

THE COMMONWEALTH OF MASSACHUSETTS
MASSACHUSETTS GAMING COMMISSION

PUBLIC MEETING #94

CHAIRMAN

Stephen P. Crosby

COMMISSIONERS

Gayle Cameron

James F. McHugh

Bruce W. Stebbins

Enrique Zuniga

RE: HOST COMMUNITY HEARING IN PLAINVILLE

December 4, 2013, 4:00 p.m.

BEATRICE H. WOOD ELEMENTARY SCHOOL

72 Messenger Street

Plainville, Massachusetts

1 P R O C E E D I N G S:

2
3 CHAIRMAN CROSBY: We will call to
4 order the 94th meeting of the Massachusetts
5 Gaming Commission at four o'clock. Good
6 afternoon and welcome. Today is Wednesday,
7 December 4, 2013.

8 This is a public hearing before the
9 Massachusetts Gaming Commission relative to the
10 application for a Category 2 slots only gaming
11 establishment submitted effectively by Penn
12 National Gaming Inc. My name is Steve Crosby
13 and I am chair of the Commission. The entire
14 Commission is present here today with me and
15 will preside over this hearing. I am joined by
16 Commissioner Stebbins, Commissioner Zuniga,
17 Commissioner Cameron and Commissioner McHugh.
18 We are located at the Beatrice Wood Elementary
19 School, 72 Messenger Street, Plainville, Mass.

20 Today we are here because this is
21 the host community to the proposed gaming
22 establishment meaning this is where the slots
23 parlor would be located if this applicant is
24 awarded the license by the Commission.

1 As you may know the Commission has
2 the authority to issue only one Category 2
3 slots license for the entire state. There are
4 two other applicants under consideration as
5 well. The public support for this proposal or
6 lack thereof is a critical factor that the
7 Commission will evaluate in making the final
8 award of the license. Accordingly, your
9 presence here tonight and the written comments
10 that many of you have already submitted will
11 play a pivotal role in our decision. Thank you
12 for being a part of this process.

13 Before we begin the public hearing,
14 I'd like to lay out the process and establish
15 the ground rules that we will follow. The
16 hearing which is provided for by section 17 of
17 Chapter 23K of the Massachusetts General Laws
18 in section 118.05 of the Commission's
19 regulations is intended to provide the
20 Commission with the opportunity to address
21 questions and concerns relative to the proposal
22 of the gaming applicant to build a gaming
23 establishment. The inquiry may include topics
24 related to the scope and quality of the gaming

1 area and amenities, the integration of the
2 gaming establishment into the surrounding
3 community, the extent of required mitigation
4 plans and any of the issues that have been
5 raised over the weeks and months by the public.

6 Additionally, the Commission will
7 receive input from members of the public and
8 from any impacted community. The hearing will
9 begin with the welcome from the town manager of
10 Plainville, Joe Fernandes, and then followed by
11 a presentation by the applicant.

12 We will then invite presentations to
13 be made by representatives of the surrounding
14 communities and the public and any impacted
15 live entertainment venues. We will then have a
16 presentation from the host community, followed
17 finally by a final statement by the applicant,
18 if they so choose.

19 After the presentations, as I
20 mentioned, we'll open the floor to the comments
21 from the public. At the conclusion of the
22 comments and questions of the public -- from
23 the members of the public, we will afford the
24 applicant an opportunity to make a closing

1 statement as it wishes. Any Commissioner may
2 at any time ask a question of the applicant or
3 of anybody else.

4 At the conclusion of the proceedings
5 today, the Commission will keep this hearing
6 open and continue this public hearing to a
7 further date to be determined. We will not be
8 able to close this meeting until all of the
9 surrounding community agreements have been
10 filed with us. Notice will be provided the
11 city or town clerk, in this case the town
12 clerk, for the host community and each
13 surrounding community as well as being posted
14 on our website, www.massgaming.com. That is
15 the information about the final meeting where
16 will close this public host community hearing.

17 With that, I will ask Town Manager
18 Fernandes to open this session.

19 MR. FERNANDES: Thank you, Mr.
20 Chairman. On behalf of myself, the members of
21 the Plainville board of selectmen, more
22 importantly the good people of the town of
23 Plainville, I want to welcome you to our
24 community. I don't think anyone would be

1 surprised if I confess that this is nothing but
2 a plot to insure your return on a regular basis
3 going forward.

4 You'll hear from a number of
5 Plainville residents, local officials, most
6 interesting to you, I think, the three town
7 administrators of those surrounding communities
8 that Penn has a surrounding community agreement
9 with. Again, welcome and we will speak a
10 little later this evening.

11 CHAIRMAN CROSBY: Thank you, Mr.
12 Fernandes. We will then, I think, go straight
13 to the applicant and invite whoever is in
14 charge here to lead off.

15 MR. WILMOTT: Thank you, Chairman
16 Crosby, Commissioners and staff. I'd also like
17 to thank the town of Plainville, the
18 surrounding communities, the horsemen and
19 women, all of our supporters here tonight and
20 all of those who voted in support of our
21 proposal a few months ago.

22 My name is Tim Wilmott. I am the
23 President and Chief Executive Officer of Penn
24 National. I'd like to introduce other speakers

1 with me tonight. To my right are senior vice
2 president of operations, Jay Snowden. Next to
3 Jay, one of our partners Doug Flutie. Next to
4 Doug is our senior vice president of public
5 affairs, Eric Schippers. And finally at the
6 end is our vice president of talent management,
7 Cori Whitacre.

8 We structured our presentation today
9 to address many of the questions that you posed
10 to us in a memo that we received last week.
11 So, we're going to cover, we hope, a majority
12 of those questions in our presentation. We do
13 have other people here though that will be
14 able, both internal and external experts, to
15 answer questions that may not have been
16 addressed in our presentation. On top of that,
17 at the end of our meeting today, we've provided
18 a detailed document answering each of the
19 questions that you had posed to us to that you
20 have something to take away with you in written
21 form as a submission to those questions.

22 CHAIRMAN CROSBY: Mr. Wilmott,
23 excuse me. For the folks that are standing on
24 the side and in back, there are a bunch of

1 seats over here. If you'd like to take them,
2 fell free to move even while we are talking.
3 Okay, go ahead. Excuse me.

