15;45:21;50:8;56:15 Greg (8) 11:8,10;58:14; 62:12,13,25;66:14,15 grew (1) 8:3 gross (2) 67:16,18 grounds (1) 15:21 group (4) 44:13;54:10;59:16, 18 groups (1) 44:15 GSA (1) 54:25 guarantee (1) 24:2 guess (1) 49:14 guests (4) 26:1;43:12;44:11; | 45:15 guidance (1) 42:12 guitar (1) 51:19 Gulf (1) 10:1 guy (2) 9:2;39:25 guys (4) 23:2;24:25;35:22; 41:15 | 66:23;72:4;73:18; 76:8 heavy (3) 28:20,21;74:11 heels (1) 35:11 heightens (1) 51:3 held (5) 9:22;12:10;43:4; 64:14;66:1 help (2) 10:20;40:15 helped (1) 50:17 helpful (1) 36:21 helps (1) 51:1 Henry (1) 42:14 Herculean (2) 35:22;74:16 hereby (2) 10:17;76:6 Herndon (5) 4:18,19;13:4; 66:19;74:24 hey (1) 29:9 Hi (1) 9:7 high (1) 41:14 highlighted (2) 30:20;33:7 highlights (1) 42:14 hire (3) 23:12,17;57:17 hired (2) 45:10,19 hiring (4) 25:1;28:8;46:25; 64:9 history (1) 15:18 hold (1) 59:18 holders (1) 59:16 holding (3) 12:18;15:16;61:24 Holdings (2) 37:8;41:20 Holdings' (1) 61:13 holidays (2) 23:7;74:18 Hollywood (7) 9:8,23,24;10:1; 18:19;19:1;51:20 honestly (3) | 27:5;28:24;57:19 honesty (3) 44:24;45:2;48:15 Hoosier (19) 19:4,18;23:3; 24:24;27:14,21; 28:22;30:2,3,9,12,15, 18,21;31:12,16,22; 35:5;36:10 Hoosiers (2) 28:10,21 hope (3) 9:2;70:23;71:12 hopefully (3) 37:23;38:4;55:8 hoping (1) 70:17 Hornbostel (1) 42:15 Horseshoe (4) 8:21;19:22;20:4; 54:12 hotel (6) 8:11;9:8;38:18; 50:23;51:20,21 hotels (1) 38:19 hour (1) 24:4 hours (1) 74:2 house (5) 9:18,18;27:22; 43:20;63:6 hub (1) 24:10 hundred (2) 57:13,17 hunger (2) 49:14;50:4 |
| | | H | | |
| | | half (1) 8:23 Hammond (1) 19:22 hand (2) 10:14;27:19 happen (1) 55:24 happy (7) 14:12;16:13;23:7; 29:12;62:9;69:7; 74:18 Harbor (7) 58:23;60:2,4;63:6, 14;65:24;70:22 hard (41) 7:20;36:17,18; 37:8,10,25;38:23; 40:4;41:3,18,20; 42:8;45:25;46:13; 49:6,10,22;50:10; 52:7,8;53:22;54:5; 58:19,25;59:1,2,6,9, 11,17;60:2,6,9,13,16, 21,25;61:6,18,20; 62:7 Harrah's (8) 8:10,22;19:4,18; 23:3;24:24;28:22; 30:3 Haute (1) 67:19 Hayworth (1) 6:3 head (2) 42:11,20 heads (1) 42:16 Heals (4) 49:6,10,22;50:10 hear (1) 45:2 heard (2) 52:17,19 Hearing (14) 5:11;11:14;13:8; 14:15;15:1;16:24; 22:11,19;32:8;34:21; | | |
| | | | I | |
| | | | | IAC (3) 61:8;62:1,3 IC (3) 68:1,1,11 iconic (3) 38:24;50:18;51:3 idea (3) 37:24;42:5;52:17 identical (1) 72:17 identified (1) 42:4 identify (1) 41:17 IGC (3) 5:20;6:15,24 IGT (1) 48:8 II (10) 18:2,21;19:10; |

| | | | | |
|---|---|--|---|--|
| <p>20:19;21:22;58:23; 63:4;64:15;66:2;67:8 III (4) 18:23;19:11;20:21; 21:25 Illinois (2) 8:15;9:14 Imagine (2) 49:14,16 impact (6) 24:21;25:17,18; 28:13;29:9;53:4 implementation (2) 31:16;34:4 important (10) 29:6;44:11,20,21; 46:5;47:8,12,16; 50:7;54:24 impose (1) 62:6 imposed (1) 64:1 impressions (2) 51:18,23 include (2) 15:18;73:6 included (7) 6:20;30:19;31:5; 33:6,18;63:7;67:24 includes (9) 17:24;18:19;19:4, 22:20,8,16;21:6,20; 62:2 including (8) 9:13;12:4;30:22; 33:9,23;54:22;61:1; 70:21 incorrect (1) 18:24 increase (1) 44:5 increased (1) 67:14 independent (1) 50:19 Indian (1) 42:2 Indiana (69) 4:5;7:24;8:4,9;9:9, 16,17,17;11:25;12:1, 6,9,11;13:21;15:11, 12,22;16:12;20:8,13, 16,21;2:23;5,15; 24:23;25:11,19;26:9, 14;27:1;30:6,17; 32:16,19,22,24;33:2, 4,5,9,25;34:5,10; 35:5,6;36:10,14; 38:4;39:1;40:10; 48:12;51:2;52:8,24; 56:7;58:9,24;59:6; 60:8;61:8,9;62:1; 63:5,10,18;64:3,11;</p> | <p>76:1,6 Indianapolis (1) 8:17 indication (1) 43:19 indirect (3) 38:14;58:21;60:18 indirectly (1) 61:21 individual (6) 15:14;45:15;47:19; 50:6;52:22;53:13 individuals (12) 6:19;28:8,15;29:4; 47:18,20;52:11; 57:14,18,22,23;58:1 industry (4) 44:1,19;48:9;54:15 information (9) 6:20;12:17;14:7; 16:6;28:24;29:12; 31:14;34:2;61:4 initial (3) 26:13;64:18,24 initiatives (1) 45:23 inland (10) 60:7;63:9,12,15, 21;64:6,9,10;65:20, 24 installation (4) 30:23,25;33:11,12 installments (1) 64:18 integrity (3) 44:24;45:3;48:15 intent (1) 71:3 interaction (1) 68:25 interest (7) 11:21;12:18;59:12, 21;60:17;61:9;69:14 interested (1) 56:3 interesting (4) 38:1;40:18,25;53:7 interests (1) 61:19 interim (1) 73:6 internal (7) 19:24;20:1,18; 21:7,10;31:13;34:1 international (8) 37:11;41:3,4,10,12, 19;42:9;59:2 internationally (1) 41:3 into (11) 15:25;19:15;26:17; 27:7;40:10;50:6; 51:2;59:10;60:5;</p> | <p>63:12;67:11 introduce (2) 7:9,10 invaluable (1) 51:16 inventory (1) 21:22 investigation (6) 7:3;12:15;15:25; 16:7;60:25;61:12 investigations (3) 60:24;61:5,10 investigative (1) 61:2 investment (4) 35:6;65:11,13,15 invite (1) 44:14 Iowa (4) 5:23,25;8:14;9:13 issue (1) 73:5 issued (2) 15:14;61:19 issues (1) 65:16 issuing (1) 18:12 