

LOUISIANA GAMING CONTROL BOARD MEETING

FRIDAY, DECEMBER 9, 2022

ZOOM VIDEOCONFERENCE

TIME: 10:00 A.M.

APPEARANCES

1
2 RONNIE S. JOHNS, CHAIRMAN
(At-Large)
3 June 30, 2025

4 JULIE BERRY, VICE-CHAIRMAN
(CPA)
5 Third Congressional District
6 June 30, 2024

7 HARRY AVANT
(At-Large)
8 Fourth Congressional District
June 30, 2024

9 CLAUDE D. JACKSON
(At-Large)
10 Fourth Congressional District
11 June 30, 2027

12 O. LAMAR POOLE, JR.
(Economic/Community Planner)
13 Sixth Congressional District
June 30, 2025

14 JULIE A. LEWIS
(Investigative and Law Enforcement)
15 Fifth Congressional District
16 June 30, 2024

17 FRANCESCA HAMILTON-ACKER
(Attorney)
18 Third Congressional District
June 30, 2026

19 RONALD J. SHOLES
(Public/Business Administration)
20 Second Congressional District
21 June 30, 2026

22 ASHLEY A. TRAYLOR
(At-Large)
23 First Congressional District
24 June 30, 2022
25

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APPEARANCES (CONTINUED)

HEATHER HOOD
On Behalf of Natalie Thurman
Principal Assistant

MAJOR CHUCK McNEAL
On Behalf of Colonel Lamar A. Davis
Louisiana State Police

REPORTED BY:

KARLA H. MAYERS, CCR
U.S. Legal Support

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1 I. CALL TO ORDER

2 CHAIRMAN JOHNS:

3 Okay. Members, it's 10:00 and --
4 actually 10:01; so we're going to get started, if
5 we can. I think everybody -- everybody can see
6 me, hear me?

7 MR. SHOLES:

8 Yes.

9 CHAIRMAN JOHNS:

10 Okay.

11 MS. BERRY:

12 Yes.

13 CHAIRMAN JOHNS:

14 Good morning, everyone. I would like
15 to call to order this special meeting of the
16 Louisiana Gaming Control Board for December 9,
17 2022. And, Ms. Hood, would you call the roll,
18 please?

19 MS. HOOD:

20 Chairman Johns?

21 CHAIRMAN JOHNS:

22 Here.

23 MS. HOOD:

24 Mr. Avant?

25 MR. AVANT:

Louisiana Gaming Control Board Meeting
December 09, 2022

1 Here.

2 MS. HOOD:

3 Ms. Berry?

4 MS. BERRY:

5 Here.

6 MS. HOOD:

7 Mr. Jackson?

8 MR. JACKSON:

9 Here.

10 MS. HOOD:

11 Ms. Lewis?

12 MS. LEWIS:

13 Here.

14 MS. HOOD:

15 Mr. Poole?

16 MR. POOLE:

17 Here.

18 MS. HOOD:

19 Ms. Hamilton-Acker?

20 MS. HAMILTON-ACKER:

21 Here.

22 MS. HOOD:

23 Judge Sholes?

24 MR. SHOLES:

25 Here.

1 MS. HOOD:

2 Ms. Traylor?

3 MS. TRAYLOR:

4 Here.

5 MS. HOOD:

6 Colonel Davis?

7 MAJOR McNEAL:

8 Major Chuck McNeal for Colonel Davis.

9 MS. HOOD:

10 We have a quorum.

11 CHAIRMAN JOHNS:

12 Thank you, Ms. Hood. Members, we do
13 have a quorum. And, first, let me say thank you
14 for -- for participating this morning. I know
15 it's a busy time of the year for a lot of us
16 and -- but this is a really important meeting, and
17 we hope to get through it as quickly as possible.

18 First, I would like to open this
19 meeting with a prepared statement that I have -- I
20 have put together. I will read this so that it
21 will be part of the record, and then we will get
22 into some presentations.

23 So, Members, the purpose of this
24 meeting this morning is to discuss and hopefully
25 approve a path for the new Horseshoe Casino in

1 Westlake, Louisiana, to open their doors for
2 business. As you will hear in the presentation,
3 this project began back in December of 2019, when
4 the Board approved the licensee's request to
5 relocate its operations to a landside facility.
6 This was the first of the Legacy riverboats to
7 participate in Act 469 of the 2018 Regular
8 (inaudible) to petition to move their operations
9 landside.

10 Two things happened that legitimately
11 contributed to setting back the progression of the
12 project. First, COVID shut the project down; and
13 then in August of 2020, Hurricane Laura did
14 substantial damage to the entire property. But as
15 we've moved forward to today, the project has
16 grown substantially, and they will very, very far
17 exceed the original expected \$100 million cost.

18 Yesterday, Vice-Chairman Berry and I
19 attended and witnessed a mock opening that was
20 conducted by our State Police Gaming Division.
21 Also in attendance was a large presence by the
22 Attorney General's Gaming Division and also by
23 Ms. Hood from our staff. A three-hour exercise of
24 actual gaming activity was conducted, along with
25 numerous security challenges that were posed to

1 the employees of the Horseshoe. As in the opening
2 of any business, a number of recommendations were
3 made, and State Police has conferred with the
4 Horseshoe in order for there to be a final
5 recommendation by the Division to this Board to
6 approve their actual opening to the public.

7 Should the -- should the Board
8 approve the proposed resolution today, a soft
9 opening will be held tomorrow, December 10, in
10 which a limited number of guests will attend and
11 participate in live gaming. Once again, State
12 Police Gaming will be there to monitor the
13 activities and, once again, make a recommendation
14 to me, as Chairman, as to whether the Horseshoe is
15 capable of opening to the public in a safe and a
16 compliant way. It is our hope that this can be
17 completed for a December 12 opening to the public.

18 I will share with the Board that the
19 property is absolutely first-class and will be a
20 great asset to the gaming market in Louisiana. I
21 can honestly say that it has far exceeded my
22 expectations. It is a property that we -- we can
23 be proud of, and it paves the way for many other
24 licensees to build land-based facilities.

25 Today the Attorney General's Office

1 will make a presentation and outline the path
2 needed for the opening of the property. Following
3 that, Major Chuck McNeal with our Louisiana State
4 Police, Gaming Division, will make a presentation
5 on their behalf and accept questions from the
6 Board. Also, we will hear a presentation from
7 Mr. Dan Real with Caesars Entertainment, the
8 parent company of Horseshoe.