4 MR. WILMOTT: The first update I
5 would like to provide you since we were
6 together on October 7 is a change in our
7 corporate structure. Back on November 1 on
8 page two, back on November 1, we spun out all
9 of the land and building real estate assets in
10 our company and created the first publicly
11 traded gaming real estate investment trust,
12 REIT, called Gaming and Leisure Properties,
13 Incorporated. It's a publicly traded company
14 now on NASDAQ. We have a relationship with
15 them as a tenant. They are our landlord in 19
16 different properties.

17 We actually, for IRS business
18 purpose reasons, had to move two of our
19 properties in the old Penn over to GLPI.
20 That's our Perryville, Maryland property and
21 our Baton Rouge, Louisiana property that are no
22 longer part of Penn National.

23 But the important thing to note is
24 with this transaction finally becoming

1 effective November 1, our application for this
2 Category 2 license here in Plainville is not
3 affected at all.

4 It is Penn National moving forward
5 as the applicant. And GLPI has no involvement
6 whatsoever with our interest here for this
7 Category 2 license. We still have and are one
8 of the largest regional gaming operators in the
9 United States with 19,000 or so employees.

10 Also, since we were together in
11 early October, I wanted to give you an update
12 on a number of different fronts on the progress
13 we've made on our development. We've signed
14 surrounding community agreements with
15 Mansfield, Wrentham and North Attleboro. The
16 only one still outstanding is Foxboro. We do
17 have another meeting scheduled with them this
18 Friday hopefully making some progress. But we
19 are trying to push that as quickly as we
20 possibly can to a conclusion.

21 In mid-November, we were granted our
22 horseracing license by the Commission. Thank
23 you very much. As part of the granting of that
24 license, we were able to finalize a temporary

1 operations agreement with the current owners of
2 the racetrack facility allowing us to move
3 forward to take over the operations on January
4 1 and begin simulcasting, as you know, plan on
5 racing 100 live days in 2014. This is also
6 important to the future employees at the
7 racetrack of which there are over 100. This
8 insures that they will have minimal disruption
9 to their jobs once we take over the operations
10 on January 1.

11 The fourth point is through working
12 tirelessly with Mass. Department of
13 Transportation and Environmental Protection,
14 we've been able to look at our construction
15 schedule and are able to move up the opening of
16 our permanent facility, which was previously
17 September 2015 to April 2015. That assumes we
18 have an award of the license at the end of
19 February 2014. If the license is awarded
20 sooner, our schedule moves up day for day.

21 Then finally, as we were always
22 intending on building a permanent facility
23 opening up in April 2015, we, as you know,
24 filed our final environmental impact report

1 application. And we did include in that
2 application the ability to open up a temporary
3 casino with 500 slot machines.

4 If the Commission so chooses it
5 wants to take that route, we would be able to
6 open up the temporary operation in the summer
7 of 2014. That would have no impact to our
8 permanent construction schedule. We'd still
9 plan on opening in April 2015. But we believe
10 with minor signaling modifications to our
11 intersection that it would be sufficient enough
12 for MassDOT to allow us to support the
13 temporary operation of 500 slot machines.

14 We have some additional renderings
15 to share with you tonight as well. This is the
16 new exterior rendering of the Plainridge Park
17 Casino. This still does include the solar
18 panels on the roof of the facility. These
19 solar panels will contribute towards our LEED
20 Gold certification. And with the solar panels,
21 we anticipate we'll be able to fully satisfy
22 our renewable energy requirements for this
23 facility.

24 Also we've updated our application

1 to include in our parking garage 20 electronic
2 vehicle charging stations for electrical
3 vehicles. And if demand so warrants, we will
4 be able to easily add more than 20 if we're
5 finding that we have a need to do that.

6 Our next slide shows one of our
7 entrances coming in. And on the left-hand side
8 is the access to our racing facilities and on
9 the right-hand side is the access to the casino
10 side of the operation. The point here is that
11 racing is not an afterthought. It's a
12 complimentary amenity to our food and beverage,
13 our entertainment and our casino operations.
14 And the customers will have easy access to
15 integrate between the two offerings if they so
16 choose.

17 And the last rendering I'll share
18 with you is that of our entertainment lounge.
19 This is an entertainment lounge that will
20 handle approximately 100 seats, and will have
21 the ability to support local bands, comedians
22 and other like form of entertainment content.
23 This will not be a ticketed venue. This will
24 be free entertainment for all of our customers

1 that visit this facility.

2 As I highlight the distinct
3 advantages of our proposal, I believe there are
4 four. First, Penn National is the largest and
5 most experienced regional developer and
6 operator in the gaming and racing industry
7 today. No other applicant competing for this
8 license can approach our expertise. In fact,
9 if you look at the two other applicants, they
10 have a combined operating number of facilities
11 of two collectively.

12 The second, we have a considerable,
13 we believe head start in the permitting
14 process. We've submitted our final
15 environmental impact report on November 15
16 providing our project a considerable, we
17 believe. And Jay Snowden who will follow me,
18 will give further details on that advantage.

19 The third point is our project
20 ensures that harness racing is revitalized and
21 thrives in the state of its founding. I will
22 cover later in my presentation at the end of
23 our talk the impact of harness racing on the
24 Commonwealth.

1 Finally, we believe that our
2 location is optimal and can attract customers
3 to the Commonwealth and ensure the repatriation
4 of Massachusetts dollars that are currently
5 being spent in Rhode Island and in Connecticut
6 today.

7 In fact, as we think about our
8 location, we've actually cited others outside
9 of Penn National in the investment community.
10 Barclays in their analysis of the Commonwealth
11 believes that Penn's proposal is the most
12 compelling, located almost directly between
13 Boston and Providence and could divert the
14 majority of slot revenue from Massachusetts
15 residents currently going to those other two
16 states. Also, Credit Suisse has the same kind
17 of conclusion that the property would be well-
18 suited to serve greater Boston as well as
19 Providence.

20 Finally, as we think about our
21 location as being the best, so does the state
22 of Rhode Island. In fact, they commissioned a
23 study from their Department of Revenue saying
24 that a slot parlor in Plainridge is the worst-

1 case scenario for the state of Rhode Island.