items (5) 11:12,14;30:20; 33:7;65:1 IV (3) 19:13;20:24;22:3</p> | <p>John (14) 10:25;37:4,4,7,9; 39:7,18;42:3;48:14; 69:14,25;70:2,7; 71:20 Johns (1) 42:23 join (3) 6:5;35:18;67:3 joined (1) 5:20 joining (1) 8:24 jointedly (1) 23:2 jointly (1) 67:22 joints (1) 41:25 Jon (3) 10:24;37:10;46:1 Judge (1) 70:1 July (1) 63:6 jumped (1) 52:18 jurisdiction (1) 68:2 jurisdictions (4) 9:13;41:5,22,25</p> | <p style="text-align: center;">L</p> <p>ladies (1) 44:19 lakefront (1) 68:20 lakeshore (1) 70:14 land-based (1) 48:9 language (2) 69:7;71:4 large (2) 12:3;43:17 last (6) 6:17;8:23;9:2,24; 39:7;72:8 lastly (2) 55:2,15 late (1) 4:2 later (2) 28:24;74:20 launch (7) 25:20;26:13;30:13, 21;32:25;33:8;35:12 launched (1) 35:9 law (1) 18:22 Lawrenceburg (1) 9:9 LDA (1) 67:3 lead (1) 44:5 leadership (3) 44:15;45:1;74:15 least (3) 37:13;65:11;72:9 leaving (1) 6:4 left (1) 49:23 legal (1) 42:11 legislative (1) 63:22 legislature (1) 36:6 lends (1) 46:6 level (4) 15:17,17;49:25; 50:2 license (27) 6:24,25;11:24; 14:2;15:7,10,13,16, 17;16:12;17:18,20; 20:22,24;40:5;60:14; 61:9;63:14;64:14; 66:1;72:14,14,16,17,</p> |
| | | J | K | |
| | | <p>Jack (2) 7:1;40:22 jackpot (2) 17:13;20:3 Jackson (1) 39:2 January (8) 25:8,13;30:8,14; 32:21;33:1;55:7; 63:17 Jenny (1) 28:2 Jersey (3) 40:24;42:1;46:9 Jim (6) 41:18,20;42:9; 44:25;46:8,10 job (7) 23:16;24:13,21; 25:1;27:17;47:8; 74:10 jobs (8) 25:10,15;28:16; 29:7;35:6;40:6,12; 65:10 Joe (1) 70:9</p> | <p>Karen (1) 71:15 KEELER (3) 70:4,7;71:12 Keith (1) 6:12 Kelley (1) 8:5 key (6) 12:16;41:17;51:8, 9;60:21;61:1 keys (1) 18:3 kick (3) 23:1;24:15;25:4 kids (1) 41:16 kind (6) 25:3;28:12,17; 36:25;48:23;74:4 kiosk (1) 18:11 knew (2) 23:11,18 Knight (1) 54:1 known (3) 39:9;50:22;59:7</p> | |

| | | | | |
|---|---|---|--|---|
| 24,25;73:2 licensed (9) 29:1;40:17,19,20, 24;41:2,2;42:1;55:15 licensee (4) 12:2,10;20:21,23 licensees (11) 13:19,20,24;14:5, 12;17:18,20;38:14; 63:5;73:7,8 licenses (2) 63:8;73:6 license's (1) 72:19 licensing (4) 13:14;31:12;33:25; 55:20 licensure (3) 16:3,6;74:13 Lick (2) 18:7,15 lieu (13) 13:23;17:14,22; 18:4,16;19:2,19;20:5, 14;21:3,13,17;22:8 life (2) 28:3;45:5 lifting (1) 74:11 likes (1) 39:15 limit (1) 26:6 limited (2) 72:13,22 Lincoln (1) 49:17 line (3) 40:2;55:2,4 lines (1) 38:17 list (3) 6:19;20:10;38:10 listed (2) 25:9;26:24 lists (1) 65:6 litany (1) 46:12 little (9) 6:5;24:18;36:5; 37:24;38:10;43:9; 48:17;69:9;70:16 live (14) 18:9;20:3,11; 21:22;25:21;26:5,8, 13;39:8,10;47:1; 48:24;51:14;58:2 living (1) 9:17 LLC (16) 7:1;30:3;32:15; 37:8;58:19,22,23; | 59:2,7,8,17;60:6; 63:3,4;67:7,8 local (18) 28:12;35:4;52:23; 53:13;56:12,17,20; 57:7,18,23;67:6,12, 23;68:4,7,14;70:10, 18 locally (1) 58:2 located (2) 58:23;63:5 location (6) 31:11;33:24;60:11; 63:15;64:10;65:24 locations (3) 8:13;41:9;46:14 log (2) 19:8;20:20 London (1) 48:22 longer (1) 9:2 look (11) 10:6;28:1;29:12; 36:8,10;45:6;46:20; 53:6,10,22;56:15 looked (2) 52:14;70:17 looking (4) 9:16;38:5;52:15,16 lot (13) 23:20;36:25;42:12; 46:6;49:6;51:4; 53:10;54:18;55:5; 57:5;58:4;74:5,11 lots (1) 39:14 Louis (1) 10:1 Louisiana (1) 8:16 lounge (2) 27:6,6 Love (1) 48:22 lower (1) 27:6 loyalty (1) 57:25 Lucas (14) 10:24,24;37:10,18, 20;41:15;43:3;47:25; 50:11;54:8;56:9,24; 58:11,13 lunch (1) 4:3 | 22:5 mainly (1) 12:7 maintaining (2) 20:10;70:21 Majestic (37) 21:6,11;35:15; 52:6;55:12;58:21,22; 59:9;60:1,19;61:22; 63:3,4,8,11,13,15,20; 64:2,7,8,13,14,16; 65:4,10,12,18,23; 66:1,11;67:7,7,8,10, 21;68:13 majority (4) 26:16;28:20,21; 59:19 makes (3) 57:13,17;58:4 Malaysia (1) 50:24 manage (1) 60:14 management (7) 25:5;51:8,9;60:5, 10,11;62:8 manager (10) 7:24;8:18;9:8,25; 23:5;41:17;60:6,9, 13;62:7 managers (1) 7:9 managing (1) 59:25 manner (7) 17:19;20:22;23:24; 40:14;44:22;47:13; 69:20 many (18) 28:10,11,11,12; 29:7;31:14;34:3; 38:13;45:18;47:17; 48:11;49:11;50:13, 15;55:16;58:5;64:25; 73:25 map (2) 40:14;50:17 MARION (2) 76:2,6 Mark (1) 11:1 marker (1) 18:12 market (4) 36:11;52:24;56:20; 57:4 marketing (3) 22:5;23:21;28:9 marketplace (1) 40:9 material (2) 46:19;74:5 materializes (1) | 71:10 materials (3) 6:21;14:8;16:8 math (3) 52:3,5,5 matter (2) 24:7;46:18 matters (7) 13:14;14:7;17:5; 35:14;45:7;46:19; 74:13 maximum (2) 30:16;33:3 may (14) 10:12,13;15:13,20; 29:9;31:8;33:22; 47:7;55:11;62:10; 63:20;71:10;73:25; 76:18.5 maybe (1) 69:15 Mayor (1) 71:15 mayor-elect (1) 71:17 McIntosh (8) 11:6,6;23:3,6;27:4; 28:19;29:14,19 McMAINS (37) 4:1,9,10,25;5:8; 10:10;11:9,11;12:25; 13:5;14:14,20,23; 16:15,20;22:10,16; 29:17;31:25;32:6; 34:13,19;37:15,19; 