9 At any time I would welcome any
10 questions from the Board. Following all
11 discussions and questions, I will ask the Board to
12 consider a resolution that has been prepared by
13 our staff.

14 So at this time I would like to ask
15 Mr. Jeremy Gathe with the Assistant Attorney
16 General to make his presentation for the Board.
17 Mr. Gathe?

18 MR. GATHE:

19 Good morning, Chairman Johns, Members
20 of the Board --

21 II. PUBLIC COMMENTS

22 MS. HOOD:

23 Chairman Johns? Sorry. I didn't
24 mean to interrupt, Jeremy. We need to do public
25 comments before.

1 CHAIRMAN JOHNS:

2 Oh, yes. My -- my apologies for
3 that. At this -- as in any meeting --

4 MS. HOOD:

5 A call for public comment.

6 CHAIRMAN JOHNS:

7 -- that we -- we conduct, if there's
8 any comment from the public, at -- this is the
9 time for the public to make any comment concerning
10 this meeting. So do we have any public comment?

11 (NO RESPONSE)

12 CHAIRMAN JOHNS:

13 Okay. Hearing -- hearing no public
14 comment, Ms. Hood, do you feel comfortable moving
15 on?

16 MS. HOOD:

17 Yes, sir, we can move on.

18 CHAIRMAN JOHNS:

19 Yeah. Okay. Thank you very much,
20 Ms. Hood.

21 III. CASINO GAMING ISSUES

22 CHAIRMAN JOHNS:

23 Mr. Gathe, if you would, proceed.

24 MR. GATHE:

25 Good morning, Chairman Johns, Members

1 of the Board. I'm Assistant Attorney General
2 Jeremy Gathe here in the matter of St. Charles
3 Gaming Company, LLC, doing business as
4 Horseshoe Casino Lake Charles' Petition to
5 Commence Gaming Operations as amended. There are
6 several requests concerning Horseshoe Casino
7 Lake Charles which all require the Board's
8 consideration for approval.

9 Horseshoe Casino Lake Charles has
10 filed a Petition to Commence Gaming Operations
11 seeking the Board's determination or authorization
12 of the Chairman to determine substantial
13 completion and authorization of commencement of
14 its gaming operations. Additionally, the licensee
15 requests a waiver of completion for certain
16 non-gaming amenities as it relates to the approved
17 project. Horseshoe Casino Lake Charles would like
18 to commence gaming operations at its facilities
19 for a soft opening on December 10, 2022, and to
20 recommence gaming operations at its facility on
21 December 12, 2022.

22 In order to do that, all of the
23 conditions set forth in the statement of
24 conditions imposed on the license of
25 Horseshoe Casino Lake Charles must be met, in

1 addition to compliance with the Board's
2 August 19, 2021, resolution. As a part of the
3 Board's August 19, 2021, resolution, the licensee
4 is prohibited from commencing gaming operations
5 until the entire approved project is substantially
6 complete.

7 Horseshoe Casino Lake Charles has
8 informed the Division that several non-gaming
9 amenities regarding the approved project will not
10 be substantially complete by December 10, 20 --
11 2012 -- I'm sorry -- 2022. Specifically, 116
12 hotel rooms out of 253 will not be completed until
13 January 31, 2023; the outdoor pool and fitness
14 room will not be completed until March 20, 2023;
15 the third restaurant will not be completed until
16 December 12, 2022; the fourth restaurant will not
17 be completed until July 1, 2023; and all other
18 required amenities will not be completed until
19 August 19, 2023.

20 Despite the fact that several
21 amenities will not be completed until a later
22 date, the licensee would like to commence gaming
23 operations. In order for that to occur, however,
24 the Board will have to approve the new timeline
25 for completion and amend the licensee's conditions

1 to allow the commencement of gaming operations
2 before completion of the non-gaming amenities.

3 The other items which require Board
4 approval prior to the commencement of gaming
5 operations by the licensee are the issuance of a
6 Temporary Certificate of Compliance by the Board,
7 a determination of substantial completion by the
8 Board, and authorization to commence gaming
9 operations from the Board.

10 As it relates to the issuance of a
11 Certificate of Compliance, the Board must be in
12 receipt of an inspection report from the Fire
13 Marshal indicating that the facility is in
14 compliance with all codes and requirements
15 required and that the facility can be issued a
16 Certificate of Compliance, the Division's
17 confirmation that all state and local permits have
18 been obtained, and a Certificate of Occupancy from
19 the Fire Marshal.

20 As the Fire Marshal has noted
21 deficiencies and only granted a Temporary
22 Certificate of Occupancy, a Temporary Certificate
23 of Compliance is the most that the Board can issue
24 at this time. The Temporary Certificate of
25 Compliance is proposed to expire January 31, 2023,

1 as the Fire Marshal has given the licensee until
2 January 13, 2023, to remedy the deficiencies and
3 will, therefore, require the licensee to come back
4 to the Board for the issuance of a Certificate of
5 Compliance once the Fire Marshal is prepared to
6 recommend such issuance.

7 Additionally, before the licensee can
8 commence gaming operations, the Board must make a
9 determination of substantial completion, or the
10 Board must authorize the Chairman to make that
11 determination. This determination is required by
12 the Board's August 19, 2021, resolution and the
13 licensee's Statement of Conditions.

14 In order for the required
15 determination to be made, the Board must be in
16 receipt of a Certificate of Substantial Completion
17 and Readiness for Occupancy and Use from the
18 approved project's architect, a Certificate of
19 Occupancy from the State Fire Marshal, and the
20 Division's written confirmation of substantial
21 completion. The determination of substantial
22 completion is completely within the Board's
23 discretion.

24 At this time the requirements for a
25 determination by the Board are not satisfied;

1 therefore, the licensee is asking the Board to
2 authorize the Chairman to make the determination
3 once the requirements are met.

4 In order for the licensee to commence
5 gaming, there must first be a determination of
6 substantial completion. As that has not happened
7 yet, the Board may either deny the commencement of
8 gaming operations or may authorize the Chairman to
9 approve the commencement of gaming operations once
10 he has determined substantial completion and the
11 Division approves the commencement and
12 recommencement.

13 A resolution has been prepared for
14 the Board's consideration, and we also have
15 representatives from the licensee and the Division
16 who may want to make a few comments.