2 There is no question all three
3 proposals will be impacted by competition in
4 the future. Leominster by the Western
5 Massachusetts license and the eventual gaming
6 that develops in the state of New Hampshire.
7 We know that's coming. It's a matter of when
8 not if. We recognize both Raynham and
9 Plainville will have the eventual opening of
10 the Southeastern Massachusetts's license when
11 awarded. Our numbers, our revenue numbers
12 reflect the impact of more competition on
13 Plainville once that does occur.

14 But clearly, we believe the
15 location, given the access off of 495, Route 1,
16 Interstate 95, certainly provides the
17 Commonwealth with the best way to cut off
18 access to Rhode Island and Connecticut, coupled
19 with the fact that we have the other amenities
20 in this region, Gillette Stadium, the Comcast
21 Center and the Wrentham Village Premium Outlets
22 to create a real entertainment hub here in this
23 part of the state that will create a lot of
24 energy for people to come here that we believe

1 the other two applicant locations don't offer.

2 With that I would like to now turn
3 it over to Jay Snowden to speak about the
4 building and site design, operations and
5 marketing of our facility, Jay.

6 MR. SNOWDEN: Thank you Tim. Good
7 evening Chairman, members of the Commission.
8 Great to be here with you tonight in our host
9 community of Plainville.

10 I wanted to provide you some updates
11 in a number of areas really to be responsive to
12 the questions we received last week as well as
13 just general updates since the last time we met
14 in early October.

15 So, I am going to cover the areas of
16 building and site design, operations, an update
17 with regards to our employment plan that Cori
18 Whitacre will cover as well as marketing. And
19 we've got a few words that Doug would like to
20 say while he is here as well.

21 It is Doug's wife's birthday
22 tonight. So, if you see him scramble out of
23 here in about 45 minutes, you'll understand why
24 he is heading out of here, but kind enough to

1 join us tonight.

2 With regard to the building and site
3 design, I thought I would start off with our
4 site plan. This is kind of a boring slide, but
5 it's important. We were asked in the questions
6 that came out last week from the Commission.
7 And what I've highlighted here on this slide is
8 the 89 acres that we have for our site. And to
9 orient everyone, this is I-495 headed north, I-
10 495 headed south. And this is Route 1, Route 1
11 north, Route 1 south. So, it really does
12 emphasize that we are literally right off the
13 exit of 495 both south and north and I-95 is
14 just a couple of miles down this way as well.

15 What's important to note with
16 regards to the site plan and why we included
17 this, this site plan remains unchanged from the
18 time of our application and from the time of
19 our host community agreement with the city of
20 Plainville.

21 We are certainly beneficiaries of
22 having stepped into a project that had been --
23 a tremendous amount of work had been done
24 before we stepped in. And particularly with

1 regards to the permitting and approvals at the
2 local level, at the state level and the federal
3 level. We carried the torch over the course of
4 the last several months and have moved forward
5 and wanted to provide you with some updates in
6 several of these areas.

7 We are happy to report that from a
8 local planning and zoning board as well as the
9 Board of Health, we are 100 percent complete
10 and have our approvals. With regards to the
11 local conservation commission, there is
12 actually a meeting taking place now or it may
13 have concluded by now. And we believe we'll
14 have our final permit today, and if not today
15 here in the very near future before the end of
16 the year.

17 With regards to the state permits
18 and approvals, we worked with the Natural
19 Heritage and Endangered Species Program. And
20 they confirmed that we do not have any rare
21 species issues at our site. We've been
22 working, and when I say we, it is certainly the
23 predecessor group as well as since Penn has
24 been involved in the last several months, have

1 been working diligently with MEPA as well as
2 MassDOT. We've made tremendous progress.

3 Tim referenced our submission of the
4 final environmental impact report on November
5 15. This is really what starts several other
6 critical paths and why we could move our
7 opening date from September up to April 2015.
8 We expect our Secretary's certificate before
9 the end of this year. And that is critical not
10 only from a MEPA perspective but is also
11 critical because that does initiate the start
12 of the MassDOT permitting process.

13 So, it's our understanding, and I'm
14 certainly not going to sit here and claim to be
15 a MEPA expert, but given the process that we've
16 gone through and having submitted our draft
17 environmental impact report in December of
18 2012, there was an 11-month duration from the
19 time that we submitted our draft environmental
20 document to the time that we were able to
21 submit our final environmental document, which
22 took place last month. And it's our
23 understanding that the other two applicants
24 have not even submitted their draft

1 environmental report.

2 I think it's an important
3 distinction as people are putting up timelines
4 that claim they can open in calendar 2014, and
5 I trust that you have consulted with MEPA and
6 MassDOT to understand their perspective on
7 those timelines. Our timeline is based on our
8 workings with MEPA and MassDOT and that's why
9 we believe April 2015 is the soonest we can
10 open. Exception being of course, as Tim
11 mentioned earlier, that's assuming a license
12 issuance on February 25. If that moves up to
13 January, then we would pick up day by day on
14 our schedule and potentially be able to open in
15 March 2015.

16 With regards to the federal permits,
17 the Federal Highway Administration does have
18 jurisdiction over the off-ramps of 495. We've
19 been working very closely with MassDOT.
20 Typically, these decisions are delegated to the
21 local Department of Transportation, in this
22 case MassDOT. And we do not anticipate any
23 negative impact to our construction schedule.
24 And these discussions are ongoing and moving

1 along very positively.

2 So what does all this mean? Given
3 the head start that we've had on the permitting
4 process, it means that the day that the license
5 is issued, we can have shovels in the dirt the
6 next day. And that is not an exaggeration.
7 Given the timeline that we have looked at and
8 the timeline that we presented to you, the
9 majority of our off-site work can be completed
10 in calendar year 2014 with the remainder being
11 completed in quarter one 2015.

12 So, at the time that we open the
13 permanent facility, all of the on-site work
14 will be 100 percent complete. All of the off-
15 site work will be 100 percent complete at the
16 time of that opening, regardless of whether we
17 were to open a temporary facility in the summer
18 of 2014 or not.