56:2;58:8;62:11,18; 66:14,20;68:16; 71:20;72:1;73:9,15; 74:10,25 mean (1) 9:3 means (2) 45:17;47:10 meats (1) 56:18 mechanical (1) 55:1 media (6) 24:8,9;51:15,15,18, 22 meet (2) 16:2;65:4 meeting (12) 4:5;5:3;6:18;7:4; 11:13;31:9;33:23; 51:8,9;72:20;73:3; 74:19 meetings (2) 74:3,6 member (3) 38:4;42:6,10 members (6) 42:7,9,22,24; | 59:14;70:4 membership (1) 61:19 memorabilia (3) 38:22;39:4;51:13 mentioned (5) 24:22;25:2;46:1,3; 55:15 mentor (1) 44:17 menu (1) 56:16 mess (1) 37:4 met (5) 15:14;23:4;45:19; 52:18;63:19 metropolis (1) 8:15 Michigan (2) 40:10;52:12 middle (3) 28:25;49:15;51:6 midwest (3) 8:4;9:15;10:3 might (4) 29:9,11;57:11; 70:19 Mike (14) 7:13,14,20,21,23; 9:7;10:6,6;11:7;23:4; 24:18;42:18,19;46:3 Mikes (1) 7:21 miles (1) 57:24 military (1) 9:10 million (6) 64:17,18,19,25; 65:11;70:15 mini (1) 26:21 minimize (1) 55:23 minority (5) 58:20;60:18;61:21; 64:4;67:14 minutes (5) 4:2;5:3,6,9;73:23 misrepresentation (1) 15:19 Mississippi (4) 9:14;10:2;26:21; 42:3 Missouri (1) 9:14 mix (1) 27:18 modification (3) 67:3,25;68:4 modify (3) 67:6,23;68:14 |
| | M | | | |
| | Mahoning (1) 9:23 mailers (1) | | | |

| | | | | |
|--|--|--|---|--|
| <p>Moloy (8) 11:3,3;29:21,23; 32:13;67:4;69:5; 72:10 moment (1) 27:16 monetary (12) 17:13,21;18:3,15; 19:1,18;20:5,13;21:3, 12,17;22:7 money (5) 24:1;36:25;49:7; 70:13;71:13 month (2) 53:14;55:13 more (11) 26:14,24;28:2; 29:7;31:17;34:5; 54:5;57:17;69:9; 70:20,24 Morgan (1) 51:23 Morning (2) 4:1,2 most (5) 5:3;40:18;48:8; 54:11;66:6 Motion (41) 5:5,8,10,14;13:2,7, 8,11;14:17,25;15:4; 16:23,24;17:2;22:13, 19,22;32:3,8,9,12; 34:21,22,25;62:15, 20,21,24;66:17,22, 23;67:1;71:23;72:3, 4,7;73:17,18,21; 74:21,23 motions (1) 15:1 motatoes (1) 48:20 mouth (1) 24:1 move (12) 14:18;16:17;31:17; 34:5,16;35:3;36:7,8; 63:12;65:21;66:5; 73:12 moved (13) 8:12;9:11;13:5; 14:23;16:21;22:16; 32:6;34:19;62:18; 63:8;66:20;72:1; 73:16 moves (1) 66:9 moving (6) 13:13;15:6;17:4; 39:21;55:6,22 much (4) 11:11;55:20,22; 74:17 multimedia (1)</p> | <p>23:22 music (3) 39:8,10;51:13 must (10) 12:11;15:18;60:13; 61:25;63:19,21;64:2, 7,16;65:4 Mydealercareercom (2) 23:23;24:7 N name (6) 7:22;12:7;36:15, 16;45:10;70:7 named (1) 48:9 names (3) 10:16,22;48:11 National (2) 9:20;42:2 Navy (1) 9:10 necessarily (1) 52:16 necessary (2) 30:20;33:7 need (2) 56:11;57:16 negotiated (1) 70:10 Nevada (2) 42:20;46:4 new (24) 5:20;6:9,10,11,13; 7:9;9:7;11:14;27:6; 35:6,13;36:25;40:24; 42:1;46:8;52:2,7; 53:3,8;64:10;65:10; 66:5;67:17;71:17 newly (1) 58:25 news (1) 52:22 Next (9) 10:11;22:23;39:19; 50:23;58:15;63:2; 72:19;73:2;74:19 nice (2) 27:17;48:6 Nicely (1) 62:13 nine (1) 8:23 none (13) 5:11;11:14;13:8; 14:15;15:1;16:24; 22:11,19;32:8;34:21; 66:23;72:4;73:18 nongaming (1) 65:15 nontribal (1) 42:9</p> | <p>noon (4) 25:22;26:5,8;27:8 northern (1) 52:8 Notary (2) 76:4,14.5 note (1) 44:12 notes (2) 76:8,10 notice (2) 43:4;62:6 notify (7) 17:12;18:8,10,11, 23;19:16;21:23 Notflowerbull (1) 42:22 November (3) 30:9;32:22;55:5 NP0699809 (1) 76:17 number (10) 9:12,12;18:25; 30:16;33:3;62:4; 65:3,10;66:3;76:16.5 numbers (3) 24:19;25:9;50:21 numerous (3) 31:7;33:21;54:22 NV (6) 11:22,23;12:3,15, 20,23 O oath (2) 10:11;37:16 obtain (1) 60:13 obviously (6) 25:1;35:7;41:23; 55:21;57:9;69:13 occasions (1) 18:1 occupational (10) 13:14,19;14:2; 15:10,13,16,17; 16:11;17:17;20:21 occur (1) 64:25 o'clock (1) 27:9 October (2) 11:22;67:21 off (9) 13:15;14:4;23:1; 24:15;25:4;35:16; 50:21;51:22;53:11 offer (1) 26:20 offered (1) 13:24 offering (3)</p> | <p>26:22,22;27:1 offers (1) 54:5 officer (3) 46:13;48:2,3 officers (1) 50:9 offices (1) 54:18 Officially (1) 7:18 often (2) 72:18;73:1 Ohio (4) 8:6;9:14;40:19; 42:1 old (1) 11:12 omission (1) 15:20 once (1) 36:6 one (28) 6:16,25;23:10,18, 25;24:10;30:1;36:1; 38:16,21;39:7,23; 40:6,19;41:1;42:15; 43:3,10,16,24;44:6,7, 12;47:25;48:6,23; 54:24;63:8 one-stop (1) 24:11 only (3) 25:1;45:3;74:13 Ono (1) 49:12 Ontario (1) 41:11 OOG (1) 45:20 Opat (4) 11:5,5;13:14,16 open (6) 8:1;25:8;26:10,23; 52:2;55:25 opened (7) 8:11;9:22,23; 48:21;51:17,19;53:8 opening (6) 27:4,9;29:25; 50:23;53:15;55:14 openings (1) 27:11 operate (4) 40:21;41:5;43:5,19 operating (4) 40:22;48:3;59:4; 72:15 operation (1) 30:19 operational (1) 33:6 operations (6)</p> | <p>60:1,4,10,15; 63:20;64:6 operator (2) 6:17;48:9 operator's (1) 72:17 opportunities (3) 40:13;44:19;56:6 opportunity (8) 7:8;16:4;25:25; 37:22;38:3;41:6; 46:6;52:20 Opposed (11) 5:14;13:11;15:4; 17:2;22:22;32:12; 34:25;62:24;67:1; 72:7;73:21 order (44) 4:6;11:19;13:3,6; 14:18;17:10,16,23; 18:6,18;19:3,21;20:7, 15;21:5,14,19;30:2,2; 31:5,21;32:4,7,14,14; 33:18;34:9,16,20; 58:15,18;59:23;60:9, 14;62:5,6,16,19;63:3; 65:3;66:4,18,21;72:2 ordering (1) 55:5 Orders (12) 13:17;14:10,24; 15:9;16:2,10,18,21; 22:14,17;29:22,24 originally (1) 8:3 others (1) 54:20 Ottawa (3) 45:19;57:3,4 ours (2) 27:6;41:16 out (14) 9:10;23:12;24:2; 28:11;36:12;38:24; 39:3;41:21;44:7; 45:16;48:17;54:17; 56:4,10 outlet (1) 24:8 outlook (1) 43:23 outstanding (1) 25:1 over (18) 7:13;12:10;24:17; 27:3;31:19;34:7; 37:3;40:2,9,22; 41:21;45:6;47:7,7; 53:19;60:10;68:3; 71:1 own (5) 8:9;40:20;46:1; 51:7,10</p> |