17 CHAIRMAN JOHNS:

18 Okay. Thank you, Mr. Gathe. I
19 appreciate that very much. Members, are there any
20 questions for Mr. Gathe at this point before we
21 move over to State Police? Any questions?

22 (NO RESPONSE)

23 CHAIRMAN JOHNS:

24 Okay. Don't hear any. So at this
25 time we will hear from Major Chuck McNeal with

1 Louisiana State Police, Gaming Division. Welcome,
2 Major.

3 MAJOR McNEAL:

4 Good morning, sir. Good morning,
5 Board Members. Again, Major Chuck McNeal with
6 State Police. I just want to give you kind of a
7 brief overview of what occurred yesterday so you
8 can understand where we are and what the path
9 forward is that we're looking at.

10 So yesterday we had approximately 100
11 personnel from the State Police and AG's Office
12 come in and conduct a -- a test -- we called it a
13 mock -- but a test run of the casino. And what
14 that was -- entailed was the table games -- so we
15 had individuals playing table games as -- live.
16 We had individuals in the cage. We tested
17 security and surveillance. So we had individuals
18 do scenarios. We had individuals playing games.
19 We had people going to the cage to cash in chips,
20 pull markers, all the things that you would do in
21 a normal business day's operation.

22 After that was done, like the
23 Chairman mentioned, for three hours, we then went
24 back with our team and sat down and discussed it.
25 The one overlying issue we see is -- is the

1 training. The individuals -- as you know, this
2 casino has not been in operation for over two
3 years; so a lot of the employees here -- this is
4 their first time dealing and interacting with
5 individuals in their current jobs.

6 So what we would like to do is -- if
7 the Board approves, is allow Horseshoe tomorrow --
8 from 12:00 p.m. till 8:00 p.m. tomorrow night --
9 they have a list of invited guests that are going
10 to be coming in -- let them conduct gaming
11 operations on the floor, table games, slot
12 machines, everything, the whole casino itself. We
13 will then shut down the casino. We will then go
14 and have them rake -- rake over the file, all
15 their records -- financial records, and make sure
16 that they are able to account for revenue and do
17 the things that are necessary to move forward.

18 I just want to make sure -- they're
19 not going to be 100 percent. We know that, that
20 they're learning, but we feel like this is the
21 best opportunity to allow them to get more
22 training in a live environment. State Police will
23 have personnel there the whole time monitoring the
24 situation and making sure things proceed in a safe
25 and legal manner.

1 After we do that, then Sunday we're
2 going to get together with our team, look at
3 everything, and then get with the Chairman and the
4 Board, however y'all wish to proceed, and then
5 when we give our final recommendation, we think
6 Monday is a go-live date.

7 And I just want everybody to
8 understand we're looking at public safety
9 issues -- Mr. Real will talk about this -- and
10 regulatory issues that will pertain to the floor
11 itself in the gaming operations. That's -- that's
12 what we're focusing on, and I just want to make
13 sure everybody understands that's what we're
14 looking at, what our requirements are, to make
15 sure that it's a safe environment.

16 Some things that are being done are
17 by Horseshoe, and it's a business decision, and
18 that's fine. That's the decision of Horseshoe and
19 how they wish to proceed on things, but we're
20 strictly going to be looking at regulatory matters
21 and public safety.

22 With that, Chairman, if anybody has
23 any questions or anything, I would be glad to
24 answer them.

25 CHAIRMAN JOHNS:

1 Okay. Any questions from board
2 members for Major McNeal at this point?

3 MS. BERRY:

4 I have a question.

5 CHAIRMAN JOHNS:

6 Ms. Berry.

7 MS. BERRY:

8 Major McNeal, on the soft opening
9 tomorrow night that you mentioned to additionally
10 train the employees, is it going to be real
11 dollars used, or is it going to be the artificial
12 like yesterday?

13 MAJOR McNEAL:

14 No, ma'am, this will be true live
15 gaming operations; so that -- what that's going to
16 allow us to do is, A, not just to test the table
17 games like we did yesterday when you were there --

18 MS. BERRY:

19 Uh-huh.

20 MAJOR McNEAL:

21 -- but also they'll have individuals
22 test slot machines. So the slot machines are up
23 and running and satisfactory, but things happen.
24 They run out of paper. They do those things. We
25 just do not always see those things, that they can

1 test the entire casino itself.

2 The sportsbook will be open; so
3 they'll be taking bets at the sportsbook. So when
4 those bets are taken, we can then reconcile those
5 things in the back of the house and then prove to
6 us they can account for the money they're taking
7 in.

8 So that's why we're just doing -- excuse
9 me -- a limited group. I think Mr. Dan Real will
10 explain the numbers, but I think no more than 500
11 people are invited, and they don't anticipate
12 that many; so it gives us a little bit more than
13 our 100 yesterday to then test more the casino
14 itself, see how the revenues do, give the people
15 more training, because this is -- you know, it's
16 one thing to train, as you all know, at a table by
17 yourself with two people.

18 MS. BERRY:

19 Right.

20 MAJOR McNEAL:

21 It's actually another thing when
22 you're actually dealing with real money and
23 individuals you don't know. So that's why we want
24 to give them that opportunity.

25 MS. BERRY:

1 And do you have controls to show that
2 all the different types of gaming, whether it be
3 slots or craps or -- in all the different gamings
4 will be used to test them?

5 MAJOR McNEAL:

6 I don't -- I don't know which games.
7 I'm sure they're going to use -- they're going to
8 have a specific number of games that they'll want
9 to use and test. And Mr. Dan -- Dan will probably
10 tell you what games exactly they're going to --
11 table games they're going to have open, but I
12 would assume it's pretty much like the ones they
13 had yesterday, the blackjack, the baccarat, I
14 mean, pai gow, and some Texas Holdems, some
15 different games, but I'm assuming -- and craps.
16 They had a craps table, also, --

17 MS. BERRY:

18 Right. Right.

19 MAJOR McNEAL:

20 -- as you remember, yesterday. So
21 I'm sure it's going to be those games, but it's
22 whatever they want to do --

23 MS. BERRY:

24 Okay.

25 MAJOR McNEAL:

1 -- to -- to show us and to show
2 everyone that they're -- that they did the
3 training into their --

4 MS. BERRY:

5 Maybe that was a question for Dan.

6 MAJOR McNEAL:

7 Yes, Dan.

8 MR. REAL:

9 Yes --

10 MAJOR McNEAL:

11 That's fine.

12 MS. BERRY:

13 Thank you, Major.

14 CHAIRMAN JOHNS:

15 Major --

16 MR. REAL:

17 (Inaudible) Ms. Berry, if --

18 CHAIRMAN JOHNS:

19 Wait. One second, Dan. I'm going to
20 call on you for a presentation just real shortly,
21 if we could. And so, Major, you will have a
22 contingency of your Division (inaudible)
23 activities from noon tomorrow until 8:00 p.m.
24 tomorrow night?