19 So, I wanted to transition over to a
20 few operational updates. With regards to
21 project details, this slide is the same that we
22 showed you a couple of months ago, but I did
23 want to highlight a couple things. There was a
24 question that came our way last week from the

1 Commission with regards to a discrepancy on the
2 106,000 square feet that we referenced in our
3 application as well as in the presentation in
4 October. However, our MEPA submission
5 referenced 120,000 square feet.

6 That discrepancy really was the
7 elimination of a standalone administrative
8 building that we recognize was duplicative and
9 redundant. So, we eliminated that but we did
10 reserve the extra 14,000 square foot in our
11 application for potential future use. But that
12 is the differential between the two numbers.

13 I'll talk a little bit more about
14 the food and beverage and entertainment venues
15 momentarily in the marketing section. I did
16 also want to highlight the number of parking
17 spaces here, over 1600. That's inclusive of
18 1080 in structured parking, covered parking and
19 over 500 surface parking spaces. We believe
20 that to be based on the number of slot machines
21 at the facility of 1250 to be sufficient even
22 during the busy Friday and Saturday night peak
23 hours.

24 With all of that said, this 1620

1 number does incorporate employee parking on-
2 site. So, in the case where we special events
3 or we find that Saturday night volumes are
4 beyond what we anticipated, which would be a
5 good problem, we can always park the two to
6 three hundred employees who would be there
7 during the busier shifts off-site and shuttle
8 them in, which is pretty customary at many of
9 our facilities.

10 We do have a new rendering here as
11 well. You saw some from Tim Wilmott earlier of
12 the entrance as well as the entertainment
13 lounge. And this is one that we're very
14 excited about and certainly the gentleman to my
15 right is happy to see, which is a rendering of
16 the Flutie Sports Pub. It will be the first in
17 Doug Flutie's career and certainly the first in
18 the Commonwealth of Massachusetts. And Doug
19 was kind enough to join us here tonight to say
20 a few words.

21 MR. FLUTIE: Thank you. Yes, it is
22 my wife's birthday today by the way. I really
23 felt it was important to be here and excited to
24 be here to thank you for the opportunity, the

1 Commission and Penn, to make that happen.

2 To have a Flutie's Sports Pub, it's
3 just an exciting venture for me. I've been
4 involved and committed to working with Penn for
5 over a year now. There is no one better or
6 no one more experienced and willing to work
7 with the community and do what's right here in
8 the community and for the Commonwealth. The
9 chance to be connected I was very excited
10 about.

11 Also, you see the picture of the
12 Heisman. It's Heisman week, by the way people.
13 And there is a Boston College kid in the
14 running. There's a spot set up for display for
15 the Heisman at the sports pub. I've got a few
16 awards that I would rotate in there. One is a
17 miniature replica of a Hail Mary pass. It
18 basically, if you didn't look at it too
19 closely, you'd think it was the Heisman. So,
20 there's a few that will rotate in there.

21 Again, playing down the street at
22 Gillette, buddies of mine, guys would be coming
23 by. It'd be a great venue for people to be
24 able to mix, especially with a lot of local

1 players living in the area. It would be a
2 great opportunity for that to happen. I did
3 see the stage there. And there is a Flutie
4 Brothers band. I know there is no paid venue.
5 So, we'd have an automatic crowd. God knows we
6 can't sell tickets and fill it.

7 So, it's just a great opportunity
8 for me. I am excited to work with the people
9 from Penn. I've seen their facilities. They
10 are first-class. Looking at the renderings
11 first-class high-tech. And I think it's a
12 can't miss. I appreciate it.

13 MR. SNOWDEN: Thank you, Doug. The
14 last thing I'd like to mention about Doug, we
15 met with several "celebrities". And some you
16 could tell were in it just for the financial
17 aspects and were in it for the dollars. And
18 the more time we spent with Doug over the
19 course of the last 12 months, he's in it
20 because he cares. And this is his home state.
21 He is from Natick, Massachusetts. And he wants
22 to be a part of this, the first casino in the
23 Commonwealth. And there's a real sense of
24 pride when you talk to him. And he's just a

1 genuine guy and certainly going to be a great
2 partner for us in the future. So, we are
3 thrilled to have him.

4 With that I did want to continue on
5 and move onto an update with regards to
6 employment. Cori Whitacre is our vice
7 president of talent management and has some
8 updates for you tonight.

9 MS. WHITACRE: Thanks, Jay. I
10 wanted to provide a brief summary of employment
11 at Plainridge Park Casino as well as address
12 some specific questions posed by the
13 Commission.

14 We anticipate employing 650 team
15 members. This has been modeled based on our
16 existing operations as well as our revenue
17 projections. So, we firmly believe that these
18 are very realistic numbers for us. As such, we
19 would not object to the numbers being a
20 condition of our license but we would hope that
21 there would be a process in place to reevaluate
22 if certain circumstances came into play such as
23 new unknown competition entering the market,
24 worsening consumer economic trends, etc.

1 Also adding to job creation, we'll
2 have 1000 construction jobs as part of this
3 project. So, not only will we have the 650
4 team members, the 100 employees that exist as
5 part of that 650 and then the 1000 construction
6 jobs.

7 We have a goal of hiring 90 percent
8 local. We did a job fair, a job information
9 session a few weeks back. And we got to meet
10 with hundreds and hundreds of folks from the
11 local community, which was pretty exciting. It
12 really lent to the fact that we truly believe
13 that we will be able to meet or exceed that
14 local hiring goal. Some great folks here in
15 the local community.

16 We define local as our host and
17 surrounding communities which include obviously
18 Plainville, North Attleboro, Mansfield,
19 Wrentham and Foxboro.

20 We'll also be working very closely
21 with our local community organizations,
22 Veterans Affairs, NAACP to ensure that our
23 workforce overall is a diverse workforce, very
24 important to us.

1 Also, because of our varying
2 business volumes, higher weekend volumes and
3 such, our part-time workforce is a critical
4 component of our employee base. And as such,
5 we'll be having about 25 to 30 percent of our
6 employee base will be part-time. And the
7 majority of the positions that fall into the
8 part-time category are those that really
9 fluctuate with business demands. We see a high
10 need for part-time workers in food and
11 beverage, in casino operations, security,
12 environmental services, housekeeping, player
13 services, etc.