|--|--|--|---|--|

| | | | | |
|---|--|---|---|--|
| owner's (7) 6:24,25;61:9; 63:14;64:14;66:1; 72:14 | 47:4,5 passed (1) 23:9 | 42:22 philanthropic (2) 50:2;51:14 | poker (2) 21:24;22:4 | priority (1) 69:3 |
| ownership (6) 11:16,20,23;58:21; 60:17,18 | passes (4) 15:4;32:12;34:25; 62:24 | philanthropy (1) 49:4 | political (1) 6:1 | privately (2) 12:10;43:4 |
| owning (1) 61:21 | past (1) 74:7 | photograph (1) 18:13 | Poor (1) 11:10 | proactive (1) 56:5 |
| owns (1) 42:8 | patron (1) 18:24 | photographic (1) 48:25 | portion (2) 49:20;67:18 | probably (1) 57:22 |
| P | Paul (3) 45:11,18;46:25 | picture (2) 41:17,23 | position (2) 9:24;59:19 | problem (1) 71:13 |
| package (1) 61:24 | pay (4) 24:4,5;51:9;64:16 | pictures (2) 41:14;49:23 | positions (2) 9:22;38:19 | procedures (7) 19:24;20:1,18; 21:8,10;31:13;34:1 |
| page (1) 39:19 | payment (2) 64:19,22 | piece (4) 38:24;39:7;47:25; 53:21 | positive (1) 40:14 | proceedings (1) 75:3 |
| pages (1) 24:12 | payments (1) 64:21 | pieces (3) 36:3;38:25;39:4 | possible (1) 57:9 | proceeds (1) 49:20 |
| Paid (3) 5:22;14:4;72:16 | payoff (1) 20:3 | Pinktober (3) 49:12;50:4,5 | post (1) 7:5 | process (11) 19:17;21:11;27:21; 39:22;40:15;46:17, 23;47:6;55:19;56:25; 66:12 |
| paper (1) 37:5 | peak (1) 57:21 | Pitbull (3) 49:16;51:6;53:25 | posted (1) 6:21 | processing (1) 28:25 |
| PAR (1) 19:7 | Pellizzari (1) 45:11 | placed (1) 68:22 | predominantly (1) 54:17 | produce (1) 56:18 |
| parent (2) 59:1,9 | penalties (1) 10:18 | placing (1) 19:15 | preliminary (1) 67:11 | products (1) 12:4 |
| Park (19) 19:4,18;23:3; 24:24;27:14,21; 28:22;30:3,4,9,12,15, 18,21;31:12,17;35:5; 36:10;49:17 | Penn (1) 9:20 | plan (14) 25:21;30:19;31:4, 8,15,20;33:6,17,22; 34:3,8;64:3,8;66:11 | premature (4) 31:9,15;33:22;34:3 | Professional (1) 76:15 |
| parking (2) 26:17;53:20 | people (12) 23:17;25:4;28:20; 29:1;36:21;40:10,13; 45:16;47:23;49:3; 57:5;58:3 | planet (1) 48:24 | preparing (2) 74:2,5 | professionalism (1) 48:16 |
| Park's (1) 31:22 | per (1) 39:10 | planned (1) 66:7 | presence (1) 50:4 | Program (2) 20:25;44:17 |
| part (8) 8:10;15:24;40:18, 25;42:19;49:4;51:25; 63:10 | percent (7) 12:10;36:21;57:13, 17,23;65:12,14 | plans (7) 26:11;27:4;30:24; 31:11;33:12,25; 65:11 | Present (4) 4:16;29:21;37:23; 58:15 | progressive (1) 19:7 |
| participation (1) 64:5 | perform (1) 19:13 | played (1) 27:19 | presentation (7) 22:9;25:10;35:17; 37:12,23;38:8;58:9 | project (13) 27:22,23;45:19; 54:12,19;55:22;56:4, 9;57:15,20;58:1; 59:6;66:9 |
| participations (1) 50:8 | period (1) 14:2 | Playing (7) 11:21;12:1,4,5,7, 19,23 | presented (2) 61:2;62:13 | projects (2) 54:22;59:5 |
| particular (1) 49:21 | perjury (1) 10:19 | please (15) 4:7;5:11;10:14,15, 17;13:9;15:2;16:25; 22:20;32:9;34:22; 62:21;66:24;72:5; 73:19 | president (4) 7:23;37:7;41:19; 70:8 | promise (1) 70:5 |
| particularly (1) 74:13 | permanent (1) 16:6 | played (1) 27:19 | prestigious (1) 48:8 | promotion (1) 21:16 |
| parties (2) 68:8,9 | permitted (2) 30:17;33:4 | pleased (1) 35:7 | pretty (2) 48:10;69:18 | promotions (1) 6:8 |
| partner (3) 45:8;52:14,16 | permitting (1) 55:7 | pleasure (11) 4:4;5:4;13:1; 14:16;22:12;32:2; 34:15;62:14;66:16; 71:22;74:7 | previous (1) 9:22 | properly (11) 13:5;14:23;16:21; 19:9;22:16;32:6; 34:19;62:18;66:20; 72:1;73:15 |
| partnered (3) 49:11;54:11;57:7 | person (5) 17:25;18:20;21:1; 45:4,21 | pm (1) 26:6 | previously (1) 28:16 | properties (11) 6:16;8:21,23; 22:25;23:14,21,22; 43:21;47:24;49:24; 50:6 |
| partnering (3) 38:6;51:5;56:17 | personally (1) 55:16 | podiums (2) 31:1;33:14 | priceless (1) 38:22 | properties' (1) 27:11 |
| Partners (1) 59:20 | Personnel (2) 43:24;60:20 | point (5) 29:11;36:22;42:15; 56:24;71:3 | prior (9) 12:12;18:8,10,12, 14;19:14,16;21:23; 55:13 | property (10) 8:11;25:11;26:18; |
| parts (1) 41:7 | persons (4) 61:1 | | priorities (1) 69:2 | |
| pass (2) | perspective (1) 35:10 | | prioritize (1) 71:5 | |
