

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

BEFORE THE MISSOURI GAMING COMMISSION

TRANSCRIPT OF HEARING

AUGUST 31, 2022

9:30 A.M.

MISSOURI GAMING COMMISSION

3417 KNIPP DRIVE

JEFFERSON CITY, MISSOURI 65109

P R O C E E D I N G S

1
2 CHAIRMAN LEARA: We will call the meeting of the
3 Missouri Gaming Commission August meeting to order. Angie,
4 would you please call the roll?

5 MS. FRANKS: Chairman Leara?

6 CHAIRMAN LEARA: Present.

7 MS. FRANKS: Commissioner Conway?

8 COMMISSIONER CONWAY: Present.

9 MS. FRANKS: Commissioner Hane?

10 COMMISSIONER HANE: Present.

11 MS. FRANKS: Commissioner Zimmerman?

12 COMMISSIONER ZIMMERMAN: Present.

13 CHAIRMAN LEARA: All right, we have a quorum. The
14 first item on the agenda is the Adoption of Agenda. I move
15 for approval. Is there a second?

16 COMMISSIONER ZIMMERMAN: Second.

17 CHAIRMAN LEARA: Second, Commissioner Zimmerman. Any
18 discussion on the agenda? I think we're going to move a
19 couple of items.

20 JUDGE RICHARDSON: Just switch Items 8 and 9 in order.

21 CHAIRMAN LEARA: Yes. And I --

22 COMMISSIONER HANE: So the Presentation will be 8,
23 Consideration will be 9?

24 CHAIRMAN LEARA: That's correct.

25 COMMISSIONER HANE: Okay.

1 CHAIRMAN LEARA: And does that require a motion, Angie?
2 MS. FRANKS: (Head shake.)
3 CHAIRMAN LEARA: Okay. So without opposition, that
4 will be our agenda. Okay.
5 Next item, Consideration of -- I'm sorry?
6 COMMISSIONER HANE: Need a motion to second.
7 CHAIRMAN LEARA: No, she said not necessary.
8 MS. FRANKS: Well, not the whole thing, the agenda.
9 CHAIRMAN LEARA: Motion to approve, is there a second?
10 COMMISSIONER ZIMMERMAN: Second.
11 CHAIRMAN LEARA: We have a second. Any other
12 discussion now? I'm sorry, now we need a vote. Seeing none,
13 call the roll.
14 MS. FRANKS: Chairman Leara?
15 CHAIRMAN LEARA: Approved.
16 MS. FRANKS: Commissioner Conway?
17 COMMISSIONER CONWAY: Approved.
18 MS. FRANKS: Commissioner Hane?
19 COMMISSIONER HANE: Approved.
20 MS. FRANKS: Commissioner Zimmerman?
21 COMMISSIONER ZIMMERMAN: Approved.
22 MS. FRANKS: By your vote, you've adopted the agenda.
23 CHAIRMAN LEARA: As amended. Next item on the agenda,
24 Consideration of Minutes from May 25 with corrections. Is
25 there any discussion?

1 COMMISSIONER HANE: In Item C, the June 29 minutes, I
2 have a question. And on Page 31 when Mayor DeLong was
3 speaking about the EPA SuperFund, on Line 11 on Page 31, it's
4 referred to as the EPA Super Fun, F-U-N.

5 COMMISSIONER CONWAY: Nice pickup.

6 COMMISSIONER HANE: And also referred to as SuperFun on
7 Line 12. So I don't know whether the EPA was going to have a
8 super fun time with it or what, but anyway --

9 CHAIRMAN LEARA: You would like to add the letter D to
10 those two places?

11 COMMISSIONER HANE: Well, and make it all one word.
12 SuperFund is one word.

13 JUDGE RICHARDSON: Motion to amend by interlineation?
14 Is that your motion?

15 COMMISSIONER HANE: It is. That is my motion.

16 CHAIRMAN LEARA: Okay. Other -- I will second that
17 motion. Any other discussion?

18 COMMISSIONER CONWAY: No.

19 CHAIRMAN LEARA: Okay, Angie, call the roll.

20 MS. FRANKS: Can I -- I have a question, though. Are
21 we voting on the June 29th, or are we voting on all of them
22 together?

23 CHAIRMAN LEARA: May 25th, amending that.

24 MS. FRANKS: Okay, he's talking about June 29?

25 COMMISSIONER HANE: I'm talking about June 29.

1 CHAIRMAN LEARA: I'm sorry. So are those three
2 separate votes, those three different dates?

3 MS. FRANKS: We can do them together.

4 CHAIRMAN LEARA: We can do them together as amended?

5 MS. FRANKS: Uh-huh.

6 CHAIRMAN LEARA: We're voting on the amendment.

7 COMMISSIONER HANE: So voting on the motion as amended?

8 CHAIRMAN LEARA: As amended, yes.

9 COMMISSIONER HANE: Okay.

10 MS. FRANKS: Okay.

11 CHAIRMAN LEARA: And I think that's appropriate, isn't
12 it, Judge?

13 JUDGE RICHARDSON: As long as you all understand that
14 what you're voting on is all three, the minutes and the
15 preceding minutes will so reflect.

16 CHAIRMAN LEARA: We are now. We do understand that
17 now, thank you. Okay, any other discussion before the vote?
18 Seeing none, Angie, call the roll.

19 MS. FRANKS: Chairman Leara?

20 CHAIRMAN LEARA: Approved.

21 MS. FRANKS: Commissioner Conway?

22 COMMISSIONER CONWAY: Approved.

23 MS. FRANKS: Commissioner Hane?

24 COMMISSIONER HANE: Approved.

25 MS. FRANKS: Commissioner Zimmerman?

1 COMMISSIONER ZIMMERMAN: Approved.

2 MS. FRANKS: By your vote, you've adopted the minutes
3 of the May 25, 2022, June 28, 2022, and June 29, 2022, as
4 amended.

5 CHAIRMAN LEARA: Next item on the agenda, Consideration
6 of Disciplinary Actions. Mr. Grewach, you have the floor.

7 MR. GREWACH: Thank you, Mr. Chairman, Commissioners.
8 Under Tab D, we have a preliminary order of discipline
9 directed to the Argosy Riverside Casino for violation of
10 minimal internal controls and internal control standards
11 E-2.04. That rule requires a verifier for jackpots on
12 electronic gaming device. The process is that when there's a
13 jackpot, a slot attendant would handle the payment of the
14 jackpot and the second casino employee, depending upon the
15 amount, would verify that the jackpot was the correct amount
16 and the correct amount was paid.

17 On May 7, 2020, when the casinos were reopening after
18 the Covid closures, they were experiencing some severe
19 staffing shortages; so at their request, we on that date
20 granted a variance for eight weeks to waive the requirement,
21 the verifier for any jackpots under \$5,000. The staffing
22 shortages continued after that point in time. This variance
23 was extended several times. The last extension was on
24 July 27, 2021, and expired on October 1, 2021.

25 On November 2, 2021, the casino self-reported that

1 jackpots under \$5,000 had not been verified from October 1
2 until noon on November 1. That included a total of 2,190 slot
3 jackpots under \$5,000, which totaled 4.2 million dollars. The
4 discipline review board recommended a \$5,000 fine. The
5 licensee's response to the 14-day letter did not contest
6 either the violation or the amount of the fine.

7 CHAIRMAN LEARA: All right, any questions for
8 Mr. Grewach?

9 COMMISSIONER ZIMMERMAN: I do, Mr. Chairman.

10 CHAIRMAN LEARA: Madam Zimmerman?

11 COMMISSIONER ZIMMERMAN: Just a couple of -- and you
12 answered a lot of the questions that I had had about was it
13 Covid and was it because of staffing and that sort of thing.
14 The last time when the last extension expired, did they ask
15 for another extension based on they continued to have the
16 staffing issues in July when the, you know, it finally did
17 expire?

18 MR. GREWACH: Not to my knowledge. I could inquire
19 about that and find out, but I do know communication was sent
20 to all the general managers around that time frame emphasizing
21 this waiver was going to end on October 1.

22 COMMISSIONER ZIMMERMAN: Yeah, I was just curious if
23 they asked again a final time and were denied or if they --
24 again, if that was a standard that went out to everyone, then
25 that makes sense.

1 MR. GREWACH: Yes.

2 COMMISSIONER ZIMMERMAN: And then just one final
3 question. In that period of time, that basically one month,
4 is 4.2 million pretty standard as far as what those under
5 5,000 were paying?

6 MR. GREWACH: I would like to call on Leshia Kempker,
7 Compliance Audit Manager, for that answer.

8 MS. KEMPKER: Good morning, Leshia Kempker, Compliance
9 Audit Manager. It really just depends based on the casino.
10 Each property is different and each month is different, so I
11 really can't speak as to whether that's average.

12 COMMISSIONER ZIMMERMAN: Thank you.

13 CHAIRMAN LEARA: Okay. Go ahead, Pat.

14 COMMISSIONER CONWAY: Okay, I'm going back to my
15 dictionary of terms. What is the difference between a
16 verified jackpot and an unverified jackpot? Is this strictly
17 audit purposes and reporting purposes? I assume all wins are
18 in some way, even if it's two cherries, it's verified; but
19 what exactly is the difference?

20 MS. KEMPKER: Really, verified is whenever a second
21 employee comes to verify the jackpot at the machine and also
22 witnesses the payout to the patron. So that's what we mean by
23 verified.

24 COMMISSIONER CONWAY: So you've got a second person
25 there to make sure?

1 MS. KEMPKER: Correct.

2 COMMISSIONER CONWAY: So during Covid, we didn't
3 require the second person?

4 MS. KEMPKER: Correct.

5 COMMISSIONER CONWAY: Thank you. I'll add that to my
6 dictionary.

7 CHAIRMAN LEARA: Any other questions? All right, I
8 have a couple.

9 Leshia, first of all, who can the verifier be? Just
10 any employee, or who's allowed to be a verifier?

11 MS. KEMPKER: It depends on the level of jackpot
12 amount, so anything less than \$1,200, it can be another slot
13 employee or a security employee.

14 CHAIRMAN LEARA: I'm sorry?

15 MS. KEMPKER: It can be any slot employee or a security
16 employee.

17 CHAIRMAN LEARA: Oh, okay.

18 MS. KEMPKER: And then 1,200 to \$4,999.99, it can be a
19 slot employee or a security employee. And then over that, it
20 has to be a slot supervisor.

21 CHAIRMAN LEARA: Okay. And I think we've cleared this
22 up. The variances were issued because -- or it was across the
23 state then?

24 MS. KEMPKER: Yes.

25 CHAIRMAN LEARA: It wasn't just one?

1 MS. KEMPKER: It was --

2 CHAIRMAN LEARA: Okay. And these -- who issued the
3 variance?

4 MS. KEMPKER: MGC staff. Yeah, it was the senior
5 staff.

6 CHAIRMAN LEARA: Would that be up in senior management
7 approving something like that or the --

8 JUDGE RICHARDSON: Yes.

9 CHAIRMAN LEARA: So it would be someone at the deputy
10 director level or above?

11 MS. KEMPKER: I'm not sure. It was submitted as a memo
12 and we replied to the memo. I believe I have it here.

13 JUDGE RICHARDSON: Mr. Chairman, the final approval is
14 by the Deputy Director.

15 CHAIRMAN LEARA: Okay, that's fine. That answers the
16 question. Thank you, Leshia. Are there other questions, Mr.
17 Conway?

18 COMMISSIONER CONWAY: Yeah, this is a question I've
19 had. It's not directly related to this, but when I read this
20 the first time, unverified and everything, what now is our IRS
21 rule?

22 MS. KEMPKER: Anything over \$1,200, you have to have --

23 COMMISSIONER CONWAY: Twelve hundred, and that's why
24 the 1,200 figure also is in there for verification?

25 MS. KEMPKER: Right, that's why there's a separate

1 break for that amount.

2 COMMISSIONER CONWAY: So any time a slot hits 1,200, it
3 gets verified also and it gets also turned in to IRS?

4 MS. KEMPKER: Right. And {} surlens is also notified
5 for 1,200 or more.

6 CHAIRMAN LEARA: Any other questions? Seeing none --
7 thank you, Leshia. I move for the approval of Disciplinary
8 Action Number DC-22-054. Is there a second?

9 COMMISSIONER CONWAY: Second.

10 CHAIRMAN LEARA: We have a second. Any other
11 discussion? Seeing none, Angie, call the roll.

12 MS. FRANKS: Chairman Leara?

13 CHAIRMAN LEARA: Approved.

14 MS. FRANKS: Commissioner Conway?

15 COMMISSIONER CONWAY: Approved.

16 MS. FRANKS: Commissioner Hane?

17 COMMISSIONER HANE: Approved.

18 MS. FRANKS: Commissioner Zimmerman?

19 COMMISSIONER ZIMMERMAN: Approved.

20 MS. FRANKS: By your vote, you've adopted DC-22-054.

21 CHAIRMAN LEARA: Next on agenda, Disciplinary Action
22 Number 22-055, Mr. Grewach?

23 MR. GREWACH: Thank you, Mr. Chairman. Under Tab E, we
24 have a preliminary order of discipline directed at Bally's
25 Corporation. Bally's Corporation was granted a Class A

1 license on June 30, 2020. By statute, their first term is for
2 one year, which would have expired then on July 1, 2021. By
3 rule, their renewal application was due on April 1, 2021, but
4 was not filed until April 19, 2021.

5 Again by statute, the Bally's second term is a one-year
6 term, which would expire on July 1, 2022. By rule, their
7 renewal application was due April 1, 2022, but was not filed
8 until April 29, 2022.

9 The discipline review board recommended a fine of
10 \$5,000. In the licensee's 14-day letter response, they did
11 not contest either the violation or the amount of the fine.
12 They did in that letter point out that in 2021 the company was
13 undergoing a large expansion. They also indicated they had
14 difficulty because of Covid trying to recruit and train
15 qualified employees in the licensing and compliance
16 departments.

17 As of 2022, the licensee indicated that during that
18 time frame they were engaged in a very large and complex
19 acquisition, and in addition, their main licensing coordinator
20 retired. And they also in that 14-day letter response
21 outlined some remedial steps they had taken, including copying
22 all -- the entire licensing group on all MGC emails that were
23 received, establishing a database for submission deadlines,
24 and the purchase of new software. The staff recommended there
25 should be a \$5,000 fine.

1 CHAIRMAN LEARA: Questions? Madam Zimmerman?

2 COMMISSIONER ZIMMERMAN: Thank you. Mr. Grewach, just
3 a couple of questions. I know in the letter, their response,
4 as you indicated, they talked about a perfect storm of
5 activity, you know, all of those things that were occurring
6 that prevented them from actually filing in time; but they
7 also mentioned in their letter that, and I quote, "It does
8 appear that the licensee kept in constant contact," and I just
9 wondered if that was actually true. They said that they kept
10 in constant contact with the MGC, and I just wondered if they
11 did keep staff apprised of this perfect storm of activity that
12 kept them from doing what they needed to do.

13 MR. GREWACH: That is true. There were, as a matter of
14 fact, four different email strings that show almost daily
15 communication back and forth saying, what's your progress,
16 how's it going, you know, give us updates. And so yes, there
17 was that constant communication.

18 COMMISSIONER ZIMMERMAN: I also noticed in their letter
19 they cited similar cases of discipline of other casinos or
20 other entities being penalized in different ways, perhaps to
21 maybe influence the disciplinary recommendation? I notice
22 they very extensively, you know, cited other cases of
23 discipline and wondered if that was pretty standard, that they
24 might be, you know, trying to maybe lessen the discipline
25 based on other disciplinary recommendations in the past?

1 MR. GREWACH: Yeah, I would say that's a fairly
2 standard approach for a licensee to take.

3 COMMISSIONER ZIMMERMAN: Okay. And my last question, I
4 promise. One penalty for both years; is that fairly standard?

5 MR. GREWACH: Well, actually, the penalty is for the
6 second year. We took no disciplinary action for the first
7 year, but we look at the first year as being an aggravating
8 circumstance for this second year's violation.

9 COMMISSIONER ZIMMERMAN: Okay. Thank you.

10 CHAIRMAN LEARA: Other questions? Mr. Conway?

11 COMMISSIONER CONWAY: Thank you. In some of the
12 instances where we had in previous ones that were cited, it
13 cites a letter, and our policy is a letter like, this is a
14 warning and if we have another violation -- or what does --
15 what exactly does it mean when the commission responds with a
16 letter?

17 MR. GREWACH: Yes, that's exactly it. If we see a
18 violation that the DRB doesn't consider rises to the level of
19 a disciplinary action or fine, then we send what we call a
20 nonpunitive letter that tells them, look, you violated, do
21 better, future violations will escalate into disciplinary
22 actions.

23 COMMISSIONER CONWAY: Thank you.

24 CHAIRMAN LEARA: Okay, any other questions? I have a
25 comment here. I'm going to move forward with this

1 recommendation, but in the future, late license renewals and
2 applications and/or people not being licensed for a period of
3 time, I'm not going to be comfortable with fines of this
4 level. Just I think everybody should know that going forward,
5 we're going to look at this differently.

6 I think we've had another instance or two recent times
7 that it was a substantially higher fine, and I think that
8 something of that nature will be our starting point going in
9 the future. I think timely filings of these applications and
10 renewals is important to maintaining integrity. I'm just
11 presenting that now so if we see this again in the future, I'm
12 not going to be comfortable with fines at this level.