14 Because we believe very firmly in
15 our part-time workforce, we offer a great
16 benefit package for those team members as well,
17 which include 401(k), includes paid time off,
18 tuition assistance. And that's just to name a
19 few of the benefits for that part-time
20 workforce.

21 However, the majority of our
22 workforce and our team members will be full-
23 time with an average salary of \$40,000 plus.

24 CHAIRMAN CROSBY: Is that average

1 salary or average --

2 MS. WHITACRE: Average compensation,
3 I'm sorry, inclusive of benefits.

4 CHAIRMAN CROSBY: So, the salary
5 would be more like an average of \$30,000, more
6 or less?

7 MS. WHITACRE: Correct.

8 CHAIRMAN CROSBY: \$15.00 an hour or
9 so?

10 MS. WHITACRE: Correct. And lastly,
11 we are pleased to report that we've entered
12 into two labor peace agreements or neutrality
13 agreements that will virtually cover our entire
14 workforce.

15 The two unions we have reached
16 agreements with are the Local Machinists 264 as
17 well as the International Seafarers Union, both
18 of which are here with us today. The
19 Machinists have over 2000 local members and
20 about 750,000 in total. They represent many
21 like positions across the country. And the
22 Seafarers, they been representing casino
23 employees for well over 20 years. So, we feel
24 really good about our union partnerships. With

1 that I'm going to turn it back over to Jay to
2 talk about marketing.

3 MR. SNOWDEN: All right. Thanks
4 Cori. I wanted to cover a couple of really
5 what I consider to be our unique assets at Penn
6 National Gaming, particularly when compared to
7 the other two applicants. When we were with
8 you in early October, I informed you that we
9 have an active customer database of over 4.3
10 million customers. A million of those
11 customers living within a short drive or short
12 flight of Boston in the mid-Atlantic, Northeast
13 and/or Canadian regions of our database.

14 That's critical for a couple of
15 reasons. One is the two competing applicants
16 can't say they have a database of that size but
17 we can also market to this database in advance
18 of our opening. And certainly post-opening,
19 it's a database that is rich and will be
20 considered to be VIP customers.

21 So, we put our heads together since
22 October and said what are the type of events
23 that we would want be wanting to market to that
24 database to create a must-see destination

1 weekend that would include a visit to
2 Plainville? So, we had a couple that wanted to
3 share with you here.

4 This would be an example of a VIP
5 mailer that we could mail to the existing
6 database to come visit us here in the greater
7 Boston area for a fall getaway. You can see
8 that the offer would likely include round-trip
9 airfare in the case of a qualifying customer a
10 few nights stay at one of our partner hotels.
11 We have several of those at this point. This
12 is an example with Renaissance Boston at
13 Patriot Place. Of course, the only location in
14 the Commonwealth where you can view live
15 harness racing as well as play slot machines.
16 You've got the Flutie Sports Pub that we
17 discussed earlier.

18 We also have a new member of our
19 food and beverage lineup, B Good Restaurants,
20 which the Boston-based company. This would be
21 a third-party operation in our facility.
22 They've got 14 restaurants in the greater
23 Boston as well as Portland, Maine and Hartford,
24 Connecticut.

1 They're growing rapidly right now.
2 And they're well-known for sourcing locally
3 their ingredients, which fits perfect with our
4 theory. And you heard Cori talk about hiring
5 local, and we certainly plan to procure and
6 source locally as well. That's what we do in
7 these communities. We become part of the
8 fabric. And you do that by being involved,
9 being engaged and buying local.

10 Certainly, the B Good philosophy
11 also reinforces our goals of preserving open
12 space and supporting the farmers throughout the
13 Commonwealth. They source locally from farmers
14 and certainly with our association on the
15 racing side, we're all in this together.

16 And of course, catch a Patriot game
17 on Sunday and free concert tickets to the
18 Comcast Center nearby in Mansfield would be
19 part of this VIP weekend. You can understand
20 how much attraction there would be and
21 excitement around a package like this. And for
22 qualifying customers, we'd be thrilled to bring
23 them into the greater Boston area.

24 The other unique asset that I

1 covered in early October is our player affinity
2 program, our Marquee Rewards. This is
3 essentially the card program that links up our
4 properties. So, you can earn comp. points
5 while you are playing slot machines or playing
6 table games at one of our facilities, save up
7 those points and they're portable to another
8 one of our facilities.

9 So, you can imagine customers in
10 Bangor, Maine pretty excited around earning
11 points, saving those up and coming down to the
12 Boston area where they may have family or
13 business purposes and being able to take
14 advantage much of what I showed you on the
15 previous slide.

16 We thought what better way to
17 showcase the Marquee Reward Program as well as
18 our capabilities on the advertising side, which
19 I mentioned last time we were together than to
20 show you a commercial. So, we put together a
21 proposed commercial for the Plainridge Park
22 casino.

23
24 (Viewing sample commercial)

1 MR. SNOWDEN: I don't know about
2 you, but that gets my juices flowing. That's
3 some exciting stuff. I wanted to finish up
4 with regards to our local partnerships and the
5 significant progress we've made. When we were
6 here two months ago, not here, but we were in
7 front of you two months ago, we had been hard
8 at work on establishing memorandums of
9 understanding with local businesses.

10 At that time we were just shy of 10
11 that had already been signed and fully
12 executed. I'm proud to announce today and
13 update you that that number has grown from just
14 shy of 10 to 39 as we sit here today, many of
15 whom are here in support of our project with us
16 tonight. And we are excited. I drove by many
17 of these tonight on the way here. And we plan
18 on being great partners in the community, great
19 partners in the region and sharing the success
20 of the facility and the visitation that we drum
21 up with our partnerships.

22 CHAIRMAN CROSBY: What do those
23 partnerships consist of? What is the deal with
24 these folks?

1 MR. SNOWDEN: Essentially, it can be
2 a multitude, Chairman. There's cross marketing
3 opportunities on our website, certainly
4 including some of these hotels or restaurants
5 as stay and play packages for our VIP
6 customers. Then most importantly, we would
7 allow customers who earn points at our facility
8 to not just redeem those points inside our four
9 walls or at one of our sister properties, but
10 also at one of these local establishments.