| | ph (1) | | | |

| | | | | |
|--|--|---|---|--|
| <p>27:16;28:23;49:25; 50:2;53:4;57:24;58:4 proposed (7) 61:13;65:13,14; 67:13,24;68:6;73:11 prospects (1) 41:13 proud (3) 38:21;48:13;74:17 provide (2) 6:23;67:16 provided (3) 14:9;16:8;61:14 provides (2) 30:6;32:19 providing (2) 12:7;68:9 provision (1) 70:12 public (4) 26:6;43:5;76:4, 14.5 pull (1) 69:5 pulled (3) 29:5,8;39:3 purchase (3) 59:12,14;61:19 purchased (1) 54:13 purple (1) 28:2 purposes (1) 68:24 Pursuant (6) 12:9;15:12,21; 61:25;64:11;68:1 put (11) 23:20,22;24:1; 35:23;36:3,11,14; 40:13;50:17;53:2,2</p> | <p>22:25;72:14 radio (1) 24:9 radius (1) 28:23 raise (1) 10:14 raising (1) 49:7 RAM (1) 19:9 Ratcliff (4) 10:23,23;35:18,20 rate (2) 23:15;24:5 read (2) 38:16;41:1 reading (1) 74:5 ready (1) 8:1 real (2) 36:2,18 really (32) 9:15,16;10:2; 23:23;24:13;27:5,15, 19,19;28:3,4;36:9; 38:24;39:22,23,25; 40:15;44:24;46:7,10; 48:3,24;49:23,25; 50:17,22;51:1,3; 55:18;70:12;71:6; 74:16 reason (2) 24:14;57:14 receipts (2) 67:16,18 receive (4) 6:24;12:11;49:20; 67:18 received (1) 48:7 recent (2) 5:3;40:18 recently (2) 54:11,13 reception (2) 25:24;53:12 recognize (1) 56:18 recommend (1) 66:7 recommends (3) 12:22;31:3;33:16 record (4) 5:1;10:22;47:4; 54:16 recycling (1) 49:2 reducing (1) 23:16 reflect (1) 5:1</p> | <p>regard (1) 71:1 regarding (6) 11:20;12:20;16:7; 35:3;64:4;67:5 Registered (1) 76:15 regularly (1) 14:2 regulation (1) 46:10 regulations (1) 12:9 regulatory (2) 5:24;45:7 reinforcement (2) 31:10;33:23 relate (1) 35:15 related (2) 29:24;61:13 relates (4) 30:2;32:15;43:6; 48:4 relating (1) 73:1 relationship (4) 51:11,25;71:15,16 relatively (1) 26:12 relevance (2) 50:20;51:4 relinquish (1) 64:13 relinquished (1) 66:2 relinquishment (1) 14:1 relocate (6) 63:13,20;64:13,20; 65:8,23 relocation (2) 63:23;65:12 remain (2) 30:16;33:3 remaining (1) 64:20 renew (4) 17:18;20:22;72:14, 23 renewal (3) 72:19;73:2,6 repeat (1) 10:17 report (3) 10:8;12:20;61:16 Reporter (2) 76:5,15 reporting (3) 19:25;20:19;21:9 reports (1) 61:3 represented (2)</p> | <p>16:1;48:12 represents (1) 47:19 request (10) 18:13;20:2;63:16; 64:12,20;65:8;67:5, 22;68:14;73:2 requested (2) 30:12;32:25 requests (2) 58:20;67:3 require (1) 60:12 required (5) 61:7;63:16;64:25; 65:1;68:11 requirement (1) 62:3 requirements (3) 62:7;63:25;66:12 research (1) 50:19 resolution (11) 65:19;67:5;68:12; 72:9,11,12,21,21; 73:4,11,16 Resort (2) 18:7;59:5 respect (2) 15:20;69:22 response (1) 45:9 responsibility (3) 45:12,13,24 responsible (2) 45:17,21 rest (1) 47:15 restated (2) 67:12;68:6 restaurant (1) 50:12 restaurants (2) 39:14,15 result (2) 38:5;61:20 retail (1) 53:19 retain (1) 59:20 revenue (2) 47:15;65:10 revenues (3) 38:12;70:14;71:1 review (6) 5:3;12:21;31:7; 33:20;61:3,15 reviewing (1) 7:2 revocations (1) 15:7 revoked (1) 22:1</p> | <p>ribbon (1) 26:4 Rich (10) 7:13,21,22,23;11:7, 7;23:4;24:18,20; 54:25 right (19) 7:14;9:5,10;10:14; 23:9;24:20;27:7,15; 28:25;37:9,11,14; 40:23;48:18;49:13, 16;52:5,18;69:20 Rihanna (1) 49:16 rise (1) 5:19 Rising (4) 6:9,12;21:15,16 riverboat (1) 72:15 road (1) 60:15 Rob (1) 42:17 Robert (1) 13:14 Rock (41) 36:17,18;37:8,10, 25;38:23;40:4;41:3, 18,20;42:8;45:25; 46:13;49:6,10,19,22; 50:10;52:7,8;53:23; 54:5;58:19,25;59:1,2, 6,9,11,17;60:2,6,9,13, 16,21,25;61:6,18,20; 62:7 Rod (6) 10:23;35:18;38:1; 39:24;52:15,24 role (1) 48:3 roles (1) 23:13 roll (2) 4:7;27:7 room (2) 21:24;22:4 rooms (1) 38:18 roulette (1) 26:20 round (2) 49:8,8 rounded (1) 49:9 routine (1) 15:24 rules (18) 18:2,22;19:6,11, 23;20:3,9,11,12,17, 20,25;21:7,9,16,21; 22:1;74:15 Rumbolz (2)</p> |
| Q | | | | |
| <p>quality (1) 39:13 quick (2) 7:11;36:23 quickly (3) 26:12;39:21;55:20 quiet (1) 35:9 Quite (6) 25:10,15,20,22; 44:1;57:19 quorum (1) 5:1</p> | | | | |
| R | | | | |
| <p>Racing (2) 30:4;32:16 racino (2)</p> | | | | |

| | | | | |
|---|---|--|---|---|