13 COMMISSIONER CONWAY: I'm going to second that as far
14 as what my -- I think the world is, in general, is post-Covid
15 to a certain extent, and I understand a lot of complications
16 that have come up the last three years; but I certainly agree
17 with the chairman on this one. I think it would be the intent
18 of this commission that when we see violations of this nature,
19 that not all of those will be greeted with a letter or a
20 minimum fine if they continue to do that. So I certainly
21 agree, Mr. Chair, thank you.

22 CHAIRMAN LEARA: Any other discussion? Seeing none, I
23 move for the approval of Disciplinary Action DC-22-055. Is
24 there a second?

25 COMMISSIONER CONWAY: Second.

1 CHAIRMAN LEARA: Second, Mr. Conway. Any other
2 discussion? Seeing none, Angie, please call the roll.

3 MS. FRANKS: Chairman Leara?

4 CHAIRMAN LEARA: Approved.

5 MS. FRANKS: Commissioner Conway?

6 COMMISSIONER CONWAY: Approved.

7 MS. FRANKS: Commissioner Hane?

8 COMMISSIONER HANE: Approved.

9 MS. FRANKS: Commissioner Zimmerman?

10 COMMISSIONER ZIMMERMAN: Approved.

11 MS. FRANKS: By your vote, you've adopted DC-22-055.

12 CHAIRMAN LEARA: Next item on the agenda, Consideration
13 of Rulemaking. That would be you again, Mr. Grewach. Please
14 proceed.

15 MR. GREWACH: Yes, Mr. Chairman. Under Tab F, we have
16 three proposed amendments. Now, these proposed amendments
17 were approved by you at the June meeting. We're presenting
18 them again due to issues that arose with the timing of the
19 filing of the amended rules. When we first planned to present
20 these amendments to you in June, we contacted the Secretary of
21 State's office and received guidance as to the timing of the
22 filing of the amendments.

23 After you approved them in June, we then on June 30, as
24 previously directed to by the Secretary of State's office
25 pursuant to their guidance, filed the amendments, and that

1 filing was rejected by the Secretary of State, who gave us
2 different guidance, different information than what we had the
3 first time around. And that is what necessitated us bringing
4 these back to you again.

5 Now, these three amendments are to clear up language.
6 In 9.030, that amendment clarifies that each chapter of the
7 minimum internal control standard is located in an individual
8 regulation. 9.104 and 9.109 made changes to the purpose
9 statement but not to the text of those two rules.

10 We received approval from the governor's office on
11 June 3, 2022. We anticipate if you approve this there will be
12 a 30-day public comment period beginning on October 3. We
13 have tentatively set a public hearing for November 3, 2022.
14 These amendments would then come back to you at your
15 December 7 meeting with any comments or suggested changes that
16 we receive, and the effective date, if approved by you as a
17 final order, will be March 30, 2023.

18 CHAIRMAN LEARA: Any questions for Mr. Grewach?

19 COMMISSIONER HANE: If passed in December, then it
20 would become effective in March?

21 MR. GREWACH: Yeah, March 30, 2023.

22 CHAIRMAN LEARA: And all these amendments are under one
23 motion? Judge, did you have something to --

24 JUDGE RICHARDSON: No, one motion.

25 CHAIRMAN LEARA: All right, any other discussion?

1 Seeing none, I move for the approval of the proposed
2 amendments to rulemaking. Is there a second?

3 COMMISSIONER ZIMMERMAN: Second.

4 CHAIRMAN LEARA: Second. Any other discussion? Seeing
5 none, Angie call the roll.

6 MS. FRANKS: Chairman Leara?

7 CHAIRMAN LEARA: Approved.

8 MS. FRANKS: Commissioner Conway?

9 COMMISSIONER CONWAY: Approved.

10 MS. FRANKS: Commissioner Hane?

11 COMMISSIONER HANE: Approved.

12 MS. FRANKS: Commissioner Zimmerman?

13 COMMISSIONER ZIMMERMAN: Approved.

14 MS. FRANKS: By your vote, you've adopted Resolution
15 No. 22-046.

16 CHAIRMAN LEARA: Thank you. Next item on the agenda,
17 Consideration of Waiver of Institutional Investors. Mr.
18 Grewach?

19 MR. GREWACH: Thank you. Under Roman Numeral VI, G, H,
20 I, and J, we have four companies applying for waiver of
21 licensure as institutional investors. Under Tab G, we have
22 Australian Super Party Limited. They're a publicly trading
23 company that manages retirement funds. They hold 6.06 percent
24 interest in Aristocrat Leisure Limited, a licensed supplier.

25 Under Tab H, we have BlackRock, Incorporated. They are

1 a publicly traded investment management firm that holds ten
2 trillion dollars in assets. They're registered with the
3 Securities Exchange Commission as an investment management
4 firm. They own interest between 6 and 10 percent in ten
5 different Missouri licensees.

6 Tab I, we have Nomura Asset Management Company, a
7 publicly traded global financial services group based in
8 Japan. They own 8.9 percent interest in Konami Holdings,
9 which is a licensed supplier.

10 And finally in Tab J, we have T. Rowe Price Associates,
11 Incorporated, a publicly traded company registered with the
12 SEC as an investment advisor managing 1.3 trillion dollars in
13 assets. This is a renewal of a prior institutional investor
14 waiver that they had. At this present time, T. Rowe Price
15 does not own more than 5 percent in any Missouri gaming
16 licensee, but they asked for the renewal so that in the future
17 if they -- it gives them the freedom to acquire more than 5
18 but under 20 percent of Missouri gaming licensees.

19 CHAIRMAN LEARA: All right, I have a question on that.
20 So that's an open-ended approval for something that isn't in
21 front of us?

22 MR. GREWACH: Actually, Mr. Chairman, they all are.
23 Once we give the approval as an institutional investor, then
24 what we say is you can acquire interest in multiple licensees
25 up to 20 percent. We don't make them specific to any one

1 particular company.

2 CHAIRMAN LEARA: But in these other cases, we are
3 looking at specific examples of 6 percent --

4 MR. GREWACH: Well, in those other cases, they
5 currently hold those so they report them, but the waiver that
6 they get under the rule gives them the authority -- it
7 designates them as an institutional investor, gives them that
8 authority to acquire capital. The obvious reason for the rule
9 is to make it easy -- make it available for the industry to
10 acquire capital and ease of trading of their stock.

11 CHAIRMAN LEARA: And this allows them to go to what
12 percentage?

13 MR. GREWACH: To 20 percent.

14 CHAIRMAN LEARA: Okay. Any questions for Mr. Grewach?
15 Mr. Hane, did you have something? No? All right, moving
16 along. Seeing none, I move for the approval of Resolution No.
17 22-047, Waiver of Institutional Investor for Australian Super
18 Party. Is there a second?

19 COMMISSIONER HANE: Second.

20 CHAIRMAN LEARA: We have a second, Mr. Hane. Any other
21 discussion on that motion? Seeing none, Angie, call the roll.

22 MS. FRANKS: Chairman Leara?

23 CHAIRMAN LEARA: Approved.

24 MS. FRANKS: Commissioner Conway?

25 COMMISSIONER CONWAY: Approved.

1 MS. FRANKS: Commi ssi oner Hane?

2 COMMI SSI ONER HANE: Approved.

3 MS. FRANKS: Commi ssi oner Zi mmerman?

4 COMMI SSI ONER ZI MMERMAN: Approved.

5 MS. FRANKS: By your vote, you adopted Resol uti on No.
6 22-047.

7 CHAIRMAN LEARA: Next i tem, I move for the approval of
8 Resol uti on No. 22-048, Bl ackRock, Incorporated, i nsti tuti onal
9 i nvestor. Is there a second?

10 COMMI SSI ONER ZI MMERMAN: Second.

11 CHAIRMAN LEARA: Second, Commi ssi oner Zi mmerman. Any
12 di scussi on? Seei ng none, Angi e, call the roll.

13 MS. FRANKS: Chai rman Leara?

14 CHAIRMAN LEARA: Approved.

15 MS. FRANKS: Commi ssi oner Conway?

16 COMMI SSI ONER CONWAY: Approved.

17 MS. FRANKS: Commi ssi oner Hane?

18 COMMI SSI ONER HANE: Approved.

19 MS. FRANKS: Commi ssi oner Zi mmerman?

20 COMMI SSI ONER ZI MMERMAN: Approved.

21 MS. FRANKS: By your vote, you've adopted Resol uti on
22 No. 22-048.

23 CHAIRMAN LEARA: Next i tem, Resol uti on No. 22-049. I
24 move for the approval and Iook for a second.

25 COMMI SSI ONER CONWAY: Second.

1 CHAIRMAN LEARA: Second. Any discussion? Seeing none,
2 Angie, please call the roll.
3 MS. FRANKS: Chairman Leara?
4 CHAIRMAN LEARA: Approved.
5 MS. FRANKS: Commissioner Conway?
6 COMMISSIONER CONWAY: Approved.
7 MS. FRANKS: Commissioner Hane?
8 COMMISSIONER HANE: Approved.
9 MS. FRANKS: Commissioner Zimmerman?
10 COMMISSIONER ZIMMERMAN: Approved.
11 MS. FRANKS: By your vote, you've adopted Resolution
12 No. 22-049.
13 CHAIRMAN LEARA: Next item on the agenda, Resolution
14 No. 22-050, T. Rowe Price Associates, Incorporated. I move
15 for the approval. Is there a second?
16 COMMISSIONER HANE: Second.
17 COMMISSIONER ZIMMERMAN: Second.
18 CHAIRMAN LEARA: Second, Madam Zimmerman. Any
19 discussion? Seeing none, Angie, please call the roll.
20 MS. FRANKS: Chairman Leara?
21 CHAIRMAN LEARA: Approved.
22 MS. FRANKS: Commissioner Conway?
23 COMMISSIONER CONWAY: Approved.
24 MS. FRANKS: Commissioner Hane?
25 COMMISSIONER HANE: Approved.

1 MS. FRANKS: Commi ssi oner Zi mmerman?

2 COMMI SSI ONER ZI MMERMAN: Approved.

3 MS. FRANKS: By your vote, you've adopted Resol uti on
4 No. 22-050.

5 CHAIRMAN LEARA: Next i tem on the agenda, Considerati on
6 of Li censure of Level 1 and Key Appl icants.

7 MR. GREWACH: Sergeant Sammy Seaton.

8 CHAIRMAN LEARA: Good morni ng, Sergeant. You have the
9 fl oor when you' re ready.

10 SERGEANT SEATON: Mr. Chai rman and Commi ssi oners, good
11 morni ng. Mi ssouri State Highway Patrol Investi gators and
12 Mi ssouri Gami ng Commi ssi on Fi nanci al Investi gators conducted
13 comprehensi ve background i nvesti gati ons on mul ti ple Key and
14 Level 1 appl icants. These i nvesti gati ons i ncl uded, but were
15 not l i mi ted to, ci vi l , cri mi nal , fi nanci al , and general
16 character i nqui ri es that were made i n the j uri sdi cti ons where
17 the appl icants have l i ved, worked, and frequented; and the
18 respecti ve i nvesti gati ve fi ndi ngs were provided to the
19 Mi ssouri Gami ng Commi ssi on staff for thei r revi ew.

20 The fol l owi ng appl icants are bei ng presented for your
21 consi derati on:

22 Scott Al an Bowers, Securi ty Operati ons Manager,
23 Ameri star Casi no, Kansas Ci ty, LLC.

24 Jason Al an Cook, Casi no Operati ons Manager, Ameri star
25 Casi no Kansas Ci ty, LLC.

1 Thomas Jeffrey Masters, IT Manager, Argosy Riverside
2 Casino.

3 Uri Lahajj Clinton, Executive Vice President, General
4 Counsel and Corporate Secretary, Boyd Gaming Corporation.

5 Baptiste Geoffrey Christine Ghislain de Cartier de
6 Marchienne, Director, Brepols Group NV.

7 Kathryn Ann Schuster, Senior Vice President and General
8 Manager, Caesars Entertainment, Incorporated.

9 Kate Claire Lowenhar-Fisher, Executive Vice President,
10 Chief Legal Officer, General Counsel and Corporate Secretary,
11 Everi Payments, Incorporated.

12 JoAnne Adrienne Epps, Director, Gaming and Leisure
13 Properties, Incorporated.

14 Keith Richard Hacker, Director of Finance, Hollywood
15 Casino St. Louis.

16 James Ronald Odell, Executive Chairman, Light & Wonder,
17 Inc.

18 Virginia Eileen Shanks, Independent Director, Light &
19 Wonder, Inc.

20 Timothy James Osborne Throsby, Independent Director,
21 Light and Wonder, Inc.

22 Hai g Edwin Asenbauer, Deputy Chairman of the
23 Supervisory Board, Novomatic AG.

24 Vimla Elizabeth Black-Gupta, Director, Penn National
25 Gaming, Incorporated.

1 Jeffrey Shawn Smith, Director of Surveillance, River
2 City Casino & Hotel.

3 The investigators are available to answer any questions
4 you might have.

5 CHAIRMAN LEARA: That last one that you read, would you
6 read that again, Sergeant Seaton?

7 SERGEANT SEATON: Jeffrey Shawn Smith, Director of
8 Surveillance, River City Casino & Hotel.

9 CHAIRMAN LEARA: Any questions for Sergeant Seaton?

10 COMMISSIONER ZIMMERMAN: I actually have a question,
11 and it's kind of down in the weeds, so I apologize for that.
12 But on one of the Key persons, Kathryn Schuster, who was a
13 former MGC employee, I notice that the financials, the most
14 recent -- unless I missed it -- were from 2017. I just
15 wondered if there was something -- maybe that's a question
16 better answered later, but the financials were not from 2021
17 or 2022, they were from 2017; so -- and just a coincidence
18 that she was a former MGC employee.

19 JUDGE RICHARDSON: Actually, she was not an MGC
20 employee, she was a Key person -- she's applied for a Key
21 person here. She was a Level 1 occupational employee. She
22 already worked for the casino, she was elevated to the manager
23 position.

24 COMMISSIONER ZIMMERMAN: Okay.

25 JUDGE RICHARDSON: So it's kind of a transfer of her

1 license up a step, and oftentimes when the license that they
2 have would still currently be active, they don't -- they don't
3 proceed from that point forward. I don't know if that makes
4 sense to you or not, Madam Zimmerman, but she did currently
5 hold a license as a Level 1 -- I'm sorry -- yes, as a Level 1.
6 She was Casino Director of Operations at the Isle of Capri
7 Boonville, and then she was named the General Manager.

8 COMMISSIONER ZIMMERMAN: Okay. Thank you, Your Honor.

9 CHAIRMAN LEARA: Let's stay on this a second. Go
10 ahead, Mr. Conway.

11 COMMISSIONER CONWAY: It says she was an employee at
12 MGC from 2001 to 2005.

13 JUDGE RICHARDSON: My apologies for that. I didn't get
14 as far down in the weeds as she did. Yes, and then prior to
15 her being named the General Manager of Isle of Capri at
16 Boonville, she was their Director of Casino Operations, so she
17 did already actively hold a license from MGC. But yes, she
18 was a prior employee of the Missouri Gaming Commission.

19 COMMISSIONER ZIMMERMAN: I thought I was losing my
20 mind.

21 COMMISSIONER CONWAY: You didn't. The other -- there's
22 a place there that says Exhibit 1. Is that just referring to
23 the second application, or she has two applications going at
24 the same time?

25 JUDGE RICHARDSON: Well, what Exhibit 1 contains,

1 Commissioner Conway, is the background report that was done on
2 Ms. Schuster in May of 2018 when she was granted her prior
3 license.

4 COMMISSIONER CONWAY: So that document does not get
5 contained in what we have, or is Exhibit 1 actually the
6 second -- what I thought was the second approval?

7 JUDGE RICHARDSON: Exhibit 1 is the summary report from
8 May of 2018 when she received her license, so it should be
9 contained in your meeting materials.

10 COMMISSIONER CONWAY: Okay.

11 COMMISSIONER ZIMMERMAN: So then no update then on the
12 financials; it's just she's moving up a level?

13 JUDGE RICHARDSON: She's moving up a level, yes, that
14 was her Level 1 license investigation that's contained as
15 Exhibit 1, and she's just moving up a level.

16 CHAIRMAN LEARA: So we went through the full financial
17 investigations on that initial licensing?

18 COMMISSIONER HANE: May of '18.

19 CHAIRMAN LEARA: Well, actually -- yes, I'm sorry,
20 okay. So back then, and then this upgrade is similar to a
21 renewal application?

22 JUDGE RICHARDSON: It's similar to a renewal, but
23 because it is actually a step up, it is a separate license,
24 but a general manager is considered a Key person.

25 CHAIRMAN LEARA: So we're looking at the background

1 investigation from the first time, the initial, as an
2 attachment?

3 JUDGE RICHARDSON: Yes.

4 CHAIRMAN LEARA: And we've seen that before?

5 JUDGE RICHARDSON: You have.

6 CHAIRMAN LEARA: This isn't exclusive to this case,
7 okay. One thing I want to call out, it appears that -- I
8 believe that employees from the Gaming Commission who go into
9 the industry have a cooling off period; is that correct?

10 MR. GREWACH: That's correct, two years.

11 CHAIRMAN LEARA: Two years, and that's been satisfied
12 here several years ago?

13 MR. GREWACH: That's correct.

14 CHAIRMAN LEARA: Okay, I just want to call attention to
15 that. All right, any other discussion? Seeing none, I move
16 for approval of Resolution No. 22-051. Is there a second?