11 CHAIRMAN CROSBY: That's the Marquee
12 Program?

13 MR. SNOWDEN: That's the Marquee
14 Program, that's correct. With that I'd like to
15 turn it over to Eric Schippers to walk you
16 through some of our ideas and plans from a
17 diversity and public relations, community
18 relations perspective.

19 MR. SCHIPPERS: Thanks Jay. Jay
20 talked about the importance we place on being a
21 good local partner of these businesses. I want
22 to talk about two other areas that are very
23 important to us that has to do very much so
24 with being a good corporate citizen and being a

1 good strong contributing member of the
2 community. Those two things are diversity and
3 outreach efforts that we are going to be
4 undertaking here should we be fortunate enough
5 to receive the license.

6 Secondly, what we will do on the
7 charitable outreach front, how we will give
8 back to the community. Those worthwhile
9 charities and civic organizations that we are
10 going to call partners, much in the same way we
11 call the business community a partner of ours.

12 So, let's start with diversity. One
13 of the questions that you had in your document
14 for us was is this is a subject that we are
15 going to relegate or cede to our general
16 contractor. I want to state unequivocally at
17 the outset that that will not be the case.
18 That we take the issue of diversity at Penn
19 National very seriously.

20 That commitment starts at the top.
21 And that commitment extends to all aspects of
22 our new development project, whether it be the
23 construction of the facility, whether it be the
24 purchasing or the procurement of products for

1 the facility or the hiring process. All of
2 these bases are touched by those of us who are
3 in those different project areas, but most
4 importantly by Tim Wilmott, our president and
5 CEO as well as the board.

6 And it's our job, all of us, to keep
7 the feet to the fire of those contractors and
8 consultants who work for us in each of those
9 areas.

10 So, one of the most important things
11 we do when we come into a community is look at
12 what has been done there before. In some
13 communities, you have big hospitals that have
14 been built or educational facilities. And you
15 can talk to local contractors who have
16 experience or maybe have built that or HR
17 professionals and understand how they developed
18 some of their goals.

19 But then you ask yourself, was this
20 basically a list that they had of minority
21 businesses that other contractors have used and
22 so on and so forth? And it seems like it's the
23 same minority businesses getting the
24 opportunities.

1 What we do at Penn is make sure that
2 we are looking outside of that box. And we are
3 making sure that we are maximizing
4 opportunities at all levels. So to do that,
5 you have to go through different things like
6 (A) identify a diversity consultant who has a
7 strong lay of the land and a track record and
8 experience and the types of resources that
9 exist that you can count on to look through
10 databases of different organizations at the
11 MBE, WBE, DBE, and VBE level. I think I hit
12 every one of those bases right.

13 And then you want to make sure that
14 you surround yourselves with a capable advisory
15 board. These may consist of representatives of
16 groups like the NAACP or the Urban League.
17 Really, the Hispanic Chamber of Commerce in
18 some of our communities we've worked with to
19 make sure that everyone has a voice at the
20 table.

21 And then again, to get outside of
22 the box what are the minority publications that
23 we can advertise in? How can we get out the
24 word about the bid packages that we are putting

1 together so again it doesn't wind up in the
2 same list of five hands? It winds up in the
3 hands of many, many more businesses.

4 Then one of the basis I'll touch
5 here is the mentoring program. So, maybe
6 you'll have a business like we had in Toledo,
7 Ohio that wasn't already lined up perfectly to
8 provide a product or a service for our casino
9 there. This is a small African-American owned,
10 woman-owned business called Nu Tek Steel.

11 Sarah Bates is the owner. She came to us. She
12 manufactured specialty steel for the automotive
13 industry. She said look, I don't have a seat
14 at the table. I'm not sure how. You're
15 playing with the big boys here. You've got all
16 of the big major general contractors. How can
17 I get in?

18 And we matched her up with our
19 general contractor through a mentoring program.
20 And a long story short, she was able to convert
21 her steel process to be able to manufacture
22 specialized steel for our casino.

23 And one of our proudest moments was
24 on the night of our grand opening, she came in

1 and walked over to the exact wall and put her
2 hand on it and said this is where I signed in a
3 Sharpie pen my name so that my grandkids one
4 day can come through this facility and see that
5 I helped build this economic development
6 project, which is the largest economic
7 development project, largest minority involved
8 economic development project in the history of
9 the city of Toledo. So, that is a good example
10 of our mentoring program in action.

11 The other example I want to provide,
12 and I'll get to that Jeff, is on the Veterans
13 side. There's a lot of talk about how we can
14 support our veterans. And the government's
15 doing great things for them. And private
16 employers are doing a tremendous job providing
17 resources for our veterans who come back from
18 the war. We are looking for ways we can add
19 value to this equation.

20 And in fact, we are building a new
21 racetrack and gaming facility in Dayton, Ohio.
22 And one of the things that we have done is
23 provide a cornerstone contribution to a pilot
24 program with Central State University, which is

1 one of the 105 historically black colleges and
2 universities in America today that in
3 partnership with Tom Joyner, who is the number
4 one syndicated urban radio personality has
5 started a program to help reintegrate veterans
6 into not only the education world but
7 ultimately into the workforce.

8 So, there's the G.I. Bill and that
9 provides resources to be able to go to school.
10 But then are these veterans able to
11 successfully integrate into a system where
12 first you've got to understand the G.I. Bill.

13 Second of all, you may be older than
14 some of the other students. You may be dealing
15 with physical issues. You may be dealing with
16 psychological issues. So, this pilot plan is
17 to try to help in all of those areas with the
18 integration of these veterans' programs. It's
19 a program we're very proud of and would love to
20 continue to update this board on as well.

21 So, how are we doing on these other
22 projects I spoke about? When we come up with
23 our diversity goals, we want to again be
24 reflective of the community in which we

1 operate. But then ask the question is that it?
2 Is that enough? Can we do more? Are there
3 more lists? Is there a database that we've
4 missed that we can maximize opportunities?

5 And in Kansas, in Toledo and
6 Columbus three of the facilities that we are
7 proud to have built and opened in 2012, the
8 answer was yes, we can do more than what was
9 currently be done there. We can do more indeed
10 than what we set forth for ourselves through a
11 diversity consultant.