25 MAJOR McNEAL:

1 Yes, sir. We're going to have
2 personnel from the Audit, Enforcement, and tech
3 side there, as we did yesterday, and then Audit
4 will then, like, go, as we call it, back of the
5 house, make sure there's an accounting record --
6 reconciliation for everything and make sure that
7 what they say is in they can account or they can
8 verify, and so forth, yes, sir.

9 CHAIRMAN JOHNS:

10 Okay. Thank you very much, and I
11 want to thank you and -- and all of your staff
12 that were there yesterday. It was an incredible
13 experience just to witness, and thank you for --
14 for their hard work to make that happen.

15 Any other questions from the board
16 members before we hear from Mr. Dan Real?

17 MR. SHOLES:

18 Yes.

19 CHAIRMAN JOHNS:

20 Judge Sholes.

21 MR. SHOLES:

22 I want to make sure -- I noticed that
23 the Fire Marshal had reservations on certain
24 areas. Are those areas going to be off limits to
25 any of these participants both in the temporary

1 mock opening and in the soft -- and in the opening
2 on Monday, if it happens?

3 MAJOR McNEAL:

4 I'll answer that question. As I
5 understand it, Judge, they're going to have to be
6 required -- it's -- patrons will not be in these
7 areas. These areas are what we call back of the
8 house; so it's where employees are mostly located
9 or (inaudible), but they're going to be required
10 to have somebody in those locations at all times
11 to monitor, as they call it, firewatch. So
12 Horseshoe will have to have personnel there the
13 whole time, and that will be something that we'll
14 be continuously monitoring to make sure they have
15 the personnel there as they're supposed to.

16 MR. SHOLES:

17 Thank you.

18 MAJOR McNEAL:

19 Yes, sir.

20 CHAIRMAN JOHNS:

21 Judge -- Judge, we have discussed
22 this with the Fire Marshal, and I will tell you
23 the Fire Marshal's Office has -- has just been
24 incredible in working with this, but they feel --
25 they feel comfortable with their -- their

1 Temporary Certificate of Compliance, and, of
2 course, there's only about a three- or four-week
3 period before Horseshoe will be required to have
4 final compliance; so the Fire Marshal feels
5 comfortable with what they're -- they're signing
6 off on. They -- they have actually signed a
7 document of temporary compliance. So great
8 question. Any other questions from the Board?
9 Any other questions?

10 (NO RESPONSE)

11 CHAIRMAN JOHNS:

12 If not, I would like to ask
13 Mr. Dan Real, who is representing Ceasars
14 Entertainment this morning, to make his
15 presentation. Mr. Real, welcome.

16 MR. REAL:

17 Thank you very much, Mr. Chairman,
18 Members of the Board, the AG's Office, Louisiana
19 State Police. Very grateful to be on this call
20 with you today. I'm in the office with the leader
21 of the property, -- most of you know him --
22 Jeff Favre. He's really the heart and soul of the
23 property. I'm here trying to help get us to where
24 we need to be. There's a lot of passion and pride
25 in this project, but as you've heard, we still

1 have some stuff to work on. Some of it's
2 controllable, and some of it's uncontrollable.

3 I'll give you a quick example of
4 control -- uncontrollable. We were really excited
5 to have the AG's Office be our first guests in our
6 hotel. We're very proud of the rooms that we
7 have. And, as luck would have it, they're heading
8 up to the rooms, and we had a pipe burst on the
9 tenth floor; therefore, the wire for the -- or the
10 water for the entire building had to be shut down.
11 That's unfortunate.

12 As I've learned, after openings
13 you're going to have -- you're going to have
14 things coming at you left and right. You just
15 need to be able to handle them. And I appreciated
16 the understanding of the AG's office, and I
17 welcome everybody back to check out the rooms,
18 because they really are spectacular. The floor is
19 also beautiful. It's laid out as well as any that
20 operate in our region, I believe as any in the
21 state. Our slot banks are up-to-date. The
22 product is fantastic. And I just want to say it's
23 a very exciting time for Caesars Entertainment
24 Louisiana in Lake Charles, Westlake in particular.

25 As always, I want to -- I want to

1 thank you all for your oversight. We are,
2 obviously, in a heavily regulated business for
3 very, very good reason, but working with the
4 Board, the AG's Office and the State Police, it's
5 clear that, you know, you're firm. You understand
6 the rules, but you're fair, and you're consistent.
7 And as a -- as an operator, consistency is the
8 most important thing for us.

9 We know what we need to do, and it's
10 upon us to achieve it, and I feel like we've been
11 given every single chance to do exactly that to
12 get -- to get open on Monday. And we're going to
13 use tomorrow as a very big, important driver to
14 make sure that that's the case.

15 Yesterday was great because it really
16 showed us some of our exposed areas, and I can
17 tell you, after the meeting with the State Police
18 and the AG's office, we had -- I had personally
19 called in leadership from the highest areas of my
20 other properties to come in to make sure that
21 today, which is a free for us, every employee is
22 at work, and leadership has expertise in every
23 single functional area.

24 We are going to take full advantage
25 of today, and we're also going to take full

1 advantage of the fact that we have a very tenured
2 team that is coming back. It's odd because, as
3 you know, many of them have been off for a couple
4 of years. They need to get back into the groove,
5 but it's -- it is somewhat like riding a bike.
6 You just need to remind them of the rules and the
7 regulations that have since changed or that are
8 being looked upon right now.

9 We will be ready for tomorrow, and
10 we're going to use Sunday as another day to listen
11 to Major McNeal and the AG's Office and regroup
12 again, and the beauty of that is we have another
13 full day to get ready and prepare. Monday at noon
14 is going to be a day of celebration. We will have
15 earned your trust and the ability to show that we
16 know how to run this business and, once we get the
17 doors open, for those who get to visit.