17 COMMISSIONER CONWAY: Second.

18 CHAIRMAN LEARA: Second, Mr. Conway. Any other
19 discussion? Seeing none, Angie, call the roll.

20 MS. FRANKS: Chairman Leara?

21 CHAIRMAN LEARA: Approved.

22 MS. FRANKS: Commissioner Conway?

23 COMMISSIONER CONWAY: Approved.

24 MS. FRANKS: Commissioner Hane?

25 COMMISSIONER HANE: Approved.

1 MS. FRANKS: Commi ssi oner Zi mmerman?

2 COMMI SSI ONER ZI MMERMAN: Approved.

3 MS. FRANKS: By your vote, you've adopted Resol uti on
4 No. 22-051.

5 CHAIRMAN LEARA: Next i tem on the amended agenda,
6 presentation by GLI. Please state your name and your ti tle,
7 and you have the floor.

8 MR. MULLALLY: Thank you, Mr. Chai rman, Commi ssi oners,
9 and Judge for asking me to be here today. My name i s Kevi n
10 Mull ally. I'm the Seni or Vice Presi dent of Governme nt
11 Relations and General Counsel for Gami ng Laboratori es
12 Internati onal .

13 I haven't met most of you, so you might not be aware
14 that I have a li ttle bit of hi story i n thi s bui lding. It was
15 my pleasure to serve as counsel to Senator Harry Wi ggi ns, who
16 sponsored Senate Bi lls 10 and 11 which created the Mi sso uri
17 Gami ng Commi ssi on. I was one of the co-authors of that
18 legi slati on. I was later asked by the governor's offi ce to
19 apply and was hi red by the Gami ng Commi ssi on i n 1993 to serve
20 as i ts Deputy Di rector of Legal and Legi slati ve Affai rs, and
21 so i f you do look at the old rules and fi nd any probl ems wi th
22 them, they were probabl y my faul t.

23 And then I later served as the Executi ve Di rector from
24 2000 to 2006 when I came to GLI. So I remember about 1995 i n
25 here wi th Pri son Industri es desi gni ng thi s room. I have many

1 fond memories of this building. I remember my daughter, who I
2 think would have been about six or seven years old at that
3 time -- I used to come in and work on Saturdays so I could get
4 some reading done, and she would come in this room and sing
5 and entertain the other staff who happened to be walking
6 through the building.

7 And I also remember a meeting in that front conference
8 room when we wrote the first self-exclusion program in the
9 world, and the first draft needed a few revisions and we had a
10 packed room full of industry people trying to tell us what we
11 had done wrong. But that has become a model for the world,
12 and most of the rest of the world has followed the Missouri
13 self-exclusion program.

14 I think my fondest memories are in working with the
15 staff, many dedicated members that still remain here. I hope
16 I don't offend any of our other clients, but in my view the
17 best Executive Assistant in the world is Angie Franks. And it
18 was a great time, and really my role at GLI isn't that much
19 different than it is here. GLI is really an extension of our
20 regulatory clients. The testing and certification of gaming
21 equipment is a regulatory responsibility that most
22 jurisdictions have chosen to outsource, and we're fortunate
23 enough to be chosen by about 80 percent of the world to do
24 that testing.

25 And so really, the way we view the world is that all

1 our clients are about 475 different regulatory agencies like
2 yourselves that we test on behalf of. Our customers are the
3 gaming equipment manufacturers and other industry participants
4 that choose to submit their technology to us to evaluate under
5 your technical standards and submit to you to be certified
6 that it meets those. But we take our direction from you, the
7 client, and so we often will run into instances where two
8 jurisdictions will have the exact same rule and Jurisdiction A
9 wants it tested or documented or processed one way and
10 Jurisdiction B wants it processed another way; and that's the
11 way we do it because we're acting under your authority.

12 So just a little kind of trying to put the organization
13 in perspective. When we were formed in 1989, our founder
14 James Maida --

15 CHAIRMAN LEARA: Can I interrupt for a second? What is
16 your position again?

17 MR. MULLALLY: I'm the Senior Vice President of
18 Government Relations and General Counsel, so I have pretty
19 much everything other than testing.

20 CHAIRMAN LEARA: Thank you. Sorry for the
21 interruption.

22 MR. MULLALLY: That's what I do. But when we were
23 formed in 1989, James Maida was a test engineer in the New
24 Jersey Division of Gaming Enforcement testing laboratory. At
25 that time it was just Nevada and New Jersey that had legalized

1 gambling in this country, and they both had government testing
2 labs.

3 And so as the tribal gaming started to emerge and the
4 riverboat states, Iowa had just passed riverboat gambling,
5 South Dakota Lottery had just passed video lottery terminals,
6 James started thinking, Wait a minute, if every state and
7 every tribe sets up their own government testing lab and every
8 manufacturer has to ship a prototype of every machine to every
9 state and every tribe, that's going to get expensive. What if
10 I created a place where they could send it to one place and I
11 could test it for all the jurisdictions for one price at one
12 time, that would be way more efficient.

13 And so we were really born out of economic efficiency.
14 It didn't take us long to go global. We're now in 24
15 locations around the world, we have 24 laboratories around the
16 world. We have other places like Kansas City, Missouri, for
17 instance, that's not counted in that 24. That's where my
18 office is and also Zach Kastelic, Associate General Counsel is
19 also in Kansas City, and my wife is my part-time assistant and
20 is in Kansas City.

21 But we have 24 laboratories and, as I said, 475
22 jurisdictions. We have done since our formation over three
23 million certifications globally. Just to give you a little
24 perspective on our locations around the world, we are a global
25 company. I was on a call at 7:00 this morning halfway around

1 the world, it was 4:30 in the afternoon their time, with some
2 of our team working on an important project.

3 Some of the key miles -- I'm missing a slide. Well,
4 somehow my timeline got deleted out of here, but some key
5 milestones, we were chosen in 1991 to help start up the Iowa
6 casinos; in '94, we were the only testing lab for the Missouri
7 casinos and we remained that way for some time.

8 We opened our European headquarters in 1998. In 2010,
9 we became the consultant for the Kentucky Horse Racing
10 Commission to essentially create the historic horse racing
11 industry, were their technical advisor for that and were the
12 expert witness in a lengthy court battle over that type of
13 technology. We are often an independent advisor to
14 jurisdictions when they encounter new technology or creating
15 new market verticals like, for instance, horse racing.

16 I testify periodically in front of legislators, but
17 never as an advocate. We've never taken a position on gaming
18 legislation; we're always a neutral subject matter expert.
19 Our most guarded and valuable intellectual property is our
20 independence. We have every employee sign an annual statement
21 of independence saying that we are -- we don't take sides, we
22 work on behalf of regulators, and we don't favor any industry
23 participant over another.

24 In fact, one of the challenges we have, you may be
25 familiar with the GLI Technical Standard Series. It's a

1 value-added service that we provide to the industry. We don't
2 charge for it, it's a public document, anybody can use it. It
3 takes a fair amount of expertise and staffing power to be able
4 to develop and maintain those.

5 We really follow a process very similar to a state
6 rulemaking process. Whenever we find an area of new
7 technology, sports wagering, for instance, one of our most
8 recent technical standards is GLI-33 for sports wagering and
9 mobile sports wagering. We put a version out which we think
10 is a collection of best practices or technical guidelines,
11 while avoiding any proprietary industry practice. One of the
12 things that we learned early on is that vendors will sometimes
13 try to get their proprietary or intellectually protected
14 property into a technical standard so that only they can be
15 the solution, so we have to steadfastly avoid that.

16 But then we put that out to regulators globally to
17 comment on it. The regulators that respond are a working
18 group, we take their comments, we come out with another
19 version, we put that out to the industry to comment, we then
20 circulate that among the working group, then finally we come
21 up with a standard. We follow that same process as the
22 standards are updated when technology or consumer behaviors or
23 risk patterns change.

24 It takes a lot to run a modern testing lab. A lot
25 of -- we're really a collection of subject matter experts.

1 Engineering is broken down into a lot of different areas of
2 expertise. That's probably an oversimplification there. We
3 have people that specialize in systems, people that specialize
4 in communication protocols, people that specialize in software
5 code review, people that specialize in hardware, people that
6 specialize in security. And so that engineering department is
7 highly segregated.

8 Our math team is I think over 40 people globally run by
9 two PhDs, and I don't know how many masters level math people
10 we have. I know when I go into one of our offices and walk by
11 the math department, they always have a big whiteboard that
12 looks like the *Goodwill Hunting* stuff. And I remember one
13 time I wrote on the bottom, I said, "equals 375" on the bottom
14 and they got really mad for me touching their whiteboard, so I
15 don't do that.

16 Our technical compliance group is now about 50 people
17 globally, and this is the group that monitors the technical
18 requirements of every gaming commission, all the 475-plus
19 clients we have globally, not only what the standard is, but
20 how it's interpreted. So we internally maintain a database
21 that's much like, for the lawyers in the room, the Uniform
22 Commercial Code. It's annotated with all the little rulings
23 and decisions and emails that regulators send us about how
24 they want certain things done. That's unique in the world,
25 and it takes a lot of people to do it.

1 We have -- I think we do a bi-weekly call with your
2 team, with the Kellys and your technical team, and we have a
3 number of commissions where we have regular calls for those
4 that have more robust technical staffs to make sure that our
5 testing is aligning with their expectations.

6 Quality assurance is the ones who check engineering, so
7 we don't just trust the engineers to test it right and send it
8 off. After it's tested, it goes through a quality assurance
9 review and they compare all the documentation that was done
10 during the testing with the requirements to make sure
11 everything was met.

12 I'm not going to go through all these, but QMS is our
13 Quality Management System, it's an important one, it's a very
14 esoteric job. We have Mark Mensik out of Colorado that I lately
15 sat for us globally, I think he's the best in the world. He
16 manages all our ISO accreditations and all our audits, all the
17 independent oversight that we get, not only from those
18 certification bodies of all our 24 -- see every one of our 24
19 labs has to be ISO certified, but also from our regulatory
20 clients like yourselves that will come in and audit us every
21 year or every couple of years, and he helps manage that
22 process as well.

23 There's a lot of things on here, just a couple I'll
24 mention. Our Legal and Regulatory Compliance, there's some
25 labs that don't have a legal department. I don't know how

1 they do it because there's a lot of legal issues that come up
2 with running a lab. But we have, if you count James Maida,
3 who's our president who's both an engineer and a lawyer, if
4 you count him, we have six lawyers on staff globally and we
5 have a regulatory clients staff that not only deals with
6 gaming regulations, but just all the regulations that we deal
7 with in being a global business.

8 And then little things, like you say, Maintenance, why
9 do they have Maintenance up there? Well, when you're a high
10 tech company like us, we have these huge server rooms that
11 have to be air-conditioned and we have a lot of other people's
12 intellectual property that we have to protect, and that
13 infrastructure is really important.

14 In fact, in New Jersey the maintenance staff reports to
15 Paul Magno, who's one of the co-founders of the company, and
16 Bob Schrader, who's one of the first employees of GLI. And in
17 Las Vegas and Denver, it's Dave Daniels, who's one of the
18 longest tenured employees in the company and a senior
19 director. So things like maintenance and details like that
20 are very important to us,

21 And then -- I'm winding down here, but I thought it was
22 important to talk about our culture. We built a culture very
23 similar to the one that you have here and I'm sure the Judge
24 has been good at maintaining. One of the things I tried to
25 build here was, one, it was very competitive and built on

1 excellence and collaboration. In other words, I wanted to be
2 competitive with ourselves and we wanted every person to try
3 to be the best person they could be so that we could be the
4 best gaming commission that we could be and provide the best
5 service.

6 And the culture at GLI is very much the same. It's all
7 about client wins. I led an exercise starting in December of
8 2019 with a marketing firm because I didn't think -- I thought
9 we were great at being a testing lab; I didn't think we were
10 great at telling our story, either externally or internally,
11 and I wanted to develop a better storytelling ability to
12 motivate employees internally and to be able to help
13 communicate to other outside stakeholders what we do.

14 So we hired a firm that led us through an exercise and
15 we came up with a video that's available on our website. I'm
16 not going to bore you by playing it here today, but it's only
17 about a minute and a half. And the tag line they came up with
18 was -- I came up with it, and now I can't even remember it --
19 Navigating -- Illuminating Your Path to Greatness, and it's
20 all about our journey in helping clients achieve whatever
21 success they're setting out to achieve.

22 And that's really what we do every day. And I live and
23 my teams live in this world where every day we are talking
24 about compliance issues, externally and internally, where's
25 the industry going, what challenges are regulators facing, how

1 can we help them? So we're more than just a test lab; it's
2 become a pretty robust consulting practice.

3 We had -- in the past couple of years, we've had some
4 very challenging projects because legislatures have decided
5 that not only do they want to do new things like sports
6 betting, but they want to take two years to figure out how to
7 do it and then give the regulator 90 days to get it up and
8 running.

9 And so both Wyoming Gaming Commission and South Dakota
10 Gaming Commission were put in that position where the
11 legislation passed and they were mandated to issue licenses
12 and have it up and running in 90 days, so they hired us as a
13 consultant and we beat both deadlines by about a week. So
14 those were fun projects to work on.

15 We're currently the consultant for the Nebraska Racing
16 Gaming Commission. They've authorized five casinos and sports
17 betting and some other forms of gaming, and so they've
18 retained us to help essentially build out the gaming
19 commission. They have three staff people, and so we've helped
20 them write their regulations, minimum internal control
21 standards, licensing requirements; and we're doing the testing
22 for them, and they're going to open their first temporary
23 casino in September. So those are the type of projects we
24 assist regulators with.

25 And then I thought it might be helpful, I think there's

1 a lot of good resources out there, I think these are some of
2 the best. The largest gathering of regulators in the world
3 meets annually at our GLI North American Regulators Round
4 Table. We attract over 300 regulators, mainly from North
5 America, but all over the world. We welcomed -- I think the
6 furthest traveler -- the Judge met him, my friend -- who's
7 become my friend -- Reann Risby from the United Arab Emirates
8 flew over from Ras Al-Khaimah. They have authorized the Wynn
9 Organization to build the first casino in the Middle East, and
10 so we've been working with them to help establish their
11 regulations. But it's a great event, it's two days, it's free
12 to attend, busy two days of some of our staff, some regulators
13 presenting, some industry experts.

14 I think IMGL, Marc Ellinger, president of IMGL is here.
15 His staff, I think they do a great job of education and hold
16 numerous events throughout the year. I was lucky to be on the
17 faculty. They had some new commissioner and senior staff
18 training in New York here about a month ago, and I was on the
19 faculty with Dan Hartman, my good friend who's a director in
20 Colorado, and a number of other regulators or former
21 regulators that did a day-long training for regulators.

22 IAGA, the International Association of Gaming Advisors,
23 it does a great job. They put on a lot of online events as
24 well. And then NCLGS, the National Council of Legislators
25 from Gaming States, we have an ongoing strategic partnership

1 with them and we hold a regulator seminar at their summer
2 conferences. They do a winter and a summer conference, but
3 those are -- it's run by legislators that either chair gaming
4 committees or sponsor gaming legislation. I think their
5 participation is up to about 40 states I think now in NCLGS.
6 They do an excellent job as well. So those are some of those.

7 And really we're all about winning. Whenever somebody
8 comes to us and says, I don't -- I remember Charlie Moore, the
9 Director of Wyoming Gaming Commission, his face was white when
10 he thought that he had to open sports betting in 90 days. I
11 said, "Charlie, we've seen this before." We don't fail, it's
12 just not an option. So whenever you are faced with a
13 challenge and think that we can assist, we're happy to be
14 there; and we're certainly very honored to play a role in the
15 ongoing oversight of gaming in the State of Missouri.

16 With that, I will be happy to answer any questions you
17 might have.

18 CHAIRMAN LEARA: I found that very informative. Thank
19 you. I know we've seen GLI before us before in licensing
20 different issues, but thank you for coming and doing that
21 presentation. I appreciate that. Any questions for
22 Mr. Mullally? Mr. Conway?

23 COMMISSIONER CONWAY: Thank you, Mr. Chairman. Who's
24 your major -- or do you have competition?

25 MR. MULLALLY: We have competition. It tends to be

1 regional. {} UCCA Gaming Commission, for instance, I think
2 they license like 15 testing labs. Probably the only other
3 laboratory that has even close to the footprint would be a
4 company out of Australia that has an office in Las Vegas.

5 COMMISSIONER CONWAY: So I mean obviously -- did I miss
6 it in your presentation -- how many states do you contract
7 with for --

8 MR. MULLALLY: For testing or consulting?

9 COMMISSIONER CONWAY: Testing or consulting, either
10 one.

11 MR. MULLALLY: Consulting is -- the number of ongoing
12 consulting projects is probably our fastest growing area of
13 the consulting business just because the industry is moving so
14 quickly. And, you know, one of the things that I think you
15 probably appreciate if you've been on the commission for a
16 while, risk isn't static. It doesn't stay, it evolves.

17 The best example, I think the easiest to understand
18 example that I like to give is when I started, for instance,
19 all the machines were tokenized; so every machine, you had the
20 coins, the tokens that dropped out, which meant that each
21 individual machine was stand-alone.

22 They did have some systems back then, but they were
23 pretty rudimentary, and so really the risk profile was more
24 like street crime, the things you were worried about were
25 shaved tokens, monkey paws, it's like a powerful light that

1 looks like a flexible cocktail straw and you can disguise it
2 and it will blind the eye that empties the tokens; and so
3 instead of one, two, three, four, five, six, seven, eight,
4 nine, ten, stop, the machine doesn't see anything, it just
5 empties the hopper.

6 And then ticket-in/ticket-out came, and now all of a
7 sudden you have much more robust security, many more layers of
8 security, it's much more complex to defeat, but if you can get
9 in it, now you have access to the entire back. So risk
10 fundamentally changed. The skills needed to manage that risk
11 change, so that's the fastest growing area.