12 And in fact, in Kansas, we exceeded
13 our goal by 60 percent, in Toledo 40 percent,
14 in Columbus 300,000 percent largely I'd like to
15 take a lot of credit for that, but we also
16 chose a certified African-American contractor
17 who performed much of the general contracting
18 services on that project which was great
19 because they were a local business and we
20 partnered with them.

21 We're very proud as well as being
22 the corporate champions of diversity and the
23 National Black Chamber corporate partner of the
24 year.

1 Finally, and then I'm going to turn
2 it back over to Tim to just sum up, I've talked
3 about this in front of the Commission before,
4 the importance of giving back to the community.
5 And I've said before one of the proudest things
6 I do at Penn is serve as the Chairman of our
7 charitable foundation where in 2012 alone, we
8 gave close to \$13 million to support local
9 charities.

10 But it's more than money. It's more
11 than laying a check on top of a stack of other
12 checks and attending a golf tournament. It's
13 about building multi-year partnerships with
14 these organizations, finding those
15 organizations that may be fall through the
16 crack that don't have the big press conference
17 opportunities or the big marquee name, but
18 maybe our contribution of even as little as
19 \$10- or \$15,000 is what keeps that organization
20 alive to provide support for the community the
21 next year.

22 So, we pledge to you that we would
23 give back our community, that we will not only
24 write the checks, but roll up our sleeves to be

1 able to open our doors to things like blood
2 banks and food drives and blue jeans for babies
3 days with our employees and all of the other
4 wonderful things we do to try to support
5 charities not only within our local region but
6 across the Commonwealth. With that, I'm going
7 to turn it over the Tim.

8 CHAIRMAN CROSBY: Mr. Schippers,
9 before you do, you mentioned the support of
10 your board for your diversity initiatives.
11 What is the makeup of your board in terms of
12 gender and ethnicity?

13 MR. SCHIPPERS: Tim, do you want to
14 go through the list?

15 MR. WILMOTT: We have it's now a six
16 member. I have to think because it just
17 changed. We have a six-member board. It is
18 entirely Caucasian and one female.

19 CHAIRMAN CROSBY: Thank you.

20 MR. WILMOTT: Eric, thank you. And
21 thank you, Commissioners. This is our last
22 slide. Clearly, I want to leave you with one
23 final thought that our proposal, if we are
24 fortunate to be awarded this license, clearly

1 benefits the entire Commonwealth.

2 If you look at all of the harness
3 horse farms throughout the state of
4 Massachusetts, where they are located, with the
5 ability to continue racing at Plainridge Park,
6 with the increased purses that they will
7 receive going back into their communities, back
8 into the businesses that they support through
9 their patronage. And you look at the current
10 vendor list of where all of the vendors are
11 that are supported by the track today, they'll
12 have a lot stronger customer going forward.
13 And with the casino operation there, they
14 clearly will be able to add to our vendor list
15 of businesses that we have within the
16 Commonwealth.

17 So simply put, if you look at the
18 opportunity in front of you to grant us this
19 license, it clearly will benefit the entire
20 Commonwealth from the Berkshires to the Cape
21 and all points in between.

22 I want to also let you know that
23 there's nothing more important for me as the
24 CEO of this company and our company as a whole,

1 if we are successful in getting this license
2 than to make sure that the Commonwealth of
3 Massachusetts is proud to have selected Penn
4 National. We'll offer a first-class facility,
5 be a first-class employer and offer experience
6 that will be unparalleled. Thank you very
7 much. We are prepared to answer any other
8 questions you may have.

9 CHAIRMAN CROSBY: Thank you.

10 Commissioners, do you want to go ahead?
11 Commissioner Zuniga, go ahead. You might as
12 well go through our own formal list of
13 questions.

14 COMMISSIONER ZUNIGA: Thank you, Mr.
15 Wilmott. You mentioned the spinoff of GLPI.
16 And in your application you also had for
17 funding of this project the availability of a
18 credit facility, about \$750 million. How has
19 that credit facility changed if any with the
20 spinoff?

21 MR. WILMOTT: It has changed. We
22 have put together for Penn, new Penn and for
23 GLPI new capital structures. We have a
24 revolving credit facility now at Penn that is

1 \$500 million in size. We have available to us
2 today about \$475 million of available capital
3 in that facility.

4 On top of that, as we think about
5 our ongoing operations, when you include all of
6 our obligations, interest expense, rent
7 obligations, we still will spinoff from our
8 businesses about \$175- to \$180 million of
9 excess cash flow to support new developments as
10 well.

11 So, we feel very confident with the
12 new capital structure we have in place with
13 Penn that we'll be able to fulfill all of the
14 obligations of the \$225 million proposal.

15 COMMISSIONER ZUNIGA: Also, one
16 other question, I see you gave us a binder with
17 detailed explanations of some of the questions
18 that we asked of you. Thank you for that. But
19 could you also highlight your arrangements
20 relative to leased vendors? You mentioned them
21 briefly in your presentation. But just expound
22 whether there is only that one license, B Good.

23 MR. SNOWDEN: That is correct,
24 Commissioner. We have plans for one third-

1 party operation. They would be tenants within
2 our facility operating out of the food court
3 that we offer as one of our three venues at the
4 facility, the food and beverage venues. All os
5 the other offerings would be operated by Penn
6 National Gaming as well as the Flutie Sports
7 Pub as a licensing deal.

8 COMMISSIONER ZUNIGA: Also, what
9 times of the week and what times of the day do
10 you foresee that you would be at capacity? And
11 how would you propose to manage those
12 operationally those peak times?

13 MR. SNOWDEN: Sure. We hope the
14 answer is daily. We would like to believe that
15 certainly Friday nights and Saturday nights
16 we're going to be pretty close to capacity. I
17 did hit on that point when I spoke to the
18 parking spaces of over 1600 with 1250 slot
19 machines.

20 And if you have employees parking
21 off-site, we feel the parking is ample to
22 handle one for each slot machine as well as the
23 number of food and beverage seats that we have.
24 Racing peak times and gaming peak times

1 typically don't overlap. If we were to run
2 special events, some of the simulated game
3 shows or any outdoor activities that I
4 mentioned in the last presentation, we would do
5 those during the shoulder periods.