18 Mr. Chairman, thank you for the words
19 about the quality of the property. I can only
20 assure you, for those who will be visiting us
21 soon, it is first-class. It is absolutely
22 stunning, and if you remember the boat and where
23 we are now, it's not even in the same ballpark.

24 I'm proud to say we've hired over 700
25 people at a time where jobs are critical in the

1 Lake Charles market, and we have people from all
2 walks of life. We are an extremely diverse team,
3 and we are a very excited team right now.

4 The team, after we shared some of the
5 deficiencies last night, didn't get upset. They
6 got -- they got to work, and this morning we have
7 had already tremendous growth. And what
8 Major McNeal and the team has done is they've also
9 given us an opportunity to know where we really
10 need to add some focus, and we did that.

11 So what I want to let you know is,
12 we -- we said we were going to have 137 hotel
13 rooms. We're in the 140s as of this morning. By
14 the end of the day, we're going to be beyond that;
15 so we're going to achieve that goal. And, once
16 again, the rooms are fantastic and they're
17 beautiful.

18 The remaining rooms will come on
19 schedule. We will be ready to go by January 20,
20 earlier than Mr. Jeremy's date, I believe, of
21 January 31; so we're going to -- we're going to
22 exceed the guarantee that we had given and make
23 sure that we get those rooms. It's better for us
24 to get them, and we're not that far off. We're
25 doing some punch list items right now. We have

1 some hallway work to do, some elevate -- elevator
2 work to do. All of that was last because of so
3 much traffic.

4 For those who had visited our
5 sportsbook two weeks before we opened in
6 New Orleans, some of y'all looked around and said,
7 you know, "There's no way you're going to get open
8 in two weeks." And I have to admit even I was a
9 little bit nervous, but they had a plan, and they
10 delivered, and that's exactly what I'm seeing
11 happen right now. Most of the areas that are
12 relevant to the opening of the business are ready
13 to go already at this minute, and by the end of
14 the day today, some carpet edging and some other
15 things that are more detailed will be done as
16 well.

17 Our food outlets, we will have three
18 ready to go on Monday: Slice Pizza; Brew
19 Brothers, with over 200 seats; and our Asian
20 noodle bar, which is delivering great food. We
21 have been dry-running all of those restaurants.
22 We're -- we're testing all of the menu items. I
23 believe those who visited yesterday had a chance
24 to eat at our outlets, and I have only received
25 good feedback to this point. We're very proud of

1 the food outlets.

2 And, as you now, we're going big with
3 our others, and one of them is Gordon Ramsey, and
4 we state July for that, but we're really, between
5 us, shooting for earlier dates. The sooner we can
6 get those restaurants open the better it's going
7 to be for us, for the state, for the customers,
8 et cetera, but, as you know, we've gone through
9 quite a journey to even get to where we are today.

10 I am proud to say that, even without
11 those restaurants, you will have the ability to
12 come in, sit down, and have a great meal. We're
13 adding steaks to Brew Brothers. It's going to be
14 as high-end as you want it, or if you want a
15 burger and a salad, we're going to have that as
16 well.

17 Our outdoor pool and our fitness
18 center are targeted for March 20. It's under
19 construction as we speak. We will have that
20 completed without a doubt. We will not need to
21 come back for any exceptions or understanding
22 of -- of that date. We are very confident. We
23 had already filled in the pool. We had done the
24 prework, and now that the major facility is
25 getting completed, the pool and the fitness center

1 are going to jump right in, and we're going to
2 keep moving forward there as well.

3 And then, finally, we will -- well,
4 we have the dates of all other required amenities
5 set by August 19, because that is the window we
6 truly have to get completed, but I do not see a
7 scenario, barring anything major or unforeseen,
8 weather, something terrible, whatever it may be.
9 That is the only way I could see even pressing up
10 against that date; so I appreciate the opportunity
11 to state that we will be -- be within the two
12 (inaudible) window, and for this group, we're
13 hard-charging to get that done before then.

14 We did have the mock opening
15 yesterday. The findings were very helpful. We
16 also had our own findings through that journey.
17 It wasn't just what the State Police was able to
18 provide to us. It was our own management team
19 identifying opportunities; so it was a -- it was a
20 great day for us.

21 And today is great because of the
22 time and the opportunity to train. I would have
23 been worried if we jumped right into -- yesterday
24 into our soft opening, but I have full confidence
25 that our -- our timeline -- obviously, it's

1 completely dependent upon y'all, but our timeline
2 right now is to have a great eight hours tomorrow;
3 we're going to have an amazing training day on
4 Sunday; and then we're going to have a celebration
5 on Monday. And that's what we have planned for
6 you right now. And, of course, I would be happy
7 to answer any questions whatsoever.

8 CHAIRMAN JOHNS:

9 Well, thank you, Mr. Real. I can see
10 you and Jeff have probably been up all night. It
11 appears to me you've got your work clothes on; so
12 thank y'all. I know y'all have worked hard.

13 So in terms of your hotel rooms, 160
14 rooms are not completed at this point, and the
15 resolution will ask for a January 31, 2023,
16 completion date, but it's my understanding that
17 you're actually going to roll out a number of
18 rooms per week -- is that correct?

19 MR. REAL:

20 Absolutely.

21 CHAIRMAN JOHNS:

22 -- as they become completed?

23 MR. REAL:

24 Yes, sir. We have Floors 6 through
25 10 locked in right now, and we're going down each

1 floor. It's about a two-week period in between
2 each room -- each floor. I apologize. So we will
3 be ready to go by that -- that January 31 date
4 easily. And the goal for us, operationally and
5 from a business perspective, is to get as many
6 ready for New Year's Eve as possible; so that's
7 what the team is doing.

8 We've separated our casino
9 construction team to our hotel construction team.
10 There was too much overlap, where they were
11 helping each other, where we were getting to about
12 90 percent completion and not checking things off
13 the box. Now where we are is the hotel team is
14 just focused on the hotel. The construction team
15 is focused on the casino floor, the porte cochere,
16 and we're hard-charging, but I expect that number
17 to exceed all expectations that we've offered you
18 today.

19 CHAIRMAN JOHNS:

20 All right. And, Members, I
21 personally have visited some of the completed
22 hotel rooms. I will share with you that they are
23 absolutely first-class, something that you
24 personally would be very proud to stay in. And
25 congratulations, Mr. Real, on what y'all have

1 done. You completely renovated an existing hotel,
2 and it's -- you've come a thousand percent from
3 where you were; so . . .