12 With regard to testing, we have every state in the
13 country except for New Jersey, which still has its own testing
14 lab. There are other states that have their own testing labs,
15 but every one of them except for New Jersey has moved to
16 independent labs, Nevada, Mississippi, Michigan, Pennsylvania,
17 Montana.

18 COMMISSIONER CONWAY: Are you doing Kansas this week?

19 MR. MULLALLY: We are.

20 COMMISSIONER CONWAY: What's a soft opening for gaming
21 for sports wagering? I've never heard of that before.

22 MR. MULLALLY: Yeah, I think it's a media term of art
23 that -- no, they are -- well, I mean I think the intent is
24 that the games aren't --

25 COMMISSIONER CONWAY: Ready?

1 MR. MULLALLY: Yeah. The wagering is real, so the
2 games still count in the standings, the wagering is real. But
3 we have people out I think actually today doing geolocation
4 testing.

5 COMMISSIONER CONWAY: Of course we border Kansas, so
6 that's one of my constituents or former constituents up there
7 have a lot of questions about how Kansas is operating, but the
8 running joke was that on a soft opening, it doesn't hurt when
9 you lose.

10 MR. MULLALLY: Yeah, I think Don Brantley would tell
11 you -- clearly they've adopted a lot of rules they find
12 desirable, but I think he felt like their existing rules gave
13 them enough authority over licensees to do most of what they
14 needed to do. And yeah, we have a long history with that
15 organization.

16 I came to GLI in 2006. In 2007, when Kansas was
17 implementing gaming, they hired me as their consultant to help
18 write the rules, so when Steven Martino was the director, has
19 since become a good friend, we worked with him and continued
20 to do that.

21 COMMISSIONER CONWAY: I worked with Representative
22 Koenig out of Kentucky on a committee and CSL that was very
23 active in starting when the sports wagering was just
24 getting -- they thought it would pass as far as the court
25 ruling goes so --

1 MR. MULLALLY: Adam Koenig?

2 COMMISSIONER CONWAY: Yes.

3 MR. MULLALLY: Yeah, he was just a presenter at our
4 seminar in Boston.

5 COMMISSIONER CONWAY: He was very involved in what
6 Kentucky was doing. Anyway, if you have time after we get out
7 here, I do have a couple of questions I'd like to ask you.

8 MR. MULLALLY: Okay, as long as the staff signs off.
9 There's some kind of rule I seem to remember.

10 COMMISSIONER CONWAY: All right, thank you.

11 CHAIRMAN LEARA: Any other questions for Mr. Mullally?
12 Seeing none, thank you for the presentation and the
13 background. Very interesting, and I think we have a much
14 deeper understanding after that of GLI and what you do. So
15 thank you.

16 MR. MULLALLY: If you ever make it to Denver, New
17 Jersey, or Las Vegas, we'd love to have you on a lab tour.
18 I've given thousands of them probably by now, and I've never
19 had anybody walk out of the lab saying, "That's exactly what I
20 expected."

21 CHAIRMAN LEARA: Thank you. All right, moving on, I
22 think what our plan is that we're going to go in closed
23 session real quick, come back -- Judge?

24 JUDGE RICHARDSON: Actually, Chairman, what we had
25 talked about, if it is still agreeable with you, is just to

1 have Sergeant Coulson make his presentation.

2 CHAIRMAN LEARA: You are correct. Thank you. Sergeant
3 Coulson, you have the floor when you're ready for the next
4 item on the agenda, which is Consideration of Relicensure of
5 Key Persons. Thank you, Judge.

6 SERGEANT COULSON: Mr. Chairman and Commissioners,
7 Missouri State Highway Patrol Investigators conducted
8 background investigation updates on Key Person License
9 renewals. The investigations included an application review
10 as well as civil, criminal, and general character inquiries
11 made in the jurisdictions where the applicants currently
12 reside.

13 The following renewals are being presented for your
14 consideration:

15 Colin John Henson, Independent Non-Executive Director,
16 Ainsworth Game Technology, Ltd.

17 Soohyung Kim, Director, Bally's Corporation.

18 Jeffrey William Rollins, Director, Bally's Corporation.

19 Michael Alan Donovan, VP/General Manager, Bally's
20 Corporation.

21 William Richard Boyd, Vice President and Director, Boyd
22 Gaming Corporation.

23 William Samuel Boyd, Executive Chairman, Boyd Gaming
24 Corporation.

25 Keith William Henson, Senior VP and General Manager,

1 Boyd Gaming Corporation.

2 George Marshall Hirsberg II, Executive VP, Chief
3 Financial Officer, Treasurer, Boyd Gaming Corporation.

4 Marianne Elizabeth Johnson, Executive VP, Chief
5 Diversity Officer and Co-Executive Chair, Boyd Gaming
6 Corporation.

7 Blake Rampmaier, Vice President CIO, Boyd Gaming
8 Corporation.

9 Keith Edward Smith, President and Chief Executive
10 Officer, Boyd Gaming Corporation.

11 Peter McGregor Thomas, Outside Director, Boyd Gaming
12 Corporation.

13 Janis Laverty Jones Blackhurst, Independent Director,
14 Ceasars Entertainment, Incorporated.

15 Takatomo Imai, President, Director, Secretary and
16 Treasurer, JCM American Corporation.

17 Koji Yoshikawa, Outside Director, Japan Cash Machine
18 Company, Ltd.

19 Barry Laine Cottle, CEO/President/Director, Light &
20 Wonder, Incorporated.

21 Todd Michael George, Executive Vice President,
22 Operations, Penn National Gaming, Incorporated.

23 There are no pending requests for these investigations.
24 Investigative findings were provided to the Missouri Gaming
25 Commission staff for their review, and I would be glad to

1 answer any questions you might have. Thank you.

2 CHAIRMAN LEARA: Any questions for Sergeant Coulson? I
3 have one. Is this just a title? Their position here when you
4 mention that, there's Outside Director, Independent Director;
5 is there a difference in our view of the two?

6 JUDGE RICHARDSON: Mr. Grewach can answer that
7 question.

8 MR. GREWACH: No, I don't believe so. Two different --
9 the distinction between a Director like in Boyd's case that
10 are maybe an Executive Vice President/Director and an
11 Independent Director is the independent are outside directors,
12 someone who's not employed by the company or isn't a
13 contractor of the company, has no significant financial stake
14 in the company.

15 There are the stock exchanges, for example, New York
16 Stock Exchange, NASDAQ has requirements for the number of
17 executive directors. Some even have outside directors rather,
18 and some even have in the requirements that they meet
19 separately on certainly issues, but those terms are used
20 interchangeably.

21 CHAIRMAN LEARA: Okay, very good answer to the
22 question. Thank you. Any other questions of Sergeant
23 Coulson? Seeing none, thank you.

24 Now, we will move. All right, I make a motion for
25 closed meeting under Sections 313.847, Revised Statutes of

1 Missouri, Investigatory, Proprietary and Application Records
2 and Section 610.021, Section 1, Revised Statutes of Missouri,
3 Legal Actions and Matters Subject to Attorney Client Privilege
4 and Legal Work Product, Sections 3 and 13, Personnel, Section
5 12, Contracts, and Section 14, Records Protected from
6 Disclosure by Law. Is there a second?

7 COMMISSIONER HANE: Second.

8 CHAIRMAN LEARA: We have a second. Any discussion on
9 the motion? Seeing none, Angie, please call the roll.

10 MS. FRANKS: Chairman Leara?

11 CHAIRMAN LEARA: Approved.

12 MS. FRANKS: Commissioner Conway?

13 COMMISSIONER CONWAY: Approved.

14 MS. FRANKS: Commissioner Hane?

15 COMMISSIONER HANE: Approved.

16 MS. FRANKS: Commissioner Zimmerman?

17 COMMISSIONER ZIMMERMAN: Approved.

18 MS. FRANKS: We're in closed session.

19 CHAIRMAN LEARA: Thank you.

20 [THE COMMISSION WENT INTO CLOSED SESSION]

21 CHAIRMAN LEARA: We are now in open session. Item on
22 the agenda still open, I believe, is Consideration of
23 Licensure -- or I'm sorry, Relicensure of Key Persons,
24 Resolution No. 22-052. Any questions for Mr. Grewach? Seeing
25 none, I move for the approval of Resolution No. 22-052,

1 Rel i censure of Key Persons. Is there a second?
2 COMMI SSI ONER CONWAY: Second.
3 CHAI RMAN LEARA: Second, Mr. Conway. Is there any
4 di scussi on? Seei ng none, Angi e, call the roll .
5 MS. FRANKS: Chai rman Leara?
6 CHAI RMAN LEARA: Approved.
7 MS. FRANKS: Commi ssi oner Conway?
8 COMMI SSI ONER CONWAY: Approved.
9 MS. FRANKS: Commi ssi oner Hane?
10 COMMI SSI ONER HANE: Approved.
11 MS. FRANKS: Commi ssi oner Zi mmerman?
12 COMMI SSI ONER ZI MMERMAN: Approved.
13 MS. FRANKS: By your vote, you've adopted Resol uti on
14 No. 22-052.
15 CHAI RMAN LEARA: Next i tem on the agenda, Considerati on
16 of 2023 Meeting Dates. Any questi ons, comments? Seei ng none,
17 I move for the approval of the meeting dates. Is there a
18 second?
19 COMMI SSI ONER ZI MMERMAN: Second.
20 CHAI RMAN LEARA: We have a second. Any di scussi on?
21 Seei ng none, Angi e, please call the roll .
22 Ms. FRANKS: Chai rman Leara?
23 CHAI RMAN LEARA: Approved.
24 MS. FRANKS: Commi ssi oner Conway?
25 COMMI SSI ONER CONWAY: Approved.

1 MS. FRANKS: Commi ssi oner Hane?
2 COMMI SSI ONER HANE: Approved.
3 MS. FRANKS: Commi ssi oner Zi mmerman?
4 COMMI SSI ONER ZI MMERMAN: Approved.
5 MS. FRANKS: By your vote, you've approved the 2023
6 commi ssi on meeti ng dates.
7 CHAIRMAN LEARA: I now move for adjournment of the
8 August meeting of Mi ssouri Gami ng Commi ssi on. Is there a
9 second?
10 COMMI SSI ONER HANE: Second.
11 CHAIRMAN LEARA: Second. Angi e, call the roll.
12 MS. FRANKS: Chai rman Leara?
13 CHAIRMAN LEARA: Approved.
14 MS. FRANKS: Commi ssi oner Conway?
15 COMMI SSI ONER CONWAY: Approved.
16 MS. FRANKS: Commi ssi oner Hane?
17 COMMI SSI ONER HANE: Approved.
18 MS. FRANKS: Commi ssi oner Zi mmerman?
19 COMMI SSI ONER ZI MMERMAN: Approved.
20 MS. FRANKS: We are adj ourned.
21 CHAIRMAN LEARA: We stand adj ourned. Thank you all .
22 Thanks for wai ti ng.

23 [THE MEETING ADJOURNED]
24
25

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

REPORTER' S CERTI F I C A T E

I, Susanne E. Moon, Registered Professional Reporter, Certified Real-time Reporter, and Certified Court Reporter, certify that on August 31, 2022, I was present and reported the proceedings held before the Missouri Gaming Commission, and I further certify that the foregoing 51 pages contain a true and accurate transcription of the proceedings.

Susanne Moon

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

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

- 1 -

1,200 [6] 9: 12, 18; 10: 22, 24; 11: 2, 5
14-day [3] 7: 5; 12: 10, 20
1989 [2] 31: 13, 23
1991 [1] 33: 5
1993 [1] 29: 19
1995 [1] 29: 24
1998 [1] 33: 8

- 2 -

2,190 [1] 7: 2
2000 [1] 29: 24
2001 [1] 26: 12
2005 [1] 26: 12
2006 [2] 29: 24; 44: 16
2007 [1] 44: 16
2010 [1] 33: 8
2017 [2] 25: 14, 17
2018 [2] 27: 2, 8
2019 [1] 38: 8
2020 [2] 6: 17; 12: 1
2021 [8] 6: 24, 25; 12: 2, 3, 4, 12; 25: 16
2022 [12] 1: 13; 6: 3; 12: 6, 7, 8, 17; 17: 11, 13; 25: 17; 52: 6
2023 [4] 17: 17, 21; 50: 16; 51: 5
22-046 [1] 18: 15
22-047 [2] 20: 17; 21: 6
22-048 [2] 21: 8, 22
22-049 [2] 21: 23; 22: 12
22-050 [2] 22: 14; 23: 4
22-051 [2] 28: 16; 29: 4
22-052 [3] 49: 24, 25; 50: 14
22-055 [1] 11: 22
25th [1] 4: 23
29th [1] 4: 21

- 3 -

30-day [1] 17: 12
313.847 [1] 48: 25
3417 [1] 1: 22

- 4 -

4,999.99 [1] 9: 18
475-plus [1] 35: 18

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

- 5 -

5,000 [7] 6: 21; 7: 1, 3, 4; 8: 5; 12: 10, 25

- 6 -

6.06 [1] 18: 23
610.021 [1] 49: 2
65109 [1] 1: 23

- 9 -

9.030 [1] 17: 6
9.104 [1] 17: 8
9.109 [1] 17: 8

- A -

a.m. [1] 1: 14
ability [1] 38: 11
above [1] 10: 10
access [1] 43: 9
accreditations [1] 36: 16
accurate [1] 52: 9
achieve [2] 38: 20, 21
acquire [4] 19: 17, 24; 20: 8, 10
acquisition [1] 12: 19
across [1] 9: 22
acting [1] 31: 11
action [5] 11: 8, 21; 14: 6, 19; 15: 23
actions [3] 6: 6; 14: 22; 49: 3
active [2] 26: 2; 44: 23
actively [1] 26: 17
activity [2] 13: 5, 11
adam [1] 45: 1
addition [1] 12: 19
adjourned [3] 51: 20, 21, 23
adjournment [1] 51: 7
adopted [12] 3: 22; 6: 2; 11: 20; 16: 11; 18: 14; 21: 5, 21; 22: 11; 23: 3; 29: 3;
44: 11; 50: 13
adoption [1] 2: 14
adrienne [1] 24: 12
advisor [3] 19: 12; 33: 11, 13
advisors [1] 40: 22
advocate [1] 33: 17
affairs [1] 29: 20
afternoon [1] 33: 1
agencies [1] 31: 1

1 agenda [17] 2: 14, 18; 3: 4, 8, 22, 23; 6: 5; 11: 21; 16: 12; 18: 16; 22: 13;
23: 5; 29: 5; 46: 4; 49: 22; 50: 15
2 aggravating [1] 14: 7
agree [2] 15: 16, 21
3 agreeable [1] 45: 25
ahead [2] 8: 13; 26: 10
4 ainsworth [1] 46: 16
air-conditioned [1] 37: 11
5 al-khaimah [1] 40: 8
alan [3] 23: 22, 24; 46: 19
6 aligning [1] 36: 5
allowed [1] 9: 10
7 allows [1] 20: 11
almost [1] 13: 14
8 along [1] 20: 16
amend [1] 4: 13
9 amended [7] 3: 23; 5: 4, 7, 8; 6: 4; 16: 19; 29: 5
amending [1] 4: 23
10 amendment [2] 5: 6; 17: 6
amendments [9] 16: 16, 20, 22, 25; 17: 5, 14, 22; 18: 2
11 america [1] 40: 5
american [2] 40: 3; 47: 16
12 ameristar [2] 23: 23, 24
among [1] 34: 20
13 amount [8] 6: 15, 16; 7: 6; 9: 12; 11: 1; 12: 11; 34: 3
angle [17] 2: 3; 3: 1; 4: 19; 5: 18; 11: 11; 16: 2; 18: 5; 20: 21; 21: 12; 22: 2,
14 19; 28: 19; 30: 17; 49: 9; 50: 4, 21; 51: 11
annotated [1] 35: 22
15 annual [1] 33: 20
annually [1] 40: 3
16 answer [6] 8: 7; 25: 3; 41: 16; 48: 1, 6, 21
answered [2] 7: 12; 25: 16
17 answers [1] 10: 15
anticipate [1] 17: 11
18 anybody [2] 34: 2; 45: 19
anyway [2] 4: 8; 45: 6
19 apologies [1] 26: 13
apologize [1] 25: 11
20 appear [1] 13: 8
appears [1] 28: 7
21 applicants [5] 23: 6, 14, 17, 20; 46: 11
application [6] 12: 3, 7; 26: 23; 27: 21; 46: 9; 49: 1
22 applications [3] 15: 2, 9; 26: 23
applied [1] 25: 20
23 apply [1] 29: 19
applying [1] 18: 20
24 appreciate [2] 41: 21; 42: 15
apprised [1] 13: 11
25 approach [1] 14: 2
appropriate [1] 5: 11