| 42:19;46:3 run (1) 42:6 running (4) 8:20,22;36:9;37:2 | 34:20;62:19;66:21; 72:2;73:16;74:24 Secretary (1) 4:14 Section (4) 15:12,22;49:15; 56:16 Sections (1) 13:22 secure (1) 22:4 security (1) 18:25 seeking (1) 63:11 seeks (1) 63:13 sell (2) 53:23,23 Seminole (6) 37:8;41:20;42:7; 59:1,2,6 senior (3) 7:23;44:15;45:1 sense (3) 57:13,17;58:4 sensitive (3) 18:3;31:10;33:23 separate (1) 18:1 September (4) 24:15;40:20,23; 67:10 series (1) 49:18 seriously (2) 43:18;44:10 servants (1) 74:1 serve (1) 48:22 served (2) 46:8;48:1 service (1) 19:15 set (7) 38:10;54:9;56:23, 25;59:23;62:5;66:4 setting (1) 47:14 settlement (29) 13:18,25;14:6,11; 17:8,10,14,16,21,23; 18:4,6,16,18;19:1,3, 19,21;20:5,7,13,15; 21:3,5,12,14,17,19; 22:7 seven (2) 6:15,18 several (4) 12:3,7;48:1;54:20 Shakira (1) 49:17 | shall (4) 30:7;32:20;64:13; 65:7 share (1) 60:18 sheer (1) 25:9 sheets (1) 19:7 Shelbyville (1) 25:16 Shelton (1) 5:19 shipment (1) 33:9 shipping (1) 30:22 shop (1) 24:11 shops (1) 49:19 Shore (1) 42:10 short (1) 35:24 show (1) 40:16 showed (1) 51:8 side (3) 26:19;56:7,13 sign (1) 35:10 signature (1) 49:18 signify (11) 5:11;13:9;15:2; 16:25;22:20;32:9; 34:22;62:21;66:24; 72:5;73:19 similar (2) 27:5;72:22 similarly (1) 32:13 sincerely (1) 74:6 sit (1) 9:4 site (1) 57:22 sitting (1) 26:1 six (3) 7:25;26:12,23 Skidmore (1) 24:22 slide (2) 40:16,18 slots (5) 39:12,16;53:17; 54:5,6 Small (5) 11:8,8;26:15; | 58:17;63:2 smaller (1) 27:14 smattering (1) 26:18 smooth (1) 35:8 so-called (1) 62:2 social (5) 18:24;24:9;45:8, 11,23 software (1) 22:1 sole (5) 68:22;69:2,12,18; 71:7 solemnly (1) 10:18 solid (1) 48:10 sometime (2) 55:8,9 soon (1) 7:6 Sorry (5) 4:1;9:3;14:21; 28:3;44:6 SOSH (1) 54:16 sounds (2) 69:9;71:6 South (1) 50:25 Southern (2) 20:8,13 space (2) 27:15;53:19 spaces (1) 53:20 speak (2) 10:12;51:9 speakers (1) 44:17 special (1) 25:23 specialized (1) 57:10 specific (8) 31:15;34:3;49:24; 56:22;57:16;63:9; 69:6,14 Spectacle (23) 7:1;35:18;38:6; 52:6;59:7,8,10,12,15, 15,16,18,19,21,25; 60:5;61:12,12,20,23, 24;62:7;70:8 spectacular (3) 51:21;52:9;53:14 Spectre (1) 43:25 speech (1) | 37:6 Sports (9) 5:21,22;6:16; 18:10;35:11;72:16, 24;73:7;74:15 sportsbook (2) 18:25;25:12 spotless (1) 43:21 spotted (1) 45:20 square (1) 53:19 SS (1) 76:1.5 St (1) 10:1 staff (26) 5:17;6:15,24;7:1; 11:19;12:14,16,21; 13:19,24;16:1;17:7; 23:8;31:3,6;33:16, 20;35:5,21;37:21; 61:1,3;66:6,10;74:12, 16 Staff's (1) 12:19 stake (1) 61:21 stand (2) 10:14;40:16 standards (3) 15:15;16:3;47:11 standing (2) 10:15;12:6 standpoint (2) 35:25;57:13 stands (1) 38:24 Star (40) 6:9,12;21:6,12,15, 16;35:15;52:6;55:13; 58:22,22;59:9;60:1, 19;61:22;63:3,4,8,11, 13,15,20;64:2,7,8,13, 14,16;65:4,11,18,23; 66:2,11;67:7,8,8,10, 21;68:13 Star's (1) 65:13 start (7) 7:15;13:15;35:16, 22;44:23;48:4;52:21 started (6) 7:3;8:8;9:9,11; 36:7;41:21 starting (2) 11:15;28:1 state (13) 7:9;8:6,8;25:19; 28:11;36:14;48:12; 51:2;56:5,10;74:1; 76:1,6 |
|---|---|--|---|---|

| | | | | |
|--|--|---|---|--|
| <p>states (8) 9:12;11:21;12:1, 19:50;25;55:16; 57:15;69:8</p> <p>statewide (2) 6:19;20:10</p> <p>statute (1) 65:6</p> <p>stay (1) 9:2</p> <p>steakhouse (2) 25:24;56:15</p> <p>steel (1) 55:6</p> <p>stems (1) 46:24</p> <p>Stenographic (3) 76:5,8,10</p> <p>still (1) 28:25</p> <p>stock (1) 12:4</p> <p>storage (2) 30:23;33:10</p> <p>street (2) 36:2;51:19</p> <p>stressed (1) 47:16</p> <p>structural (1) 54:25</p> <p>stud (1) 26:21</p> <p>stuff (1) 28:17</p> <p>sub (1) 56:13</p> <p>subject (1) 10:18</p> <p>submariner (1) 9:10</p> <p>submit (3) 63:16;64:2,7</p> <p>submitted (8) 11:23;30:9;32:22; 60:16,19;61:6;65:18; 67:22</p> <p>subscription (1) 59:11</p> <p>subsidiaries (2) 37:9;59:3</p> <p>success (1) 24:19</p> <p>successful (5) 24:14,15;30:21; 33:8;35:11</p> <p>suitability (1) 12:18</p> <p>summer (1) 23:10</p> <p>Summit (2) 59:20,22</p> <p>supervisor (5) 6:9,10,12,13;44:16</p> | <p>supplier (3) 11:16;12:3,6</p> <p>supplier's (3) 11:24;60:13;72:15</p> <p>supply (1) 28:23</p> <p>support (3) 19:24;20:18;21:8</p> <p>Sure (12) 4:8;5:16;11:15; 47:3,4,9,14;56:5; 69:10;71:8,12,17</p> <p>surveillance (17) 9:11;18:8,10,12, 13;19:11,16;20:2,12; 21:23;27:23;30:24, 25;31:11;33:12,13,25</p> <p>survey (2) 44:2,3</p> <p>sustain (1) 50:14</p> <p>Svetanoff (14) 4:15,16;5:5;13:2; 14:19;22:13;32:3; 34:18;62:15;66:17; 71:23;73:14;74:9,23</p> <p>swear (1) 10:18</p> <p>switch (1) 17:13</p> <p>sworn (1) 70:5</p> <p>systemwide (1) 38:13</p> | <p>48:14;49:3;51:12</p> <p>Tampa (1) 42:25</p> <p>task (1) 46:9</p> <p>tax (1) 65:10</p> <p>team (7) 8:11;36:9;39:24; 45:1;47:15;54:9;56:4</p> <p>teams (1) 23:21</p> <p>team's (1) 47:13</p> <p>technical (2) 31:8;33:21</p> <p>technology (2) 31:14;34:2</p> <p>telling (1) 26:6</p> <p>tells (1) 38:10</p> <p>ten (1) 71:11</p> <p>terms (8) 14:6;25:6;28:8; 40:17;45:4;46:20; 53:12;59:22</p> <p>Terre (1) 67:19</p> <p>test (1) 19:14</p> <p>tested (1) 47:3</p> <p>testify (1) 10:13</p> <p>testing (1) 47:2</p> <p>thanking (1) 35:22</p> <p>Thanks (5) 13:12;17:4;22:10; 27:18;35:1</p> <p>Therefore (2) 59:22;65:3</p> <p>thinking (1) 70:16</p> <p>thought (1) 70:19</p> <p>thousand (1) 53:19</p> <p>three (5) 18:19;19:22;20:8; 35:14;47:20</p> <p>threshold (1) 70:15</p> <p>thrilled (1) 6:6</p> <p>throat (1) 37:1</p> <p>throughout (4) 39:10;46:15;47:2; 66:12</p> | <p>timely (6) 17:12,19;18:23; 20:22;64:25;66:9</p> <p>times (1) 47:17</p> <p>tip (1) 18:9</p> <p>Title (3) 13:21;15:22;47:11</p> <p>TN (1) 54:20</p> <p>today (7) 10:12;11:13;36:22; 37:13,22;53:10; 74:21</p> <p>today's (2) 31:9;33:22</p> <p>Todd (2) 24:24;27:18</p> <p>together (5) 23:20,22;36:4,6; 53:3</p> <p>Toledo (1) 9:24</p> <p>tone (2) 47:13,14</p> <p>Tonya (2) 76:4,14</p> <p>took (2) 40:21;76:7</p> <p>top (5) 44:25;47:13;48:4, 16,19</p> <p>Topeka (1) 8:14</p> <p>total (1) 64:16</p> <p>tote (1) 24:5</p> <p>tough (3) 36:1,2;40:1</p> <p>tourism (2) 40:11;53:4</p> <p>training (4) 24:15;47:2,6;64:10</p> <p>transaction (3) 12:13;18:14;61:14</p> <p>transactions (2) 46:20,21</p> <p>transcript (3) 75:3;76:9,10</p> <p>transfer (7) 11:16,20,23;12:22; 58:19,20;60:17</p> <p>transferring (1) 64:8</p> <p>transfers (1) 12:9</p> <p>transition (1) 35:8</p> <p>treat (2) 44:9;49:2</p> <p>treating (1) 46:15</p> | <p>Trent (5) 11:6;23:1,2;25:2; 27:3</p> <p>Trent's (1) 24:20</p> <p>tribal (4) 42:7,10,22,23</p> <p>Tribe (2) 42:8,11</p> <p>Tropicana (4) 6:11,14;21:20;22:6</p> <p>Troy (1) 6:11</p> <p>true (1) 76:9</p> <p>truth (4) 10:19,19,20;70:6</p> <p>try (6) 26:6,11,13;41:6; 44:22;48:24</p> <p>trying (3) 23:12,17;44:18</p> <p>T-shirt (1) 49:19</p> <p>turn (4) 24:17;27:2;29:25; 37:3</p> <p>TV (1) 24:9</p> <p>twice (1) 42:1</p> <p>two (18) 7:9,20;8:20,23; 17:17,24;18:1;19:14; 21:6;23:20;27:11; 29:22,24;43:25;45:3; 52:20;54:18;61:17</p> <p>two-meeting (1) 62:2</p> <p>type (1) 51:11</p> <p>types (1) 26:24</p> |
| T | | | | |
| <p>table (37) 8:1;22:24;24:16, 23;25:6,13,20;26:4,9, 16;27:1,17;29:24; 30:5,7,11,13,19,21; 31:2,11,16,23;32:18, 20,24,25;33:6,8,13, 15,24;34:4,11;35:3,9; 36:19</p> <p>tables (10) 26:1,10,14,18; 27:25;31:1;39:17; 53:17;54:5,6</p> <p>TAIT (26) 4:8,11,14,17,20,22; 5:16;7:18;9:1,6;10:5; 11:10,15;13:13;15:6; 17:4;22:23;29:20; 31:4;33:18;35:2; 58:14;62:25;67:2; 69:24;72:8</p> <p>talk (9) 24:18;39:18;40:5; 43:9,13,13;44:25; 45:1;51:4</p> <p>talked (3)</p> | U | | | |
| <p>UK (1) 48:22</p> <p>ultimate (1) 59:8</p> <p>unanimously (11) 5:14;13:11;15:4; 17:2;22:22;32:12; 34:25;62:24;67:1; 72:7;73:21</p> <p>under (3) 25:14;38:12;41:24</p> <p>underage (5) 17:25;18:20;19:12; 21:1;22:6</p> <p>undergrad (1) 8:4</p> | | | | |

| | | | | |
|--|--|--|---|---|
| <p>understood (1) 56:23</p> <p>unemployed (1) 28:12</p> <p>unemployment (2) 23:15,16</p> <p>unique (1) 38:23</p> <p>United (4) 11:21;12:1,19; 50:25</p> <p>University (2) 5:23,25</p> <p>unless (3) 10:8;15:14;57:15</p> <p>unpaid (1) 14:1</p> <p>up (29) 7:24;8:3,11;9:12, 22,24;10:14;11:17; 27:24;29:2,21;36:11; 37:2,5,12;39:7; 41:23;42:16;43:24; 44:16;46:10;49:8,9, 9;51:8;54:9;63:2; 69:15;70:3</p> <p>update (2) 6:23;72:9</p> <p>updated (2) 31:13;34:1</p> <p>updates (1) 5:18</p> <p>upgrades (2) 31:14;34:2</p> <p>upon (4) 62:4;64:19;66:3; 68:8</p> <p>use (2) 57:8;68:23</p> <p>used (6) 8:9;14:4;46:3;69:1, 4,20</p> <p>uses (1) 70:18</p> <p>utilization (1) 67:14</p> <p>utilized (1) 18:24</p> | <p>53:24;54:1;66:11</p> <p>Vegas (1) 54:10</p> <p>vendor (5) 18:22;19:12;20:20; 72:25;73:8</p> <p>vendors (2) 56:17;57:9</p> <p>venue (2) 53:18,22</p> <p>verify (1) 20:2</p> <p>versus (1) 54:5</p> <p>veteran-owned (1) 67:15</p> <p>vice (3) 7:23;37:7;70:7</p> <p>Vicki (3) 6:3,3,7</p> <p>Vigo (1) 6:23</p> <p>violated (18) 18:2,22;19:5,11, 23;20:1,3,9,11,12,17, 20,24;21:7,9,16,21, 25</p> <p>VIP (1) 27:6</p> <p>VIPs (2) 25:23;27:8</p> <p>visit (1) 58:3</p> <p>voluntary (2) 14:1;20:25</p> <p>vote (2) 47:20,21</p> <p>votes (1) 47:18</p> <p>VP (3) 9:25;42:4;45:11</p> | <p>59:21,23</p> <p>way (8) 9:12;25:5;39:16; 42:25;44:16;52:12; 53:22,25</p> <p>ways (1) 58:5</p> <p>weather (2) 55:7,11</p> <p>website (2) 6:22;7:6</p> <p>week (4) 7:16;9:19;27:24; 52:19</p> <p>weeks (4) 7:25;26:12,23; 52:20</p> <p>Welcome (7) 5:17;6:2,7;23:5; 35:17;58:7,9</p> <p>weren't (1) 52:16</p> <p>what's (9) 13:1;22:12;29:9; 32:2;34:14;53:6; 62:14;66:15;71:21</p> <p>whenever (1) 23:9</p> <p>whereby (1) 59:11</p> <p>wherein (7) 17:11,17;18:7; 19:23;20:9;21:7,15</p> <p>wherever (1) 57:9</p> <p>Whidden (1) 42:21</p> <p>whirlwind (1) 8:1</p> <p>whole (2) 10:19;46:12</p> <p>wildly (1) 24:14</p> <p>Williams (11) 4:12,13;5:7;16:17; 22:15;32:5;56:3,22; 58:6;62:17;73:12</p> <p>winning (1) 18:25</p> <p>Wisconsin (1) 41:11</p> <p>wishful (1) 70:16</p> <p>withdraw (1) 16:5</p> <p>within (8) 28:22;50:3;52:18, 20;57:24;63:9;65:24; 68:10</p> <p>without (1) 52:4</p> <p>women (3) 43:18;44:13,14</p> | <p>women's (2) 64:4;67:15</p> <p>won (1) 44:3</p> <p>wonderful (3) 4:3;23:16,17</p> <p>wondering (2) 69:16,21</p> <p>work (16) 15:11;16:12;17:20; 20:23;26:7;29:2; 36:20;44:22;49:25; 54:14,19;57:15;58:1; 66:11;71:4,9</p> <p>worked (3) 41:22;42:24;45:20</p> <p>working (12) 7:3;9:16;10:7; 14:3;38:14;39:24; 41:25;45:21,22; 71:14,16;74:7</p> <p>world (2) 39:11;41:6</p> <p>wrapping (1) 27:24</p> <p>wrist-banded (1) 25:25</p> <p>writer (1) 37:6</p> <p>written (1) 5:9</p> <p>wrote (1) 37:5</p> | <p>10:00 (1) 25:22</p> <p>10:30 (1) 27:5</p> <p>100 (1) 36:21</p> <p>1015 (1) 63:6</p> <p>11 (1) 11:22</p> <p>11:00 (1) 26:2</p> <p>11:45ish (1) 26:3</p> <p>12 (2) 8:19;17:7</p> <p>13 (2) 8:19;38:19</p> <p>1300 (1) 25:15</p> <p>15-mile (1) 28:23</p> <p>1650 (1) 53:16</p> <p>17 (1) 44:8</p> <p>17th (2) 4:4;76:7</p> <p>18 (2) 8:7;44:6</p> <p>18,000 (1) 38:18</p> <p>19 (2) 43:16;44:7</p> <p>1971 (1) 48:21</p> <p>1995 (1) 12:6</p> <p>1st (2) 25:8;63:6</p> |
| | | | Y | |
| | | | <p>year (10) 39:10;44:4,6;47:3; 48:10;50:19,24; 73:24;74:8,12</p> <p>years (12) 5:23;8:7,19,23; 9:21,21;41:21,24; 48:1;49:5;50:13; 71:11</p> <p>Year's (1) 35:13</p> <p>Yesterday (4) 7:17,19;9:18;39:1</p> <p>Yoko (1) 49:12</p> <p>York (1) 36:25</p> <p>younger (1) 41:16</p> | |
| V | W | | 1 | |
| <p>vacation (1) 14:3</p> <p>validator (2) 19:17;21:11</p> <p>Valley (1) 9:23</p> <p>value (2) 51:18;54:7</p> <p>values (2) 48:15,18</p> <p>various (7) 41:5,22,25;46:19;</p> | <p>wager (1) 19:1</p> <p>Wagering (16) 5:22;6:17;18:11; 30:5,7,10;31:2,23; 32:17,20,23;33:15; 34:11;35:12;72:24; 73:7</p> <p>waiver (1) 6:16</p> <p>waivers (1) 6:15</p> <p>waiving (1) 62:2</p> <p>walk (2) 43:12,13</p> <p>Ward (1) 54:20</p> <p>warrants (2)</p> | <p>1 (5) 30:8,14;32:21; 33:1;63:17</p> <p>1:00 (3) 26:6;27:8,9</p> | <p>2</p> <p>2 (1) 15:17</p> <p>2,000 (1) 53:18</p> <p>20 (1) 55:10</p> <p>200,000 (1) 36:12</p> <p>2000 (1) 55:10</p> <p>2013 (1) 46:2</p> <p>2017-110 (1) 72:12</p> <p>2018 (1) 48:7</p> <p>2019 (11) 4:5;11:22;27:7; 30:9;32:22;63:7; 65:2,20;67:10,21;</p> | |

| | | | |
|--------------------|------------------|-------------------|----------|
| 76:7 | 32:22 | 4-33-14 (1) | |
| 2019-234 (3) | 23 (1) | 64:3 | 9 |
| 11:20;13:3,6 | 76:18.5 | 4-33-23-14 (1) | |
| 2019-235 (4) | 2300 (1) | 68:1 | 900 (1) |
| 13:17;14:10,18,24 | 53:20 | 4-33-23-14c (1) | 25:14 |
| 2019-237 (2) | 2-3-4-b2 (1) | 68:11 | 95 (1) |
| 13:18;14:10 | 15:23 | 4-33-23-7 (1) | 8:5 |
| 2019-238 (5) | 237 (3) | 68:1 | 99.9 (1) |
| 15:9;16:2,10,18,22 | 14:20,21,25 | 4-33-4-21 (1) | 57:23 |
| 2019-239 (3) | 239 (2) | 62:1 | 9th (1) |
| 15:9;16:2,10 | 16:18,22 | 4-33-6 (1) | 6:6 |
| 2019-240 (2) | 2-3-9 (1) | 61:8 | |
| 17:10;22:17 | 13:22 | 4-33-6-4.5 (3) | |
| 2019-241 (1) | 2-3-9.1 (1) | 60:8;63:10,18 | |
| 17:16 | 13:22 | 4-33-6-4.5h (1) | |
| 2019-242 (1) | 2-3-9.3 (1) | 64:11 | |
| 17:23 | 13:22 | 4-33-8- (1) | |
| 2019-243 (2) | 25 (1) | 15:12 | |
| 18:6;22:14 | 9:20 | 433-8-3 (1) | |
| 2019-244 (1) | 25,000 (1) | 15:13 | |
| 18:18 | 38:19 | 4-35-719 (1) | |
| 2019-246 (1) | 25th (1) | 30:17 | |
| 19:21 | 30:9 | 4-35-7-19 (3) | |
| 2019-247 (1) | 262 (1) | 30:6;32:19;33:4 | |
| 20:7 | 38:11 | 47,000 (1) | |
| 2019-248 (1) | 27 (2) | 38:12 | |
| 20:15 | 9:21;65:20 | 49 (2) | |
| 2019-249 (1) | 28 (3) | 49:4;50:13 | |
| 21:5 | 27:17;30:13,15 | | |
| 2019-250 (1) | 29th (1) | 5 | |
| 21:14 | 67:21 | | |
| 2019-251 (3) | 2nd (1) | 50 (1) | |
| 21:19;22:14,18 | 5:20 | 57:24 | |
| 2019-252 (4) | | 5-3-2 (1) | |
| 30:2;31:21;32:4,7 | 3 | 62:1 | |
| 2019-253 (4) | | 5-3-2b2 (1) | |
| 32:14;34:9,17,20 | 3 (3) | 62:3 | |
| 2019-254 (3) | 15:17;26:21;62:3 | | |
| 58:18;62:16,19 | 3,000 (1) | 6 | |
| 2019-255 (3) | 57:21 | | |
| 63:3;66:18,21 | 30 (1) | 65 (1) | |
| 2019-256 (4) | 68:10 | 65:12 | |
| 67:5;68:12;71:24; | 31 (2) | 68 (5) | |
| 72:2 | 38:18;47:11 | 13:21;15:22;61:8; | |
| 2019-257 (5) | 31st (1) | 62:1,3 | |
| 72:11,22;73:4,13, | 65:2 | | |
| 17 | 35 (1) | 7 | |
| 2019-445 (1) | 65:14 | | |
| 19:3 | 35,000 (2) | 7 (1) | |
| 2019-58 (1) | 39:10;51:14 | 38:18 | |
| 59:23 | 350 (1) | 76 (2) | |
| 2020 (5) | 23:12 | 38:11;50:15 | |
| 30:8,14;32:21; | 36,000 (1) | | |
| 33:1;63:17 | 53:17 | 8 | |
| 2021 (1) | | | |
| 55:10 | 4 | 8 (1) | |
| 2025 (1) | | 68:2 | |
| 76:18.5 | 40 (3) | 80 (1) | |
| 20th (1) | 41:21,24;57:24 | 53:17 | |
| 40:23 | 400 (2) | 800 (1) | |
| 2-1-2 (1) | 23:13,17 | 27:12 | |
| 61:8 | 43 (3) | 83,200 (1) | |
| 22nd (1) | 26:10;32:25;33:2 | 38:25 | |