4 In terms of the pool, I can fully
5 understand it not being completed. You really
6 don't need a pool during the winter months, and as
7 you'll get into the -- to the spring months, by
8 March 20, your pool will be ready to go. Once
9 again, they -- they tore out the existing pool
10 that was there, building a much larger, much --
11 much nicer pool area, with amenities in that pool
12 area.

13 And then, again, lastly, all -- all
14 but one of your restaurants will actually be open
15 by Monday. Is that correct?

16 MR. REAL:

17 Did you say -- you broke up a little
18 for me. Did you say all --

19 CHAIRMAN JOHNS:

20 All but Gordon Ramsey will be open by
21 Monday. Is that correct?

22 MR. REAL:

23 No. I'm sorry. I should have stated
24 it differently. We have three ready to go. We
25 have Slice -- we -- there are four that are

1 required of us.

2 CHAIRMAN JOHNS:

3 Right.

4 MR. REAL:

5 We are going to eventually have five.

6 So what we're going to do is have -- 7 Seven

7 Noodle Bar, Brew Brothers, and Slice Pizza will be

8 open for Monday.

9 CHAIRMAN JOHNS:

10 Right.

11 MR. REAL:

12 And then Dunkin' Donuts and Baskin

13 Robins will be coming on shortly thereafter.

14 CHAIRMAN JOHNS:

15 That's great.

16 MR. REAL:

17 In the mean -- in the meantime, we're

18 going to be serving breakfast in Brew Brothers the

19 whole time; so all meal periods will be covered

20 until Dunkin' Donuts and Baskin Robins opens. And

21 then the last piece, because it's very

22 complicated, will be Gordon Ramsey.

23 And what I would love you to know is

24 part of the reason of the delay is we were really

25 demanding about how beautiful it would be, because

1 I believe it's going to become the number one
2 restaurant in the -- in the City of Lake Charles
3 and Westlake. We're having an outdoor seating
4 area to the steakhouse right off the water, and
5 we're taking some time to build something that's
6 weatherproof for 12 months out of the year; so
7 we're going to have 100 waterfront seats. It's --
8 it's just going to be amazing, but it's taking a
9 little bit of time.

10 CHAIRMAN JOHNS:

11 So, actually, you've added one
12 additional food outlet from your original
13 commitment?

14 MR. REAL:

15 Yes, sir.

16 CHAIRMAN JOHNS:

17 Okay. Thank you very much. Okay.
18 Members, any -- any questions for Mr. Real?

19 MR. SHOLES:

20 I just need a little clarification.
21 What happened with the hotel rooms that you were
22 not able to use them the other day? I didn't
23 quite hear that.

24 MR. REAL:

25 Sure. So the AG's Office was going

1 to stay with (inaudible). We love having people
2 try the room, break them in, let us know what they
3 like, what they didn't like. As the group was
4 going up or as some were -- were already up there,
5 we had a pipe burst on the tenth floor. Our
6 guests were staying on the ninth floor.

7 And, unfortunately, what we had to do
8 when the pipe burst, Judge Sholes, was we had
9 to -- if you're the one who asked the question. I
10 apologize. I've got a lot of faces up there.
11 What we had to do was shut down the water for a
12 period of time. We didn't know how long that
13 would take to fix the pipe. And so,
14 unfortunately, that didn't allow those guests to
15 stay with us, because we had to repair the pipe
16 and get water back running to the hotel.

17 CHAIRMAN JOHNS:

18 And that's been completed --

19 MR. SHOLES:

20 Did the pipe burst sustain -- cause
21 any damage? Was it --

22 MR. REAL:

23 It did not.

24 MR. SHOLES:

25 Okay.

1 MR. REAL:

2 No, it did not. We've had -- we've
3 had some issues with condensation, but other than
4 that -- you know, that's being worked on right
5 now. Other than that pipe burst -- you know, we
6 had general things happen. We had a trash hauler
7 pop our fiber in a room, take away all of our TV
8 and our -- our wifi; so we had to come and get an
9 emergency crew in.

10 It's just a matter of, stuff happens
11 when you're trying to open a new property. And
12 the pipe bursting is not systemic. It was just an
13 incident, and we're going to have more, I'm sure,
14 as we go, but we -- we have the right people here
15 to fix things.

16 MR. SHOLES:

17 Thank you.

18 CHAIRMAN JOHNS:

19 Okay. Any -- any questions from
20 other board members?

21 MS. BERRY:

22 Chairman?

23 CHAIRMAN JOHNS:

24 Yes, Ms. Berry.

25 MS. BERRY:

1 I would just like -- I would just
2 like to take a minute to reiterate what you said,
3 Chairman Johns and Mr. Real, that this --
4 Horseshoe is in my district, and I feel a special
5 bond with this property, because I was here
6 before, during, and after. And I just have to say
7 real quick to the rest of the Board and all the
8 members and people on the TV that -- that this is
9 one first-class operation run by first-class
10 people. You can see their heart and their soul is
11 in this property, and, I mean, if you get a
12 chance, please go see. You will not even believe
13 the transformation and the work they have done.

14 But knowing Mr. Favre and knowing
15 Mr. Real recently, I can totally tell you that
16 this is one first-class operation. It's going to
17 help the city of Lake Charles tremendously with
18 employment, with tourism, with -- just on and on
19 and on, and it will also help the state of
20 Louisiana; so I just wanted to throw that out
21 there being that I got the chance yesterday to go
22 see it and visit with y'all and congratulate you
23 on all of your hard work, and we're looking
24 forward to many, many, many years of this
25 beautiful operation.

1 MR. REAL:

2 Thank you.

3 CHAIRMAN JOHNS:

4 Thank you, Ms. Berry, and thank you
5 for being there yesterday alongside with -- with
6 me.

7 MS. BERRY:

8 I wouldn't have missed it.

9 CHAIRMAN JOHNS:

10 And, once again, I will absolutely
11 concur with what you've just said about the
12 quality of the project and the heart and soul that
13 we've seen -- what's going into it.

14 Any further discussion, Mr. Real? Is
15 there anything further you would like to discuss
16 with us or . . .

17 MR. REAL:

18 No. I would just genuine --
19 genuinely, one more time, just like to thank the
20 whole group here. We couldn't do it without
21 y'all. You added a little confidence to us after
22 a little bit of a -- you know, a finding. And
23 what we want to do is we want to open like my
24 other properties in the state, to where we run
25 them in a first-class manner and we also make

1 those who regulate us proud, and that's our goal.