1 approval [16] 2: 15; 10: 13; 11: 7; 15: 23; 17: 10; 18: 1; 19: 20, 23; 20: 16;
21: 7, 24; 22: 15; 27: 6; 28: 16; 49: 25; 50: 17
2 approve [2] 3: 9; 17: 11
3 approved [60] 3: 15, 17, 19, 21; 5: 20, 22, 24; 6: 1; 11: 13, 15, 17, 19; 16: 4, 6,
8, 10, 17, 23; 17: 16; 18: 7, 9, 11, 13; 20: 23, 25; 21: 2, 4, 14, 16, 18, 20;
4 22: 4, 6, 8, 10, 21, 23, 25; 23: 2; 28: 21, 23, 25; 29: 2; 49: 11, 13, 15, 17;
50: 6, 8, 10, 12, 23, 25; 51: 2, 4, 5, 13, 15, 17, 19
5 approving [1] 10: 7
6 april [4] 12: 3, 4, 7, 8
7 arab [1] 40: 7
8 area [3] 34: 6; 42: 12; 43: 11
9 areas [1] 35: 1
10 aren't [1] 43: 24
11 argosy [2] 6: 9; 24: 1
12 aristocrat [1] 18: 24
13 arose [1] 16: 18
14 around [6] 7: 20; 17: 3; 32: 15, 24, 25
15 asenbauer [1] 24: 22
16 asked [3] 7: 23; 19: 16; 29: 18
17 asking [1] 29: 9
18 asset [1] 19: 6
19 assets [2] 19: 2, 13
20 assist [2] 39: 24; 41: 13
21 assistant [2] 30: 17; 32: 19
22 associate [1] 32: 18
23 associates [2] 19: 10; 22: 14
24 association [1] 40: 22
25 assume [1] 8: 17
assurance [2] 36: 6, 8
attachment [1] 28: 2
attend [1] 40: 12
attendant [1] 6: 13
attention [1] 28: 14
attorney [1] 49: 3
attract [1] 40: 4
audit [4] 8: 7, 9, 17; 36: 20
audits [1] 36: 16
august [4] 1: 13; 2: 3; 51: 8; 52: 6
australia [1] 42: 4
australian [2] 18: 22; 20: 17
authority [4] 20: 6, 8; 31: 11; 44: 13
authorized [2] 39: 16; 40: 8
available [3] 20: 9; 25: 3; 38: 15
average [1] 8: 11
avoid [1] 34: 15
avoiding [1] 34: 11
aware [1] 29: 13

- B -

1 background [5] 23: 13; 27: 1, 25; 45: 13; 46: 8
bally's [6] 11: 24, 25; 12: 5; 46: 17, 18, 19
2 baptiste [1] 24: 5
barry [1] 47: 19
3 basically [1] 8: 3
battle [1] 33: 12
4 beat [1] 39: 13
became [2] 33: 9; 44: 19
5 become [4] 17: 20; 30: 11; 39: 2; 40: 7
before [8] 1: 4; 5: 17; 28: 4; 41: 11, 19; 43: 21; 52: 7
6 begi nni ng [1] 17: 12
behal f [2] 31: 2; 33: 22
7 behavi ors [1] 34: 22
bei ng [8] 13: 20; 14: 7; 15: 2; 23: 20; 26: 15; 37: 7; 38: 9; 46: 13
8 best [8] 30: 17; 34: 10; 36: 15; 38: 3, 4; 40: 2; 42: 17
better [3] 14: 21; 25: 16; 38: 11
9 betti ng [3] 39: 6, 17; 41: 10
betwee n [3] 8: 15; 19: 4; 48: 9
10 bi -weekl y [1] 36: 1
bills [1] 29: 16
11 black-gupta [1] 24: 24
blackrock [2] 18: 25; 21: 8
12 blake [1] 47: 7
blind [1] 43: 2
13 board [3] 7: 4; 12: 9; 24: 23
bodie s [1] 36: 18
14 boonvill e [2] 26: 7, 16
border [1] 44: 5
15 bore [1] 38: 16
born [1] 32: 13
16 boston [1] 45: 4
both [5] 14: 4; 32: 1; 37: 3; 39: 9, 13
17 bottom [2] 35: 13
bowers [1] 23: 22
18 boyd [11] 24: 4; 46: 21, 23; 47: 1, 3, 5, 7, 10, 11
boyd' s [1] 48: 9
19 brantl ey [1] 44: 10
break [1] 11: 1
20 brepol s [1] 24: 6
bringi ng [1] 17: 3
21 broken [1] 35: 1
bui ld [3] 37: 25; 39: 18; 40: 9
22 bui ldi ng [3] 29: 14; 30: 1, 6
bui lt [2] 37: 22, 25
23 busi ness [2] 37: 7; 42: 13
24 busy [1] 40: 12

- C -

25 caesars [1] 24: 8

1 call [23] 2: 2, 4; 3: 13; 4: 19; 5: 18; 8: 6; 11: 11; 14: 19; 16: 2; 18: 5; 20: 21;
21: 12; 22: 2, 19; 28: 7, 14, 19; 32: 25; 36: 1; 49: 9; 50: 4, 21; 51: 11
2 calls [1] 36: 3
3 capital [2] 20: 8, 10
4 capri [2] 26: 6, 15
5 cartier [1] 24: 5
6 case [2] 28: 6; 48: 9
7 cases [4] 13: 19, 22; 20: 2, 4
8 cash [1] 47: 17
9 casino [16] 6: 9, 14, 25; 8: 9; 23: 23, 24, 25; 24: 2, 15; 25: 2, 8, 22; 26: 6, 16;
39: 23; 40: 9
10 casinos [5] 6: 17; 13: 19; 33: 6, 7; 39: 16
11 ceasars [1] 47: 14
12 certain [2] 15: 15; 35: 24
13 certainly [4] 15: 16, 20; 41: 14; 48: 19
14 certificate [1] 52: 2
15 certification [2] 30: 20; 36: 18
16 certifications [1] 32: 23
17 certified [4] 31: 5; 36: 19; 52: 5
18 certify [2] 52: 6, 8
19 chair [3] 15: 21; 41: 3; 47: 5
20 chairman [131] 2: 2, 5, 6, 13, 17, 21, 24; 3: 1, 3, 7, 9, 11, 14, 15, 23; 4: 9, 16,
19, 23; 5: 1, 4, 6, 8, 11, 16, 19, 20; 6: 5, 7; 7: 7, 9, 10; 8: 13; 9: 7, 14, 17,
21, 25; 10: 2, 9, 13; 11: 6, 10, 12, 13, 21, 23; 13: 1; 14: 10; 15: 17, 22; 16: 1,
3, 4, 12, 15; 17: 18, 22, 25; 18: 4, 6, 7; 19: 19, 22; 20: 2, 11, 14, 20, 22, 23;
21: 7, 11, 13, 14, 23; 22: 1, 3, 4, 13, 18, 20, 21; 23: 5, 8, 10; 24: 16, 22; 25: 5,
9; 26: 9; 27: 16, 19, 25; 28: 4, 6, 11, 14, 18, 20, 21; 29: 5, 8; 31: 15, 20;
41: 18, 23; 45: 11, 21, 24; 46: 2, 6, 23; 48: 2, 21; 49: 8, 10, 11, 19, 21; 50: 3,
5, 6, 15, 20, 22, 23; 51: 7, 11, 12, 13, 21
21 challenge [1] 41: 13
22 challenges [2] 33: 24; 38: 25
23 challenging [1] 39: 4
24 change [2] 34: 23; 43: 11
25 changed [1] 43: 10
changes [2] 17: 8, 15
chapter [1] 17: 6
character [2] 23: 16; 46: 10
charge [1] 34: 2
charlie [2] 41: 8, 11
check [1] 36: 6
cherries [1] 8: 18
chief [4] 24: 10; 47: 2, 4, 9
choose [1] 31: 4
chosen [3] 30: 22, 23; 33: 5
christine [1] 24: 5
circulate [1] 34: 20
circumstance [1] 14: 8
cited [3] 13: 19, 22; 14: 12
cites [1] 14: 13
city [8] 1: 23; 23: 23, 25; 25: 2, 8; 32: 16, 19, 20

1 civil [2] 23: 15; 46: 10
2 claire [1] 24: 9
3 clarifies [1] 17: 6
4 class [1] 11: 25
5 clear [1] 17: 5
6 cleared [1] 9: 21
7 clearly [1] 44: 11
8 client [3] 31: 7; 38: 7; 49: 3
9 clients [7] 30: 16, 20; 31: 1; 35: 19; 36: 20; 37: 5; 38: 20
10 clinton [1] 24: 3
11 close [1] 42: 3
12 closed [4] 45: 22; 48: 25; 49: 18, 20
13 closures [1] 6: 18
14 co-authors [1] 29: 17
15 co-executive [1] 47: 5
16 co-founders [1] 37: 15
17 cocktail [1] 43: 1
18 code [2] 35: 5, 22
19 coincidence [1] 25: 17
20 coins [1] 42: 20
21 colin [1] 46: 15
22 collaboration [1] 38: 1
23 collection [2] 34: 10, 25
24 colorado [2] 36: 14; 40: 20
25 comfortable [2] 15: 3, 12
coming [1] 41: 20
comment [4] 14: 25; 17: 12; 34: 17, 19
comments [3] 17: 15; 34: 18; 50: 16
commercial [1] 35: 22
commission [27] 1: 4, 21; 2: 3; 14: 15; 15: 18; 19: 3; 23: 12, 19; 26: 18; 28: 8;
29: 17, 19; 33: 10; 35: 18; 38: 4; 39: 9, 10, 16, 19; 41: 9; 42: 1, 15; 47: 25;
49: 20; 51: 6, 8; 52: 7
commissioner [162] 2: 7, 8, 9, 10, 11, 12, 16, 17, 22, 25; 3: 6, 10, 16, 17, 18,
19, 20, 21; 4: 1, 5, 6, 11, 15, 18, 25; 5: 7, 9, 21, 22, 23, 24, 25; 6: 1; 7: 9,
11, 22; 8: 2, 12, 14, 24; 9: 2, 5; 10: 18, 23; 11: 2, 9, 14, 15, 16, 17, 18, 19;
13: 2, 18; 14: 3, 9, 11, 23; 15: 13, 25; 16: 5, 7, 8, 9, 10; 17: 19; 18: 3, 8, 9,
10, 11, 12, 13; 20: 19, 24, 25; 21: 1, 2, 3, 4, 10, 11, 15, 16, 17, 18, 19, 20, 25;
22: 5, 6, 7, 8, 9, 10, 16, 17, 22, 23, 24, 25; 23: 1, 2; 25: 10, 24; 26: 8, 11, 19,
21; 27: 1, 4, 10, 11, 18; 28: 17, 22, 23, 24, 25; 29: 1, 2; 40: 17; 41: 23; 42: 5,
9; 43: 18, 20, 25; 44: 5, 21; 45: 2, 5, 10; 49: 7, 12, 13, 14, 15, 16, 17; 50: 2,
7, 8, 9, 10, 11, 12, 19, 24, 25; 51: 1, 2, 3, 4, 10, 14, 15, 16, 17, 18, 19
commissioners [4] 6: 7; 23: 10; 29: 8; 46: 6
commissions [1] 36: 3
committee [1] 44: 22
committees [1] 41: 4
communicate [1] 38: 13
communication [4] 7: 19; 13: 15, 17; 35: 4
companies [1] 18: 20
company [14] 12: 12; 18: 23; 19: 6, 11; 20: 1; 32: 25; 37: 10, 15, 18; 42: 4;
47: 18; 48: 12, 13, 14

1 compare [1] 36:9
 competition [2] 41:24, 25
 2 competitive [2] 37:25; 38:2
 complex [2] 12:18; 43:8
 3 compliance [6] 8:7; 12:15; 35:16; 36:24; 38:24
 complications [1] 15:15
 4 comprehensive [1] 23:13
 conducted [2] 23:12; 46:7
 5 conference [2] 30:7; 41:2
 conferences [1] 41:2
 6 consider [1] 14:18
 consideration [12] 2:23; 3:5, 24; 6:5; 16:12; 18:17; 23:5, 21; 46:4, 14;
 7 49:22; 50:15
 considered [1] 27:24
 8 constant [3] 13:8, 10, 17
 constituents [2] 44:6
 9 consultant [4] 33:9; 39:13, 15; 44:17
 consulting [6] 39:2; 42:8, 9, 11, 12, 13
 10 consumer [1] 34:22
 contact [2] 13:8, 10
 11 contacted [1] 16:20
 contain [1] 52:8
 12 contained [3] 27:5, 9, 14
 contains [1] 26:25
 13 contest [2] 7:5; 12:11
 continue [1] 15:20
 14 continued [3] 6:22; 7:15; 44:19
 contract [1] 42:6
 15 contractor [1] 48:13
 contracts [1] 49:5
 16 control [3] 6:10; 17:7; 39:20
 controls [1] 6:10
 17 conway [70] 2:7, 8; 3:16, 17; 4:5, 18; 5:21, 22; 8:14, 24; 9:2, 5; 10:17,
 18 18, 23; 11:2, 9, 14, 15; 14:10, 11, 23; 15:13, 25; 16:1, 5, 6; 18:8, 9;
 20:24, 25; 21:15, 16, 25; 22:5, 6, 22, 23; 26:10, 11, 21; 27:1, 4, 10; 28:17,
 19 18, 22, 23; 41:22, 23; 42:5, 9; 43:18, 20, 25; 44:5, 21; 45:2, 5, 10; 49:12,
 13; 50:2, 3, 7, 8, 24, 25; 51:14, 15
 cook [1] 23:24
 20 cooling [1] 28:9
 coordinator [1] 12:19
 21 copying [1] 12:21
 corporate [2] 24:4, 10
 22 corporation [15] 11:25; 24:4; 46:17, 18, 20, 22, 24; 47:1, 3, 6, 8, 10, 12, 16
 correct [9] 2:24; 6:15, 16; 9:1, 4; 28:9, 10, 13; 46:2
 23 corrections [1] 3:24
 cottle [1] 47:19
 24 coulson [5] 46:1, 3, 6; 48:2, 23
 council [1] 40:24
 25 counsel [6] 24:4, 10; 29:11, 15; 31:18; 32:18
 count [3] 37:2, 4; 44:2

1 counted [1] 32:17
country [2] 32:1; 43:13
2 couple [8] 2:19; 7:11; 9:8; 13:3; 36:21, 23; 39:3; 45:7
covid [4] 6:18; 7:13; 9:2; 12:14
3 create [1] 33:10
created [2] 29:16; 32:10
4 creating [1] 33:14
crime [1] 42:24
5 criminal [2] 23:15; 46:10
culture [3] 37:22; 38:6
6 curious [1] 7:22
currently [5] 20:5; 26:2, 4; 39:15; 46:11
7 customers [1] 31:2

- D -

9 dai ly [1] 13:14
dakota [2] 32:5; 39:9
10 dani el s [1] 37:17
database [2] 12:23; 35:20
11 date [2] 6:19; 17:16
dates [4] 5:2; 50:16, 17; 51:6
12 daughter [1] 30:1
dave [1] 37:17
13 day-long [1] 40:21
days [5] 39:7, 12; 40:11, 12; 41:10
14 dc-22-054 [2] 11:8, 20
dc-22-055 [2] 15:23; 16:11
15 deadli nes [2] 12:23; 39:13
deal [1] 37:6
16 deals [1] 37:5
december [3] 17:15, 19; 38:7
17 deci ded [1] 39:4
deci si ons [1] 35:23
18 dedi cated [1] 30:15
deeper [1] 45:14
19 defeat [1] 43:8
del eted [1] 33:4
20 del ong [1] 4:2
denied [1] 7:23
21 denver [2] 37:17; 45:16
department [3] 35:6, 11; 36:25
22 departments [1] 12:16
dependi ng [1] 6:14
23 depends [2] 8:9; 9:11
deputy [4] 10:9, 14; 24:22; 29:20
24 desi gnates [1] 20:7
desi gni ng [1] 29:25
25 desi rable [1] 44:12
detail s [1] 37:19

1 devel op [2] 34: 4; 38: 11
2 devi ce [1] 6: 12
3 di ctionary [2] 8: 15; 9: 6
4 di fference [3] 8: 15, 19; 48: 5
5 di fferent [13] 5: 2; 8: 10; 13: 14, 20; 17: 2; 19: 4; 30: 19; 31: 1; 35: 1; 41: 20;
6 48: 8
7 di fferently [1] 15: 5
8 di ffi cul ty [1] 12: 14
9 di rected [3] 6: 9; 11: 24; 16: 24
10 di recti on [1] 31: 6
11 di rectly [1] 10: 19
12 di rector [32] 10: 10, 14; 24: 6, 12, 14, 18, 20, 24; 25: 1, 7; 26: 6, 16; 29: 20,
13 23; 37: 19; 40: 19; 41: 9; 44: 18; 46: 15, 17, 18, 21; 47: 11, 13, 15, 17, 19;
14 48: 4, 9, 10, 11
15 di rectors [3] 48: 11, 17
16 di sci pli nary [9] 6: 6; 11: 7, 21; 13: 21, 25; 14: 6, 19, 21; 15: 23
17 di sci pli ne [7] 6: 8; 7: 4; 11: 24; 12: 9; 13: 19, 23, 24
18 di scl osure [1] 49: 6
19 di scussi on [19] 2: 18; 3: 12, 25; 4: 17; 5: 17; 11: 11; 15: 22; 16: 2; 17: 25;
20 18: 4; 20: 21; 21: 12; 22: 1, 19; 28: 15, 19; 49: 8; 50: 4, 20
21 di sgui se [1] 43: 1
22 di sti ncti on [1] 48: 9
23 di versi ty [1] 47: 5
24 di vi si on [1] 31: 24
25 docu ment [2] 27: 4; 34: 2
26 docu menti on [1] 36: 9
27 docu mented [1] 31: 9
28 dol lars [3] 7: 3; 19: 2, 12
29 do no van [1] 46: 19
30 dra ft [1] 30: 9
31 dri ve [1] 1: 22
32 dropped [1] 42: 20
33 duri ng [3] 9: 2; 12: 17; 36: 10

- E -

34 e-2.04 [1] 6: 11
35 each [4] 8: 10; 17: 6; 42: 20
36 ear ly [1] 34: 12
37 ease [1] 20: 10
38 easi est [1] 42: 17
39 east [1] 40: 9
40 easy [1] 20: 9
41 econo mi c [1] 32: 13
42 edu cati on [1] 40: 15
43 edward [1] 47: 9
44 edwi n [1] 24: 22
45 effec ti ve [2] 17: 16, 20
46 effi ci ency [1] 32: 13
47 effi ci ent [1] 32: 12