2 CHAIRMAN JOHNS:

3 Okay. Any further questions for
4 Mr. Real from the Board?

5 (NO RESPONSE)

6 CHAIRMAN JOHNS:

7 Hearing none, any other comments
8 from the Board?

9 (NO RESPONSE)

10 CHAIRMAN JOHNS:

11 Members, I will share with you that
12 over the past year, I guess, I have been out to
13 that property many times, more than I have fingers
14 on my -- on both hands for sure, and I'm very
15 fortunate in that because it's about ten minutes
16 from my -- my home. So they've been very cordial
17 and very inviting for me to inspect every square
18 inch of that property.

19 You know, I -- fortunately, I've been
20 able to see what was there prior to 2019, or
21 actually prior to 2020, when it was destroyed, and
22 to what it is today, and it's just an absolute
23 remarkable transformation. This is exactly what
24 the Legislature intended when they approved
25 land-based properties back in 2018.

1 I do know Mr. Real and Mr. Favre have
2 experienced exactly what everybody else in this
3 country has been going through for the past year,
4 and that's supply chain issues. I can remember
5 y'all telling me that something was going to be
6 here in July, and it showed up in October. And so
7 y'all have experienced -- I think we're where
8 we're at today because of -- in great part because
9 of supply chain issues.

10 The other thing I'm just absolutely
11 pleased with is that y'all have acquired and
12 actually hired over 700 employees. So you're
13 growing the casino market in the Lake Charles
14 market by well over 700, 750 employees; so we
15 thank you greatly for -- for that.

16 So, Members, this is where we are.
17 We will read a res -- we will -- we will ask for a
18 motion shortly to adopt a resolution, and should
19 that motion be made and seconded, we will -- we
20 will read the resolution. But it -- bottom line
21 with the resolution is, we're asking for a number
22 of things that I -- as Chairman, I feel very
23 confident about, and you will be giving me, as
24 Chairman, the -- the authority this coming Sunday
25 to make a decision whether the Horseshoe can open

1 Monday approximately at 11:30 a.m. or 12:00 noon
2 on Monday, December 12.

3 My commitment to this Board and to
4 the people of Louisiana is if this property is not
5 ready to open, then -- and that recommendation
6 comes from State Police, that we will live up to
7 that recommendation, and then we will proceed with
8 whatever needs to be done to rectify their
9 recommendations. I would never put the safety of
10 people in jeopardy or the quality of this project
11 in jeopardy. We want to do it the right way, and
12 I know that Ceasars wants to do it the right way.

13 I cannot thank you, Mr. Real and
14 Mr. Favre, enough for your incredible hard work,
15 and not once have you denied our staff or State
16 Police or the Gaming Division an opportunity to
17 inspect, to ask questions, to get us legitimate
18 answers to your questions; so I thank you very,
19 very much for -- for that.

20 So, Members, if there's no further
21 discussion -- if there's any further discussion at
22 this point, please let me know.

23 MS. BERRY:

24 I'd like to make a motion that we --

25 CHAIRMAN JOHNS:

1 Okay.

2 MS. BERRY:

3 -- accept the resolution.

4 CHAIRMAN JOHNS:

5 Okay. Ms. Berry --

6 MS. HAMILTON-ACKER:

7 And I would like to second the
8 motion, please.

9 CHAIRMAN JOHNS:

10 Okay. Well, thank you,
11 Ms. Hamilton-Acker. So Vice-Chairman Berry has
12 made a motion that we adopt the resolution that
13 will be -- be read shortly by Ms. Hood, and it has
14 been seconded by Ms. Hamilton-Acker. And then,
15 Members, we will take a roll call vote at that
16 time. So, Ms. Hood, would you please read the
17 resolution?

18 MS. HOOD:

19 On the 9th day of December, 2022, the
20 Louisiana Gaming Control Board did, in a duly
21 noticed public meeting, consider the issue of
22 St. Charles Gaming Company, LLC, doing business as
23 Horseshoe Casino Lake Charles' Petition to
24 Commence Gaming Operations and Amended and
25 Restated Petition to Commence Gaming Operations,

1 and, upon motion duly made and seconded, the Board
2 adopted this resolution:

3 Be it resolved that the Licensee's
4 request for a Temporary Riverboat Gaming Landside
5 Facility Certificate of Compliance is hereby
6 approved, with an expiration date of
7 January 31, 2023.

8 Be it further resolved that the
9 Licensee's request to waive the completion of the
10 following non-gaming amenities set forth in
11 Condition No. 6 of the Statement of Conditions to
12 Riverboat Gaming License, as it relates to the
13 Approved Project, is hereby approved. Condition 6
14 of the Statement of Conditions is hereby modified
15 and replaced with the following:

16 To offer the kind, amount, and scope
17 of non-gaming activities on the riverboat and all
18 other amenities, as approved by the Louisiana
19 Gaming Control Board, which shall include:

20 A tower hotel with a minimum of 253
21 rooms, with the exception of 116 hotel rooms to be
22 completed by January 31, 2023;

23 At least two multipurpose event
24 spaces;

25 At least two meeting rooms with

1 audiovisual equipment available;

2 At least four restaurants of which
3 two will be full service and the other two may
4 include a coffee shop and quick service outlet,
5 with the exception of the third restaurant to be
6 completed by December 12, 2022, and the fourth
7 restaurant to be completed by July 1, 2023;

8 An outdoor pool to be completed by
9 March 20, 2023;

10 A fitness room to be completed by
11 March 20, 2023; and

12 Sundries - gift shop.

13 Failure to meet the above deadlines
14 or to receive an extension may result in
15 forfeiture of all privileges of the license.

16 Be it further resolved that the
17 Chairman is hereby authorized to accept the
18 architect's Certificate of Substantial Completion
19 and Readiness for Occupancy and Use, the
20 Certificate of Occupancy issued by the Louisiana
21 Office of State Fire Marshal, and all other
22 required state and local permits, for which
23 issuance shall be confirmed by the Division, and
24 to determine substantial completion of the
25 Approved Project, in accordance with the

1 Certificates and Condition No. 6 of the Statement
2 of Conditions to Riverboat Gaming License, as
3 amended, on behalf of the Board.