1 eight [2] 6: 20; 43: 3
eileen [1] 24: 18
2 either [5] 7: 6; 12: 11; 38: 10; 41: 3; 42: 9
electronic [1] 6: 12
3 elevated [1] 25: 22
elizabeth [2] 24: 24; 47: 4
4 ellinger [1] 40: 14
email [1] 13: 14
5 emails [2] 12: 22; 35: 23
emerge [1] 32: 3
6 emirates [1] 40: 7
emphasizing [1] 7: 20
7 employed [1] 48: 12
employee [16] 6: 14; 8: 21; 9: 10, 13, 15, 16, 19; 25: 13, 18, 20, 21; 26: 11, 18;
8 33: 20
employees [5] 12: 15; 28: 8; 37: 16, 18; 38: 12
9 empties [2] 43: 2, 5
encounter [1] 33: 14
10 enforcement [1] 31: 24
engaged [1] 12: 18
11 engineer [2] 31: 23; 37: 3
engineering [3] 35: 1, 6; 36: 6
12 engineers [1] 36: 7
enough [2] 30: 23; 44: 13
13 entertain [1] 30: 5
entertainment [2] 24: 8; 47: 14
14 entire [2] 12: 22; 43: 9
entities [1] 13: 20
15 epps [1] 24: 12
equals [1] 35: 13
16 equipment [2] 30: 21; 31: 3
escalate [1] 14: 21
17 esoteric [1] 36: 14
essentially [2] 33: 10; 39: 18
18 establish [1] 40: 10
establishing [1] 12: 23
19 european [1] 33: 8
evaluate [1] 31: 4
20 even [5] 8: 18; 38: 18; 42: 3; 48: 17, 18
event [1] 40: 11
21 events [2] 40: 16, 23
ever [1] 45: 16
22 everi [1] 24: 11
every [17] 32: 6, 7, 8, 9; 33: 20; 35: 18; 36: 18, 20, 21; 38: 2, 22, 23; 42: 19;
23 43: 12, 15
everybody [1] 15: 4
24 everyone [1] 7: 24
everything [3] 10: 20; 31: 19; 36: 11
25 evolves [1] 42: 16
exact [1] 31: 8

1 exactly [4] 8: 19; 14: 15, 17; 45: 19
2 example [3] 42: 17, 18; 48: 15
3 examples [1] 20: 3
4 excellence [1] 38: 1
5 excellent [1] 41: 6
6 except [2] 43: 13, 15
7 exchange [2] 19: 3; 48: 16
8 exchanges [1] 48: 15
9 exclusive [1] 28: 6
10 executive [12] 24: 3, 9, 16; 29: 23; 30: 17; 46: 23; 47: 2, 4, 9, 21; 48: 10, 17
11 exercise [2] 38: 7, 14
12 exhibit [5] 26: 22, 25; 27: 5, 7, 15
13 existing [1] 44: 12
14 expansion [1] 12: 13
15 expectations [1] 36: 5
16 expected [1] 45: 20
17 expensive [1] 32: 9
18 experiencing [1] 6: 18
19 expert [2] 33: 12, 18
20 expertise [2] 34: 3; 35: 2
21 experts [2] 34: 25; 40: 13
22 expire [2] 7: 17; 12: 6
23 expired [3] 6: 24; 7: 14; 12: 2
24 extended [1] 6: 23
25 extension [4] 6: 23; 7: 14, 15; 30: 19
extensively [1] 13: 22
extent [1] 15: 15
externally [2] 38: 10, 24

- F -

16 f-u-n [1] 4: 4
17 face [1] 41: 9
18 faced [1] 41: 12
19 facing [1] 38: 25
20 fact [3] 13: 14; 33: 24; 37: 14
21 faculty [2] 40: 17, 19
22 fail [1] 41: 11
23 fair [1] 34: 3
24 fairly [2] 14: 1, 4
25 familiar [1] 33: 25
fastest [2] 42: 12; 43: 11
fault [1] 29: 22
favor [1] 33: 22
felt [1] 44: 12
figure [2] 10: 24; 39: 6
filed [3] 12: 4, 7; 16: 25
filing [4] 13: 6; 16: 19, 22; 17: 1
filings [1] 15: 9
final [4] 7: 23; 8: 2; 10: 13; 17: 17

1 finally [3] 7: 16; 19: 10; 34: 20
finance [1] 24: 14
2 financial [6] 19: 7; 23: 12, 15; 27: 16; 47: 3; 48: 13
financials [3] 25: 13, 16; 27: 12
3 find [4] 7: 19; 29: 21; 34: 6; 44: 11
findings [2] 23: 18; 47: 24
4 fine [9] 7: 4, 6; 10: 15; 12: 9, 11, 25; 14: 19; 15: 7, 20
fines [2] 15: 3, 12
5 firm [4] 19: 1, 3; 38: 8, 14
first [14] 2: 14; 9: 9; 10: 20; 12: 1; 14: 6, 7; 16: 19; 17: 3; 28: 1; 30: 8, 9;
6 37: 16; 39: 22; 40: 9
five [2] 39: 16; 43: 3
7 flew [1] 40: 8
flexible [1] 43: 1
8 floor [4] 6: 6; 23: 9; 29: 7; 46: 3
follow [2] 34: 5, 21
9 followed [1] 30: 12
following [2] 23: 20; 46: 13
10 fond [1] 30: 1
fondest [1] 30: 14
11 footprint [1] 42: 3
foregoing [1] 52: 8
12 formation [1] 32: 22
formed [2] 31: 13, 23
13 former [4] 25: 13, 18; 40: 20; 44: 6
forms [1] 39: 17
14 forth [1] 13: 15
fortunate [1] 30: 22
15 forward [3] 14: 25; 15: 4; 26: 3
found [1] 41: 18
16 founder [1] 31: 13
four [3] 13: 14; 18: 20; 43: 3
17 frame [2] 7: 20; 12: 18
franks [82] 2: 5, 7, 9, 11; 3: 2, 8, 14, 16, 18, 20, 22; 4: 20, 24; 5: 3, 5, 10,
18 19, 21, 23, 25; 6: 2; 11: 12, 14, 16, 18, 20; 16: 3, 5, 7, 9, 11; 18: 6, 8, 10, 12,
14; 20: 22, 24; 21: 1, 3, 5, 13, 15, 17, 19, 21; 22: 3, 5, 7, 9, 11, 20, 22, 24;
19 23: 1, 3; 28: 20, 22, 24; 29: 1; 30: 17; 49: 10, 12, 14, 16, 18; 50: 5, 7, 9, 11,
13, 22, 24; 51: 1, 3, 5, 12, 14, 16, 18, 20
20 free [1] 40: 11
freedom [1] 19: 17
21 frequented [1] 23: 17
friend [4] 40: 6, 7, 19; 44: 19
22 front [3] 19: 21; 30: 7; 33: 16
full [2] 27: 16; 30: 10
23 fundamentally [1] 43: 10
funds [1] 18: 23
24 further [1] 52: 8
furthest [1] 40: 6
25 future [5] 14: 21; 15: 1, 9, 11; 19: 16

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

- G -

gambling [2] 32: 1, 4
game [1] 46: 16
games [2] 43: 24; 44: 2
gaming [50] 1: 4, 21; 2: 3; 6: 12; 19: 15, 18; 23: 12, 19; 24: 4, 12, 25; 26: 18;
28: 8; 29: 11, 17, 19; 30: 20; 31: 3, 24; 32: 3; 33: 17; 35: 18; 37: 6; 38: 4;
39: 9, 10, 16, 17, 18; 40: 22, 25; 41: 3, 4, 9, 15; 42: 1; 43: 20; 44: 17; 46: 22,
23; 47: 1, 3, 5, 7, 10, 11, 22, 24; 51: 8; 52: 7
gathering [1] 40: 2
gave [2] 17: 1; 44: 12
general [15] 7: 20; 15: 14; 23: 15; 24: 3, 7, 10; 26: 7, 15; 27: 24; 29: 11;
31: 18; 32: 18; 46: 10, 19, 25
geoffrey [1] 24: 5
geolocation [1] 44: 3
george [2] 47: 2, 21
gets [2] 11: 3
getting [1] 44: 24
ghislain [1] 24: 5
given [1] 45: 18
gives [3] 19: 17; 20: 6, 7
glad [1] 47: 25
gli-33 [1] 34: 8
global [4] 19: 7; 32: 14, 24; 37: 7
globally [7] 32: 23; 34: 16; 35: 8, 17, 19; 36: 15; 37: 4
goes [2] 36: 8; 44: 25
good [8] 8: 8; 23: 8, 10; 37: 24; 40: 1, 19; 44: 19; 48: 21
goodwill [1] 35: 12
government [4] 29: 10; 31: 18; 32: 1, 7
governor's [2] 17: 10; 29: 18
granted [3] 6: 20; 11: 25; 27: 2
great [6] 30: 18; 38: 9, 10; 40: 11, 15, 23
greatness [1] 38: 19
greeted [1] 15: 19
grewach [29] 6: 6, 7; 7: 8, 18; 8: 1, 6; 11: 22, 23; 13: 2, 13; 14: 1, 5, 17;
16: 13, 15; 17: 18, 21; 18: 18, 19; 19: 22; 20: 4, 13, 14; 23: 7; 28: 10, 13; 48: 6,
8; 49: 24
group [7] 12: 22; 19: 7; 24: 6; 34: 18, 20; 35: 16, 17
growing [2] 42: 12; 43: 11
guarded [1] 33: 19
guidance [3] 16: 21, 25; 17: 2
guidelines [1] 34: 10

- H -

hacker [1] 24: 14
haig [1] 24: 22
half [1] 38: 17
hal fway [1] 32: 25
handle [1] 6: 13

1 hane [47] 2: 9, 10, 22, 25; 3: 6, 18, 19; 4: 1, 6, 11, 15, 25; 5: 7, 9, 23, 24;
11: 16, 17; 16: 7, 8; 17: 19; 18: 10, 11; 20: 19, 20; 21: 1, 2, 17, 18; 22: 7, 8,
2 16, 24, 25; 27: 18; 28: 24, 25; 49: 7, 14, 15; 50: 9, 10; 51: 1, 2, 10, 16, 17
hanes [1] 20: 15
3 happy [2] 41: 13, 16
hardware [1] 35: 5
4 harry [1] 29: 15
hartman [1] 40: 19
5 haven' t [1] 29: 13
head [1] 3: 2
6 headquarters [1] 33: 8
heard [1] 43: 21
7 hearing [2] 1: 12; 17: 13
held [1] 52: 7
8 help [6] 33: 5; 38: 12; 39: 1, 18; 40: 10; 44: 17
helped [1] 39: 19
9 helpful [1] 39: 25
helping [1] 38: 20
10 helps [1] 36: 21
henson [2] 46: 15, 25
11 high [1] 37: 9
higher [1] 15: 7
12 highly [1] 35: 7
highway [2] 23: 11; 46: 7
13 hired [4] 29: 19; 38: 14; 39: 12; 44: 17
hirsberg [1] 47: 2
14 historic [1] 33: 10
history [2] 29: 14; 44: 14
15 hits [1] 11: 2
hold [6] 18: 23; 20: 5; 26: 5, 17; 40: 15; 41: 1
16 holdings [1] 19: 8
holds [1] 19: 1
17 hollywood [1] 24: 14
honored [1] 41: 14
18 hope [1] 30: 15
hopper [1] 43: 5
19 horse [3] 33: 9, 10, 15
hotel [2] 25: 2, 8
20 how' s [1] 13: 16
huge [1] 37: 10
21 hundred [1] 10: 23
hunting [1] 35: 12
22 hurt [1] 44: 8

- | -

24 i aga [1] 40: 22
illuminating [1] 38: 19
25 i mai [1] 47: 15
imgl [2] 40: 14

1 implementing [1] 44:17
important [6] 15:10; 33:2; 36:13; 37:13, 20, 22
2 included [3] 7:2; 23:14; 46:9
including [1] 12:21
3 incorporated [11] 18:25; 19:11; 21:8; 22:14; 24:8, 11, 13, 25; 47:14, 20, 22
independence [2] 33:20, 21
4 independent [10] 24:18, 20; 33:13; 36:17; 43:16; 46:15; 47:13; 48:4, 11
indicated [3] 12:13, 17; 13:4
5 individual [2] 17:7; 42:21
industries [1] 29:25
6 industry [12] 20:9; 28:9; 30:10; 31:3; 33:11, 22; 34:1, 11, 19; 38:25;
40:13; 42:13
7 influence [1] 13:21
information [1] 17:2
8 informative [1] 41:18
infrastructure [1] 37:13
9 initial [2] 27:17; 28:1
inquire [1] 7:18
10 inquiries [2] 23:16; 46:10
instance [6] 15:6; 32:17; 33:15; 34:7; 42:1, 18
11 instances [2] 14:12; 31:7
instead [1] 43:3
12 institutional [7] 18:17, 21; 19:13, 23; 20:7, 17; 21:8
integrity [1] 15:10
13 intellectual [2] 33:19; 37:12
intellectually [1] 34:13
14 intent [2] 15:17; 43:23
interchangeably [1] 48:20
15 interest [4] 18:24; 19:4, 8, 24
interesting [1] 45:13
16 interlineation [1] 4:13
internal [4] 6:10; 17:7; 39:20
17 internally [4] 35:20; 38:10, 12, 24
international [2] 29:12; 40:22
18 interpreted [1] 35:20
interrupt [1] 31:15
19 interruption [1] 31:21
investigation [3] 27:14; 28:1; 46:8
20 investigations [5] 23:13, 14; 27:17; 46:9; 47:23
investigative [2] 23:18; 47:24
21 investigators [4] 23:11, 12; 25:3; 46:7
investigatory [1] 49:1
22 investment [3] 19:1, 3, 12
investor [5] 19:13, 23; 20:7, 17; 21:9
23 investors [2] 18:17, 21
involved [1] 45:5
24 iowa [2] 32:4; 33:5
isle [2] 26:6, 15
25 isn't [6] 5:11; 19:20; 28:6; 30:18; 42:16; 48:12
issue [1] 39:11

1 issued [2] 9: 22; 10: 2
issues [6] 7: 16; 16: 18; 37: 1; 38: 24; 41: 20; 48: 19
2 item [15] 2: 14; 3: 5, 23; 4: 1; 6: 5; 16: 12; 18: 16; 21: 7, 23; 22: 13; 23: 5;
29: 5; 46: 4; 49: 21; 50: 15
3 items [2] 2: 19, 20

4 - J -

5 jackpot [7] 6: 13, 14, 15; 8: 16, 21; 9: 11
jackpots [4] 6: 11, 21; 7: 1, 3
6 james [6] 24: 16, 20; 31: 14, 23; 32: 6; 37: 2
janis [1] 47: 13
7 japan [2] 19: 8; 47: 17
jason [1] 23: 24
8 jefferson [1] 1: 23
jeffrey [4] 24: 1; 25: 1, 7; 46: 18
9 jersey [6] 31: 24, 25; 37: 14; 43: 13, 15; 45: 17
joanne [1] 24: 12
10 john [1] 46: 15
johnson [1] 47: 4
11 joke [1] 44: 8
jones-blackhurst [1] 47: 13
12 journey [1] 38: 20
judge [24] 2: 20; 4: 13; 5: 12, 13; 10: 8, 13; 17: 23, 24; 25: 19, 25; 26: 13, 25;
13 27: 7, 13, 22; 28: 3, 5; 29: 9; 37: 23; 40: 6; 45: 23, 24; 46: 5; 48: 6
july [4] 6: 24; 7: 16; 12: 2, 6
14 june [12] 4: 1, 21, 24, 25; 6: 3; 12: 1; 16: 17, 20, 23; 17: 11
jurisdiction [2] 31: 8, 10
15 jurisdictions [7] 23: 16; 30: 22; 31: 8; 32: 11, 22; 33: 14; 46: 11

16 - K -

17 kansas [9] 23: 23, 25; 32: 16, 19, 20; 43: 18; 44: 5, 7, 16
kastelic [1] 32: 18
18 kate [1] 24: 9
kathryn [2] 24: 7; 25: 12
19 keep [1] 13: 11
keith [3] 24: 14; 46: 25; 47: 9
20 kellys [1] 36: 2
kempker [16] 8: 6, 8, 20; 9: 1, 4, 11, 15, 18, 24; 10: 1, 4, 11, 22, 25; 11: 4
21 kentucky [3] 33: 9; 44: 22; 45: 6
kept [3] 13: 8, 9, 12
22 kevin [1] 29: 9
kind [4] 25: 11, 25; 31: 12; 45: 9
23 knipp [1] 1: 22
knowledge [1] 7: 18
24 koenig [2] 44: 22; 45: 1
koji [1] 47: 17
25 konami [1] 19: 8

1
2 laboratories [3] 29:11; 32:15, 21
laboratory [2] 31:24; 42:3
3 labs [6] 32:2; 36:19, 25; 42:2; 43:14, 16
lahajj [1] 24:3
4 lane [1] 47:19
language [1] 17:5
5 large [2] 12:13, 18
largest [1] 40:2
6 late [1] 15:1
lately [1] 36:14
7 laverty [1] 47:13
lawyer [1] 37:3
8 lawyers [2] 35:21; 37:4
layers [1] 43:7
9 learn [116] 2:2, 5, 6, 13, 17, 21, 24; 3:1, 3, 7, 9, 11, 14, 15, 23; 4:9, 16,
19, 23; 5:1, 4, 6, 8, 11, 16, 19, 20; 6:5; 7:7, 10; 8:13; 9:7, 14, 17, 21, 25;
10 10:2, 9; 11:6, 10, 12, 13, 21; 13:1; 14:10; 15:22; 16:1, 3, 4, 12; 17:18, 22,
25; 18:4, 6, 7; 19:19; 20:2, 11, 14, 20, 22, 23; 21:7, 11, 13, 14, 23; 22:1,
11 3, 4, 13, 18, 20, 21; 23:5, 8; 25:5, 9; 26:9; 27:16, 19, 25; 28:4, 6, 11, 14,
18, 20, 21; 29:5; 31:15, 20; 41:18; 45:11, 21; 46:2; 48:2, 21; 49:8, 10, 11,
12 19, 21; 50:3, 5, 6, 15, 20, 22, 23; 51:7, 11, 12, 13, 21
learned [1] 34:12
13 legal [7] 24:10; 29:20; 36:24, 25; 37:1; 49:3, 4
legalized [1] 31:25
14 legislation [4] 29:18; 33:18; 39:11; 41:4
legislative [1] 29:20
15 legislators [3] 33:16; 40:24; 41:3
legislatures [1] 39:4
16 leisure [2] 18:24; 24:12
lengthy [1] 33:12
17 leshia [5] 8:6, 8; 9:9; 10:16; 11:7
less [1] 9:12
18 lessen [1] 13:24
let's [1] 26:9
19 letter [13] 4:9; 7:5; 12:10, 12, 20; 13:3, 7, 18; 14:13, 16, 20; 15:19
level [15] 9:11; 10:10; 14:18; 15:4, 12; 23:6, 14; 25:21; 26:5; 27:12, 13,
20 14, 15; 35:9
license [12] 12:1; 15:1; 26:1, 5, 17; 27:3, 8, 14, 23; 42:2; 46:8
21 licensed [3] 15:2; 18:24; 19:9
licensee [4] 12:17; 13:8; 14:2; 19:16
22 licensee's [2] 7:5; 12:10
licensees [3] 19:5, 24; 44:13
23 licenses [1] 39:11
licensing [7] 12:15, 19, 22; 19:18; 27:17; 39:21; 41:19
24 licensure [3] 18:21; 23:6; 49:23
light [5] 24:16, 18, 21; 42:25; 47:19
25 limited [3] 18:22, 24; 23:15
little [5] 29:14; 31:12; 32:23; 35:22; 37:8

1 live [2] 38: 22, 23
lived [1] 23: 17
2 located [1] 17: 7
locations [2] 32: 15, 24
3 longest [1] 37: 18
lose [1] 44: 9
4 losing [1] 26: 19
lottery [2] 32: 5
5 louis [1] 24: 15
love [1] 45: 17
6 lowenhar-fisher [1] 24: 9
lucky [1] 40: 16
7

- M -

8 machine [6] 8: 21; 32: 8; 42: 19, 21; 43: 4; 47: 17
9 machines [1] 42: 19
10 madam [4] 7: 10; 13: 1; 22: 18; 26: 4
magno [1] 37: 15
11 maida [3] 31: 14, 23; 37: 2
main [1] 12: 19
12 mainly [1] 40: 4
maintain [2] 34: 4; 35: 20
maintaining [2] 15: 10; 37: 24
13 maintenance [4] 37: 8, 9, 14, 19
major [1] 41: 24
14 manage [2] 36: 21; 43: 10
management [5] 10: 6; 19: 1, 3, 6; 36: 13
15 manager [12] 8: 7, 9; 23: 22, 24; 24: 1, 8; 25: 22; 26: 7, 15; 27: 24; 46: 19, 25
managers [1] 7: 20
16 manages [2] 18: 23; 36: 16
managing [1] 19: 12
17 mandated [1] 39: 11
manufacturer [1] 32: 8
18 manufacturers [1] 31: 3
marc [1] 40: 14
19 march [3] 17: 17, 20, 21
marchienne [1] 24: 6
20 marianne [1] 47: 4
mark [1] 36: 14
21 market [1] 33: 15
marketing [1] 38: 8
22 marshall [1] 47: 2
martino [1] 44: 18
23 masters [2] 24: 1; 35: 9
materials [1] 27: 9
24 math [3] 35: 8, 9, 11
matter [3] 13: 13; 33: 18; 34: 25
25 matters [1] 49: 3
maybe [4] 13: 21, 24; 25: 15; 48: 10

1 mayor [1] 4: 2
2 mcgregor [1] 47: 11
3 meant [1] 42: 20
4 media [1] 43: 22
5 meet [1] 48: 18
6 meeting [12] 2: 2, 3; 16: 17; 17: 15; 27: 9; 30: 7; 48: 25; 50: 16, 17; 51: 6, 8,
7 23
8 meets [2] 31: 6; 40: 3
9 members [1] 30: 15
10 memo [2] 10: 11, 12
11 memories [2] 30: 1, 14
12 mensik [1] 36: 14
13 mention [2] 36: 24; 48: 4
14 mentioned [1] 13: 7
15 michael [2] 46: 19; 47: 21
16 michigan [1] 43: 16
17 middle [1] 40: 9
18 miles [1] 33: 3
19 milestones [1] 33: 5
20 million [3] 7: 3; 8: 4; 32: 23
21 mind [1] 26: 20
22 minimal [1] 6: 10
23 minimum [3] 15: 20; 17: 7; 39: 20
24 minute [2] 32: 6; 38: 17
25 minutes [5] 3: 24; 4: 1; 5: 14, 15; 6: 2
miss [1] 42: 5
missed [1] 25: 14
missing [1] 33: 3
mississippi [1] 43: 16
missouri [22] 1: 4, 21, 23; 2: 3; 19: 5, 15, 18; 23: 11, 12, 19; 26: 18; 29: 16;
30: 12; 32: 16; 33: 6; 41: 15; 46: 7; 47: 24; 49: 1, 2; 51: 8; 52: 7
mobile [1] 34: 9
model [1] 30: 11
modern [1] 34: 24
monitors [1] 35: 17
monkey [1] 42: 25
montana [1] 43: 17
month [3] 8: 3, 10; 40: 18
moon [2] 52: 4, 12
moore [1] 41: 8
morning [4] 8: 8; 23: 8, 11; 32: 25
most [7] 25: 13; 29: 13; 30: 12, 21; 33: 19; 34: 7; 44: 13
motion [13] 3: 1, 6, 9; 4: 13, 14, 15, 17; 5: 7; 17: 23, 24; 20: 21; 48: 24; 49: 9
motivate [1] 38: 12
move [15] 2: 14, 18; 11: 7; 14: 25; 15: 23; 18: 1; 20: 16; 21: 7, 24; 22: 14;
28: 15; 48: 24; 49: 25; 50: 17; 51: 7
moved [1] 43: 15
moving [6] 20: 15; 27: 12, 13, 15; 42: 13; 45: 21
much [7] 30: 18; 31: 19; 35: 21; 38: 6; 43: 7, 8; 45: 13

1 mullally [17] 29: 8, 10; 31: 17, 22; 41: 22, 25; 42: 8, 11; 43: 19, 22; 44: 1, 10;
45: 1, 3, 8, 11, 16
2 multiple [2] 19: 24; 23: 13

3 - N -

4 name [2] 29: 6, 9
5 named [2] 26: 7, 15
6 nasdaq [1] 48: 16
7 national [3] 24: 24; 40: 24; 47: 22
8 nature [2] 15: 8, 18
9 navigating [1] 38: 19
10 nclgs [2] 40: 24; 41: 5
11 nebraska [1] 39: 15
12 necessary [1] 3: 7
13 necessitated [1] 17: 3
14 neutral [1] 33: 18
15 nevada [2] 31: 25; 43: 16
16 never [4] 33: 17; 43: 21; 45: 18
17 nice [1] 4: 5
18 nine [1] 43: 4
19 nomura [1] 19: 6
20 non-executive [1] 46: 15
21 none [22] 3: 12; 5: 18; 11: 6, 11; 15: 22; 16: 2; 18: 1, 5; 20: 16, 21; 21: 12;
22 22: 1, 19; 28: 15, 19; 45: 12; 48: 23; 49: 9, 25; 50: 4, 16, 21
23 nonpunitive [1] 14: 20
24 noon [1] 7: 2
25 north [2] 40: 3, 4
notice [2] 13: 21; 25: 13
noticed [1] 13: 18
notified [1] 11: 4
november [3] 6: 25; 7: 2; 17: 13
novomatic [1] 24: 23
numeral [1] 18: 19
numerous [1] 40: 16

19 - O -

20 obvious [1] 20: 8
21 obviously [1] 42: 5
22 occupational [1] 25: 21
23 occurring [1] 13: 5
24 october [4] 6: 24; 7: 1, 21; 17: 12
25 odell [1] 24: 16
offend [1] 30: 16
office [6] 16: 21, 24; 17: 10; 29: 18; 32: 18; 42: 4
officer [4] 24: 10; 47: 3, 5, 10
offices [1] 35: 10
often [2] 31: 7; 33: 13
oftentimes [1] 26: 1

1 once [1] 19: 23
one-year [1] 12: 5
2 ones [2] 14: 12; 36: 6
ongoing [3] 40: 25; 41: 15; 42: 11
3 online [1] 40: 23
only [8] 33: 6; 34: 14; 35: 19; 36: 17; 37: 5; 38: 16; 39: 5; 42: 2
4 open [4] 39: 22; 41: 10; 49: 21, 22
open-ended [1] 19: 20
5 opened [1] 33: 8
opening [2] 43: 20; 44: 8
6 operating [1] 44: 7
operations [5] 23: 22, 24; 26: 6, 16; 47: 22
7 oppositi on [1] 3: 3
option [1] 41: 12
8 order [5] 2: 3, 20; 6: 8; 11: 24; 17: 17
organizati on [3] 31: 12; 40: 9; 44: 15
9 osborne [1] 24: 20
ourselves [1] 38: 2
10 outlined [1] 12: 21
outside [6] 38: 13; 47: 11, 17; 48: 4, 11, 17
11 outsource [1] 30: 22
oversight [2] 36: 17; 41: 15
12 oversimpli fi cation [1] 35: 2

- P -

14 packed [1] 30: 10
paid [1] 6: 16
15 part-time [1] 32: 19
partici pant [1] 33: 23
16 partici pants [1] 31: 3
partici pati on [1] 41: 5
17 particu lar [1] 20: 1
partnership [1] 40: 25
18 party [2] 18: 22; 20: 18
pass [1] 44: 24
19 passed [4] 17: 19; 32: 4, 5; 39: 11
past [2] 13: 25; 39: 3
20 path [1] 38: 19
patrol [2] 23: 11; 46: 7
21 patron [1] 8: 22
patterns [1] 34: 23
22 paul [1] 37: 15
paws [1] 42: 25
23 payi ng [1] 8: 5
payment [1] 6: 13
24 payments [1] 24: 11
payout [1] 8: 22
25 penal ized [1] 13: 20
penal ty [2] 14: 4, 5

1 pending [1] 47:23
2 penn [2] 24:24; 47:22
3 pennsylvania [1] 43:16
4 people [13] 15:2; 30:10; 35:3, 4, 5, 8, 9, 16, 25; 39:19; 44:3
5 people's [1] 37:11
6 percent [9] 18:23; 19:4, 8, 15, 18, 25; 20:3, 13; 30:23
7 percentage [1] 20:12
8 perfect [2] 13:4, 11
9 perhaps [1] 13:20
10 period [4] 8:3; 15:2; 17:12; 28:9
11 periodically [1] 33:16
12 person [8] 8:24; 9:3; 25:20, 21; 27:24; 38:2, 3; 46:8
13 personnel [1] 49:4
14 persons [4] 25:12; 46:5; 49:23; 50:1
15 perspective [2] 31:13; 32:24
16 peter [1] 47:11
17 phds [1] 35:9
18 pickup [1] 4:5
19 place [3] 26:22; 32:10
20 places [2] 4:10; 32:16
21 plan [1] 45:22
22 planned [1] 16:19
23 play [1] 41:14
24 playing [1] 38:16
25 please [8] 2:4; 16:2, 13; 22:2, 19; 29:6; 49:9; 50:21
pleasure [1] 29:15
point [4] 6:22; 12:12; 15:8; 26:3
policy [1] 14:13
position [5] 25:23; 31:16; 33:17; 39:10; 48:3
post-covid [1] 15:14
power [1] 34:3
powerful [1] 42:25
practice [2] 34:11; 39:2
practices [1] 34:10
preceding [1] 5:15
preliminary [2] 6:8; 11:24
present [7] 2:6, 8, 10, 12; 16:19; 19:14; 52:6
presentation [6] 2:22; 29:6; 41:21; 42:6; 45:12; 46:1
presented [2] 23:20; 46:13
presenter [1] 45:3
presenting [3] 15:11; 16:17; 40:13
president [14] 24:3, 7, 9; 29:10; 31:17; 37:3; 40:14; 46:21; 47:7, 9, 15,
19, 21; 48:10
pretty [5] 8:4; 13:23; 31:18; 39:2; 42:23
prevented [1] 13:6
previous [1] 14:12
previously [1] 16:24
price [4] 19:10, 14; 22:14; 32:11
prior [4] 19:13; 26:14, 18; 27:2
prison [1] 29:25

1 pri vi le ge [1] 49: 3
2 probab ly [6] 29: 22; 35: 2; 42: 2, 12, 15; 45: 18
3 probl ems [1] 29: 21
4 proceed [2] 16: 14; 26: 3
5 proceed ings [2] 52: 7, 9
6 process [5] 6: 12; 34: 5, 6, 21; 36: 22
7 process ed [2] 31: 9, 10
8 product [1] 49: 4
9 professi onal [1] 52: 4
10 profil e [1] 42: 23
11 program [2] 30: 8, 13
12 progress [1] 13: 15
13 project [1] 33: 2
14 projects [4] 39: 4, 14, 23; 42: 12
15 promi se [1] 14: 4
16 properti es [1] 24: 13
17 property [4] 8: 10; 33: 19; 34: 14; 37: 12
18 proposed [3] 16: 16; 18: 1
19 propriet ary [3] 34: 11, 13; 49: 1
20 protect [1] 37: 12
21 protected [2] 34: 13; 49: 5
22 protocol s [1] 35: 4
23 prototype [1] 32: 8
24 provi de [2] 34: 1; 38: 4
25 provi ded [2] 23: 18; 47: 24
26 public [3] 17: 12, 13; 34: 2
27 public ly [4] 18: 22; 19: 1, 7, 11
28 purchase [1] 12: 24
29 purpose [1] 17: 8
30 purposes [2] 8: 17
31 pursuant [1] 16: 25

- Q -

32 qual i fi ed [1] 12: 15
33 quali ty [3] 36: 6, 8, 13
34 questi on [11] 4: 2, 20; 8: 3; 10: 16, 18; 14: 3; 19: 19; 25: 10, 15; 48: 7, 22
35 questi ons [23] 7: 7, 12; 9: 7; 10: 16; 11: 6; 13: 1, 3; 14: 10, 24; 17: 18; 20: 14;
36 25: 3, 9; 41: 16, 21; 44: 7; 45: 7, 11; 48: 1, 2, 22; 49: 24; 50: 16
37 quic k [1] 45: 23
38 quic kly [1] 42: 14
39 quorum [1] 2: 13
40 quote [1] 13: 7

- R -

41 raci ng [4] 33: 9, 10, 15; 39: 15
42 rampmai er [1] 47: 7
43 rather [1] 48: 17
44 read [3] 10: 19; 25: 5, 6

1 reading [1] 30: 4
ready [3] 23: 9; 43: 25; 46: 3
2 real [3] 44: 1, 2; 45: 23
real-time [1] 52: 5
3 reason [1] 20: 8
receive [1] 17: 16
4 received [4] 12: 23; 16: 21; 17: 10; 27: 8
recent [3] 15: 6; 25: 14; 34: 8
5 recommendati on [2] 13: 21; 15: 1
recommendati ons [1] 13: 25
6 recommended [3] 7: 4; 12: 9, 24
records [2] 49: 1, 5
7 recruit [1] 12: 14
referred [2] 4: 4, 6
8 referring [1] 26: 22
reflect [1] 5: 15
9 regard [1] 43: 12
regional [1] 42: 1
10 registered [3] 19: 2, 11; 52: 4
regular [1] 36: 3
11 regulati on [1] 17: 8
regulati ons [4] 37: 6; 39: 20; 40: 11
12 regulator [2] 39: 7; 41: 1
regulators [13] 33: 22; 34: 16, 17; 35: 23; 38: 25; 39: 24; 40: 2, 3, 4, 12, 20, 21
13 regulatory [6] 30: 20, 21; 31: 1; 36: 19, 24; 37: 5
rehan [1] 40: 7
14 rejected [1] 17: 1
related [1] 10: 19
15 relations [2] 29: 11; 31: 18
relicensure [3] 46: 4; 49: 23; 50: 1
16 remain [1] 30: 15
remained [1] 33: 7
17 remedial [1] 12: 21
remember [7] 29: 24; 30: 1, 7; 35: 12; 38: 18; 41: 8; 45: 9
18 renewal [6] 12: 3, 7; 19: 13, 16; 27: 21, 22
renewals [4] 15: 1, 10; 46: 9, 13
19 reopening [1] 6: 17
replied [1] 10: 12
20 report [3] 20: 5; 27: 1, 7
reported [1] 52: 6
21 reporter [3] 52: 4, 5
reporter's [1] 52: 2
22 reporting [1] 8: 17
reports [1] 37: 14
23 representative [1] 44: 21
request [1] 6: 19
24 requests [1] 47: 23
require [2] 3: 1; 9: 3
25 requirement [1] 6: 20
requirements [5] 35: 18; 36: 10; 39: 21; 48: 16, 18