4 Be it further resolved that the
5 Chairman is hereby authorized to approve the
6 Licensee's request to commence gaming operations
7 at its facility on December 10, 2022, only for a
8 soft opening, subject to a successful completion
9 of the prospective -- the preoperative inspection
10 to be conducted by the Division, approval of the
11 Division for such, and the Chairman's
12 determination of substantial completion of the
13 Approved Project, in accordance with
14 Condition No. 6 of the Statement of Conditions to
15 Riverboat Gaming License, as amended, on behalf of
16 the Board.

17 Be it further resolved that the
18 Chairman is hereby authorized to approve the
19 Licensee's request to recommence gaming operations
20 at its facility on December 12, 2022, subject to
21 the inspection and approval of the Division.

22 Thus done and signed in Baton Rouge,
23 Louisiana, this 9th day of December 2022.

24 CHAIRMAN JOHNS:

25 Thank you, Ms. Hood. Members, we

1 have this resolution before you that's been
2 offered by Ms. Berry and seconded by
3 Ms. Hamilton-Acker. And, Ms. Hood, if you would,
4 call the roll, please.

5 MS. HOOD:

6 Mr. Avant?

7 MR. AVANT:

8 Yes.

9 MS. HOOD:

10 Ms. Berry?

11 MS. BERRY:

12 Yes.

13 MS. HOOD:

14 Mr. Jackson?

15 MR. JACKSON:

16 Yes.

17 MS. HOOD:

18 Ms. Lewis?

19 MS. LEWIS:

20 Yes.

21 MS. HOOD:

22 Mr. Poole?

23 MR. POOLE:

24 Yes.

25 MS. HOOD:

1 Ms. Hamilton-Acker?

2 MS. HAMILTON-ACKER:

3 Yes.

4 MS. HOOD:

5 Judge Sholes?

6 MR. SHOLES:

7 Yes.

8 MS. HOOD:

9 Ms. Traylor?

10 MS. TRAYLOR:

11 Yes.

12 MS. HOOD:

13 Chairman Johns?

14 CHAIRMAN JOHNS:

15 Yes.

16 MS. HOOD:

17 It's unanimous.

18 CHAIRMAN JOHNS:

19 By unanimous vote the resolution is
20 hereby adopted. And, Members, once again, I will
21 recommit to you that -- between now and Monday
22 morning that we will do the right thing for the
23 state of Louisiana.

24 At this point I just want to say
25 thank you to a lot of people. I've come to

1 realize that you don't just flip a few light
2 switches and open a casino. It's just absolutely
3 incredible the amount of work that has to go into
4 a casino that the public never sees, the security
5 rooms, the counting rooms, the -- just, you know,
6 the back rooms. Everything is just so
7 complicated, and -- and it's just a huge
8 undertaking.

9 To State Police, thank you, for your
10 hard work, your -- your diligence in this, and we
11 will follow your -- your lead this coming weekend.
12 The Attorney General's Office, thank you for --
13 for your guidance and your recommendations, and to
14 all of the staff at the AG's office, we thank you
15 very much. To my own staff, to Ms. Hood, thank
16 you very much for your hard work. I actually got
17 an e-mail from Ms. Hood at 2:22 this morning; so
18 she was up late last night working. And to the
19 fire marshal, our new fire marshal,
20 Mr. Dan Wallace, and his staff, we thank you for,
21 at the last minute, helping out with -- with your
22 recommendations. And, last, to Ceasars, to
23 Mr. Real and Mr. Favre, thank you for your
24 leadership, your hard work, your commitment to the
25 State.

1 Members, I will say that this is a
2 big deal. This is the first Legacy boat in our
3 state to go land-based. It's something that we
4 can all be proud of, and I think when you see the
5 finished product, you're going to say, "Wow,"
6 and -- and you will be proud of what we, as a
7 Board, have accomplished.

8 So any further comments from the
9 Board? Any further questions?

10 (NO RESPONSE)

11 IV. ADJOURNMENT

12 MS. HOOD:

13 We'll just need a motion to adjourn.

14 CHAIRMAN JOHNS:

15 Okay. I think Mr. -- Mr. Jackson
16 always likes to make that motion, I believe.
17 Mr. Jackson?

18 MR. JACKSON:

19 Yes, sir, Mr. Chairman, I'll make a
20 motion to adjourn.

21 CHAIRMAN JOHNS:

22 Okay. And the -- and the Chairman
23 will second that motion, if that's okay. Is there
24 any objection to that motion?

25 (NO RESPONSE)

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CHAIRMAN JOHNS:

Hearing none, that motion carries,
and we are hereby adjourned. And congratulations,
Ceasars.

MR. REAL:

Thank you very much.

MR. McNEAL:

Thank you.

(OFF THE RECORD AT 10:50 A.M.)

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REPORTER'S CERTIFICATE

I, Karla H. Mayers, a Certified Court Reporter in and for the State of Louisiana, do hereby certify that the foregoing is a true and correct transcript of the proceedings held at this Louisiana Gaming Control Board meeting on the 9th day of December, 2022, as set forth in the forgoing 54 pages.

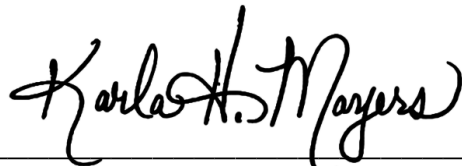
I further certify that said testimony was reported by me in the Stenotype reporting method, was prepared and transcribed by me or under my direction to the best of my ability and understanding.

I further certify that the transcript has been prepared in compliance with transcript format guidelines required by statute or by rules of the board and that I have been informed about the complete arrangement, financial or otherwise, with the person or entity making arrangements for deposition services.

I further certify that I have acted in compliance with the prohibition on contractual relationships, as defined by Louisiana Code of Civil Procedure Article 1434 and in rules and advisory opinions of the board.

I further certify that I am not an attorney or counsel for any of the parties, that I am neither related to nor employed by any attorney or counsel connected with this action, and that I have no financial interest in the outcome of this matter.

This certification is valid only for this transcript accompanied by my original electronic signature on this page.



Karla H. Mayers, CCR
Certificate No. 94023

Louisiana Gaming Control Board Meeting
December 09, 2022

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10:00 5:3	2020 8:13 43:21	700 29:24 44:12, 14	accordance 48:25 49:13
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