1 requires [1] 6:11
reside [1] 46:12
2 resolution [14] 18:14; 20:16; 21:5, 8, 21, 23; 22:11, 13; 23:3; 28:16; 29:3;
49:24, 25; 50:13
3 resources [1] 40:1
respectiv e [1] 23:18
4 respond [1] 34:17
responds [1] 14:15
5 response [4] 7:5; 12:10, 20; 13:3
responsibility [1] 30:21
6 rest [1] 30:12
retained [1] 39:18
7 retired [1] 12:20
retirement [1] 18:23
8 review [7] 7:4; 12:9; 23:19; 35:5; 36:9; 46:9; 47:25
revised [2] 48:25; 49:2
9 revisions [1] 30:9
richard [2] 24:14; 46:21
10 richardson [17] 2:20; 4:13; 5:13; 10:8, 13; 17:24; 25:19, 25; 26:13, 25;
27:7, 13, 22; 28:3, 5; 45:24; 48:6
11 rises [1] 14:18
risk [5] 34:23; 42:16, 23; 43:9, 10
12 river [2] 25:1, 8
riverboat [2] 32:4
13 riverside [2] 6:9; 24:1
rizvi [1] 40:7
14 robust [3] 36:4; 39:2; 43:7
role [2] 30:18; 41:14
15 roll [16] 2:4; 3:13; 4:19; 5:18; 11:11; 16:2; 18:5; 20:21; 21:12; 22:2,
19; 28:19; 49:9; 50:4, 21; 51:11
16 rollins [1] 46:18
roman [1] 18:19
17 ronald [1] 24:16
room [5] 29:25; 30:4, 8, 10; 35:21
18 rooms [1] 37:10
round [1] 40:3
19 rowe [3] 19:10, 14; 22:14
rudimentary [1] 42:23
20 rule [8] 6:11; 10:21; 12:3, 6; 20:6, 8; 31:8; 45:9
rulemaking [3] 16:13; 18:2; 34:6
21 rules [6] 16:19; 17:9; 29:21; 44:11, 12, 18
ruling [1] 44:25
22 rulings [1] 35:22
runni ng [4] 37:2; 39:8, 12; 44:8
23

- S -

24
25 same [4] 26:24; 31:8; 34:21; 38:6
sammy [1] 23:7
samuel [1] 46:23

1 satisfied [1] 28: 11
saturdays [1] 30: 3
2 says [3] 26: 11, 22; 41: 8
schrader [1] 37: 16
3 schuster [3] 24: 7; 25: 12; 27: 2
scott [1] 23: 22
4 seaton [5] 23: 7, 10; 25: 6, 9
second [58] 2: 15, 16, 17; 3: 6, 9, 10, 11; 4: 16; 6: 14; 8: 20, 24; 9: 3; 11: 8,
5 9, 10; 12: 5; 14: 6, 8; 15: 13, 24, 25; 16: 1; 18: 2, 3, 4; 20: 18, 19, 20; 21: 9,
6 10, 11, 24, 25; 22: 1, 15, 16, 17, 18; 26: 9, 23; 27: 6; 28: 16, 17, 18; 31: 15;
49: 6, 7, 8; 50: 1, 2, 3, 18, 19, 20; 51: 9, 10, 11
secretary [6] 16: 20, 24; 17: 1; 24: 4, 10; 47: 15
7 section [4] 49: 2, 4, 5
sections [2] 48: 25; 49: 4
8 security [8] 9: 13, 15, 19; 19: 3; 23: 22; 35: 6; 43: 7, 8
seeing [22] 3: 12; 5: 18; 11: 6, 11; 15: 22; 16: 2; 18: 1, 4; 20: 16, 21; 21: 12;
9 22: 1, 19; 28: 15, 19; 45: 12; 48: 23; 49: 9, 24; 50: 4, 16, 21
seem [1] 45: 9
10 seen [3] 28: 4; 41: 11, 19
segregated [1] 35: 7
11 self-exclusion [2] 30: 8, 13
self-reported [1] 6: 25
12 seminar [2] 41: 1; 45: 4
senate [1] 29: 16
13 senator [1] 29: 15
send [4] 14: 19; 32: 10; 35: 23; 36: 7
14 senior [8] 10: 4, 6; 24: 7; 29: 10; 31: 17; 37: 18; 40: 17; 46: 25
sense [2] 7: 25; 26: 4
15 sent [1] 7: 19
separate [3] 5: 2; 10: 25; 27: 23
16 separately [1] 48: 19
september [1] 39: 23
17 sergeant [8] 23: 7, 8; 25: 9; 46: 1, 2, 6; 48: 2, 22
series [1] 33: 25
18 serve [2] 29: 15, 19
served [1] 29: 23
19 server [1] 37: 10
service [2] 34: 1; 38: 5
20 services [1] 19: 7
session [4] 45: 23; 49: 18, 20, 21
21 sets [1] 32: 7
setting [1] 38: 21
22 seven [2] 30: 2; 43: 3
several [2] 6: 23; 28: 12
23 severe [1] 6: 18
shake [1] 3: 2
24 shanks [1] 24: 18
shaved [1] 42: 25
25 shawn [2] 25: 1, 7
ship [1] 32: 8

1 shortages [2] 6:19, 22
show [1] 13:14
2 sides [1] 33:21
sign [1] 33:20
3 significant [1] 48:13
signs [1] 45:8
4 similar [5] 13:19; 27:20, 22; 34:5; 37:23
since [2] 32:22; 44:19
5 sing [1] 30:4
skills [1] 43:10
6 slide [1] 33:3
slot [7] 6:13; 7:2; 9:12, 15, 19, 20; 11:2
7 smith [3] 25:1, 7; 47:9
soft [2] 43:20; 44:8
8 software [2] 12:24; 35:4
solution [1] 34:15
9 somebody [1] 41:7
somehow [1] 33:4
10 someone [2] 10:9; 48:12
sometimes [1] 34:12
11 soohyung [1] 46:17
sorry [8] 3:5, 12; 5:1; 9:14; 26:5; 27:19; 31:20; 49:23
12 sort [1] 7:13
south [2] 32:5; 39:9
13 speak [1] 8:11
speaking [1] 4:3
14 specialize [5] 35:3, 4, 5, 6
specific [2] 19:25; 20:3
15 sponsor [1] 41:4
sponsored [1] 29:16
16 sports [8] 34:7, 8, 9; 39:5, 16; 41:10; 43:21; 44:23
staff [16] 10:4, 5; 12:24; 13:11; 23:19; 30:5, 15; 37:4, 5, 14; 39:19;
17 40:12, 15, 17; 45:8; 47:25
staffing [5] 6:19, 21; 7:13, 16; 34:3
18 staffs [1] 36:4
stake [1] 48:13
19 stakeholders [1] 38:13
stand [1] 51:21
20 stand-alone [1] 42:21
standard [10] 7:24; 8:4; 13:23; 14:2, 4; 17:7; 33:25; 34:14, 21; 35:19
21 standards [5] 6:10; 31:5; 34:8, 22; 39:21
standings [1] 44:2
22 start [1] 33:5
started [3] 32:3, 6; 42:18
23 starting [3] 15:8; 38:7; 44:23
state [10] 9:23; 17:1; 23:11; 29:6; 32:6, 9; 34:5; 41:15; 43:12; 46:7
24 state's [2] 16:21, 24
statement [2] 17:9; 33:20
25 states [5] 32:4; 40:25; 41:5; 42:6; 43:14
static [1] 42:16

1 statute [2] 12:1, 5
statutes [2] 48:25; 49:2
2 stay [2] 26:9; 42:16
steadfastly [1] 34:15
3 step [2] 26:1; 27:23
steps [1] 12:21
4 steven [1] 44:18
still [6] 26:2; 30:15; 43:13; 44:2; 45:25; 49:22
5 stock [3] 20:10; 48:15, 16
stop [1] 43:4
6 storm [2] 13:4, 11
story [1] 38:10
7 storytelling [1] 38:11
strategic [1] 40:25
8 straw [1] 43:1
street [1] 42:24
9 strictly [1] 8:16
strings [1] 13:14
10 stuff [1] 35:12
subject [3] 33:18; 34:25; 49:3
11 submission [1] 12:23
submit [2] 31:4, 5
12 submitted [1] 10:11
substantially [1] 15:7
13 success [1] 38:21
sudden [1] 43:7
14 suggested [1] 17:15
summary [1] 27:7
15 summer [2] 41:1, 2
super [5] 4:4, 6, 8; 18:22; 20:17
16 superfund [2] 4:3, 12
supervisor [1] 9:20
17 supervisory [1] 24:23
supplier [2] 18:24; 19:9
18 surveillance [3] 11:4; 25:1, 8
susanne [2] 52:4, 12
19 switch [1] 2:20
system [1] 36:13
20 systems [2] 35:3; 42:22

- T -

22 table [1] 40:4
takatomo [1] 47:15
23 take [6] 14:2; 31:6; 32:14; 33:21; 34:18; 39:6
taken [2] 12:21; 33:17
24 takes [3] 34:3, 24; 35:25
talk [1] 37:22
25 talked [2] 13:4; 45:25
talking [3] 4:24, 25; 38:23

1 team [4] 33: 2; 35: 8; 36: 2
2 teams [1] 38: 23
3 tech [1] 37: 10
4 technical [10] 31: 5; 33: 11, 25; 34: 8, 10, 14; 35: 16, 17; 36: 2, 4
5 technology [6] 31: 4; 33: 13, 14; 34: 7, 22; 46: 16
6 tell [2] 30: 10; 44: 10
7 telling [1] 38: 10
8 tells [1] 14: 20
9 temporary [1] 39: 22
10 tends [1] 41: 25
11 tentatively [1] 17: 13
12 tenured [1] 37: 18
13 term [4] 12: 1, 5, 6; 43: 22
14 terminals [1] 32: 5
15 terms [2] 8: 15; 48: 19
16 test [5] 31: 2, 23; 32: 11; 36: 7; 39: 1
17 tested [2] 31: 9; 36: 8
18 testify [1] 33: 16
19 testing [19] 30: 20, 24; 31: 19, 24; 32: 1, 7; 33: 6; 34: 24; 36: 5, 10; 38: 9;
20 39: 21; 42: 2, 8, 9; 43: 12, 13, 14; 44: 4
21 text [1] 17: 9
22 thanks [1] 51: 22
23 thomas [2] 24: 1; 47: 11
24 though [2] 4: 20; 36: 12
25 thought [7] 26: 19; 27: 6; 37: 21; 38: 8; 39: 25; 41: 10; 44: 24
thousands [1] 45: 18
three [9] 5: 1, 2, 14; 15: 16; 16: 16; 17: 5; 32: 22; 39: 19; 43: 3
throsby [1] 24: 20
throughout [1] 40: 16
ticket-in [1] 43: 6
ticket-out [1] 43: 6
time [23] 4: 8; 6: 22; 7: 14, 20, 23; 8: 3; 10: 20; 11: 2; 12: 18; 13: 6; 15: 3;
17 17: 3; 19: 14; 26: 24; 28: 1; 30: 3, 18; 31: 25; 32: 12; 33: 1, 7; 35: 13; 45: 6
18 timeline [1] 33: 4
19 timely [1] 15: 9
20 times [2] 6: 23; 15: 6
21 timing [2] 16: 18, 21
22 timothy [1] 24: 20
23 title [2] 29: 6; 48: 3
24 today [3] 29: 9; 38: 16; 44: 3
25 todd [1] 47: 21
together [3] 4: 22; 5: 3, 4
tokenized [1] 42: 19
tokens [3] 42: 20, 25; 43: 2
took [1] 14: 6
total [1] 7: 2
total ed [1] 7: 3
touching [1] 35: 14
tour [1] 45: 17
traded [3] 19: 1, 7, 11

1 trading [2] 18:22; 20:10
train [1] 12:14
2 training [2] 40:18, 21
transcript [1] 1:12
3 transcription [1] 52:9
transfer [1] 25:25
4 traveler [1] 40:6
treasurer [2] 47:3, 16
5 tribal [1] 32:3
tribe [2] 32:7, 9
6 tried [1] 37:24
trillion [2] 19:2, 12
7 trust [1] 36:7
trying [4] 12:14; 13:24; 30:10; 31:12
8 turned [1] 11:3
twelve [1] 10:23
9 type [2] 33:12; 39:23

- U -

11 uh-huh [1] 5:5
under [16] 6:8, 21; 7:1, 3; 8:4; 11:23; 16:15; 17:22; 18:19, 21, 25; 19:18;
12 20:6; 31:4, 11; 48:25
undergoing [1] 12:13
13 understand [4] 5:13, 16; 15:15; 42:17
understanding [1] 45:14
14 uniform [1] 35:21
unique [1] 35:24
15 united [1] 40:7
unless [1] 25:14
16 until [3] 7:2; 12:4, 8
unverified [2] 8:16; 10:20
17 update [1] 27:11
updated [1] 34:22
18 updates [2] 13:16; 46:8
upgrade [1] 27:20
19 upon [1] 6:14
used [2] 30:3; 48:19

- V -

21 valuable [1] 33:19
22 value-added [1] 34:1
variance [3] 6:20, 22; 10:3
23 variances [1] 9:22
vegas [3] 37:17; 42:4; 45:17
24 vendors [1] 34:12
verification [1] 10:24
25 verified [6] 7:1; 8:16, 18, 20, 23; 11:3
verifier [4] 6:11, 21; 9:9, 10

1 verify [2] 6: 15; 8: 21
version [2] 34: 9, 19
2 verticals [1] 33: 15
very [15] 12: 18; 13: 22; 34: 5; 36: 13; 37: 20, 22, 25; 38: 6; 39: 4; 41: 14, 18;
3 44: 22; 45: 5, 13; 48: 21
vice [9] 24: 3, 7, 9; 29: 10; 31: 17; 46: 21; 47: 7, 21; 48: 10
4 video [2] 32: 5; 38: 15
view [3] 30: 16, 25; 48: 5
5 vimla [1] 24: 24
violated [1] 14: 20
6 violation [6] 6: 9; 7: 6; 12: 11; 14: 8, 14, 18
violations [2] 14: 21; 15: 18
7 virginia [1] 24: 18
vote [14] 3: 12, 22; 5: 17; 6: 2; 11: 20; 16: 11; 18: 14; 21: 5, 21; 22: 11; 23: 3;
8 29: 3; 50: 13; 51: 5
votes [1] 5: 2
9 voting [5] 4: 21; 5: 6, 7, 14

- W -

11 wagering [7] 34: 7, 8, 9; 43: 21; 44: 1, 2, 23
wait [1] 32: 6
12 waiting [1] 51: 22
waive [1] 6: 20
13 waiver [6] 7: 21; 18: 17, 20; 19: 14; 20: 5, 17
walk [2] 35: 10; 45: 19
14 walking [1] 30: 5
wanted [3] 38: 1, 2, 11
15 wants [2] 31: 9, 10
warning [1] 14: 14
16 ways [1] 13: 20
we'd [1] 45: 17
17 website [1] 38: 15
weeds [2] 25: 11; 26: 14
18 week [2] 39: 13; 43: 18
weeks [1] 6: 20
19 welcomed [1] 40: 5
where's [1] 38: 24
20 white [1] 41: 9
whiteboard [2] 35: 11, 14
21 who's [10] 9: 10; 37: 3, 15, 16, 17; 40: 6, 19; 41: 23; 48: 12
whole [1] 3: 8
22 wife [1] 32: 19
wiggins [1] 29: 15
23 william [4] 46: 18, 21, 23, 25
winding [1] 37: 21
24 winning [1] 41: 7
wins [2] 8: 17; 38: 7
25 winter [1] 41: 2
without [1] 3: 3

1 witness [1] 33:12
witnesses [1] 8:22
2 wonder [4] 24:16, 19, 21; 47:20
wondered [4] 13:9, 10, 23; 25:15
3 word [2] 4:11, 12
words [1] 38:1
4 work [4] 30:3; 33:22; 39:14; 49:4
worked [4] 23:17; 25:22; 44:19, 21
5 working [5] 30:14; 33:2; 34:17, 20; 40:10
world [16] 15:14; 30:9, 11, 12, 17, 23, 25; 32:15, 16, 24; 33:1; 35:24;
6 36:15; 38:23; 40:2, 5
worried [1] 42:24
7 write [2] 39:20; 44:18
wrong [1] 30:11
8 wrote [2] 30:8; 35:13
wynn [1] 40:8
9 wyoming [2] 39:9; 41:9

- Y -

11 year [6] 12:2; 14:6, 7; 36:21; 40:16
year's [1] 14:8
12 years [9] 14:4; 15:16; 28:10, 11, 12; 30:2; 36:21; 39:3, 6
york [2] 40:18; 48:15
13 yoshikawa [1] 47:17
yourselves [2] 31:2; 36:20

- Z -

15 zach [1] 32:18
16 zimmerman [56] 2:11, 12, 16, 17; 3:10, 20, 21; 5:25; 6:1; 7:9, 10, 11, 22;
17 8:2, 12; 11:18, 19; 13:1, 2, 18; 14:3, 9; 16:9, 10; 18:3, 12, 13; 21:3, 4,
10, 11, 19, 20; 22:9, 10, 17, 18; 23:1, 2; 25:10, 24; 26:4, 8, 19; 27:11;
18 29:1, 2; 49:16, 17; 50:11, 12, 19; 51:3, 4, 18, 19

19
20
21
22
23
24
25