6 So, we are very comfortable with our
7 plans. We are very comfortable with parking.
8 And certainly would work with the local
9 officials if we felt like we needed any help
10 from a traffic perspective, but that's to be
11 determined. We don't anticipate that at this
12 time given our traffic mitigation plans.

13 COMMISSIONER ZUNIGA: Thank you.

14 CHAIRMAN CROSBY: Commissioner
15 Stebbins.

16 COMMISSIONER STEBBINS: Thank you,
17 Mr. Chairman. And thank you for the very
18 detailed responses to the questions. So, I'm
19 not going to go back through them, but picked
20 up on some of the things that I read as well as
21 some additional follow-up questions from your
22 presentation which relate to the questions.

23 The statute makes continual
24 reference to minority women business owned

1 enterprises as well as veteran owned business
2 enterprises. I heard a lot about your outreach
3 to veterans themselves. But the evolution of
4 veteran owned businesses is a relatively new
5 phenomenon as compared to minority and women
6 owned businesses.

7 Can you share with me how do you
8 undertake that strategy? You're looking for
9 minority, women, veteran owned businesses in
10 the development, the construction and the
11 operation of the facility. It's a challenge
12 when we throw in that the administrative
13 bulletin requires certain percentages set aside
14 for the construction process. What sources can
15 we tap into to identify specifically veteran
16 owned businesses?

17 MR. SCHIPPERS: Thank you,
18 Commissioner Stebbins. I asked Jeff to
19 actually go back to this slide, because I think
20 this can be helpful.

21 One of the things that we like to do
22 to identify any new business, whether it be a
23 MBE or a WBE or indeed now a VBE, and what you
24 pointed out was a kind of new category are

1 things like reverse vendor fairs.

2 Where normally with a vendor fair,
3 the vendors would set up shop. And we'd go
4 through the booth and we'd take some of their
5 information and we'd say that's great. Nice to
6 meet you. We'll hopefully be in contact later.

7 With a reverse vendor fair, we put
8 all of our guys in the gymnasium, so to speak,
9 so that you have a booth. And you have a
10 procurement guy and you have our HR people and
11 you have our operations people to talk about
12 the different types of jobs. The point is
13 those veteran businesses can also have an
14 opportunity to come to us so that we can
15 provide lists of the very detailed things, the
16 services that we are going to need, whether it
17 be on the construction side or on the vendor
18 side on an ongoing basis.

19 Secondly, we have a very strong
20 general contractor in Turner Construction that
21 has some experience in this area and has some
22 examples that they can provide that we are
23 going to rely upon.

24 Third, we are going to be

1 aggressively working with community
2 organizations and veterans groups to try to
3 spread the word about information fairs and
4 forums where we can talk specifically on the
5 veteran issues. So the point is, we will put
6 the energy, the time and the resources into
7 developing what is, as you pointed out, may be
8 in many respects a new database for us to do
9 business with.

10 COMMISSIONER STEBBINS: Thank you.
11 A couple of the questions point to or address
12 the issue of full-time and part-time
13 employment. All of the applicants for the
14 slots parlor license are balancing their first
15 two to three years of operation versus
16 increased competition when licenses are awarded
17 for the resort casinos.

18 How do we balance that in terms of
19 you right size the company? Maybe there is a
20 drop in full-time employment? How do you do
21 that potentially without having a tremendously
22 negative impact? As well as kind of a
23 retention level, we certainly know in start-ups
24 of any business that people come in, wow, this

1 isn't really the job I it would be. I'm going
2 to go somewhere else.

3 How do you try to minimize
4 retention? And you're getting the point, it's
5 a double question. How do you right size the
6 company with the increased competition
7 potentially coming in Massachusetts? And then
8 how do you focus on the retention side?

9 MS. WHITACRE: I'll take the
10 retention and I'll turn over the part-time,
11 full-time to Jay from an operational
12 perspective.

13 On the retention front, we do a
14 considerable amount of work on the front-end to
15 ensure that we are hiring the right people and
16 that is very critical for us. I mentioned the
17 job information sessions we did a couple of
18 weeks ago. We'll continue to do those. It's a
19 new gaming market. It's a community that
20 gaming is a new enterprise for. It's important
21 for folks who apply for positions that they
22 understand that they're going to be working
23 nights. They're going to be working weekends.
24 They're going to be working holidays.

1 So, we spend a lot of time on the
2 front-end educating our potential employees.
3 We have assessments built into our application
4 process. So again, these are matched up to job
5 specific positions. Again, that's one other
6 step in our hiring process to ensure that we
7 are targeting the right people for the job. We
8 don't want to hire somebody in a customer
9 facing position that just doesn't like people.
10 So, we want to make sure that we get the right
11 people on the front-end.

12 Training our employees as they walk
13 in the door, again another critical component.
14 We spend a lot of time, energy and resources in
15 our training and development programs. Along
16 the way, once they are on board, we have a
17 very, very extensive employee engagement
18 process. Every year we do employee engagement
19 surveys to understand what makes employees
20 excited to come to work every day. Why they
21 like their jobs and what we can be doing
22 better.

23 From those surveys, we do again a
24 very extensive action planning process. Our

1 managers are held accountable to ensuring high
2 engagement levels and low retention -- I mean
3 low turnover numbers, high retention. So,
4 that's what we do on the retention of our
5 employees.

6 I think the more time we spend, the
7 better we get with openings. If you take a
8 look at our retention from our first opening to
9 our last opening, we get better every single
10 time. And our hiring process is truly the key
11 to making sure we get the right people from the
12 very beginning.

13 MR. SNOWDEN: Thanks Cori. And to
14 answer the second part of the question with
15 regard to right sizing the operation. And you
16 hate to say you've got experienced doing this,
17 because it's not something you want to have
18 experience doing. But with the proliferation
19 of gaming across the country, several of our
20 markets have had new competition open the
21 doors, whether it's across the state border or
22 another casino within the same direct market.

23 So, we've had to build this into our
24 planning efforts on an annual basis over the

1 last two to three years in particular. Cori
2 mentioned a reference there full-time, part-
3 time. I found it interesting just this year as
4 we do these annual employee engagement surveys,
5 several of our properties when we got the
6 survey results back, our part-timers actually
7 ranked higher from an engagement perspective
8 than our full-timers, which is a little
9 counterintuitive.

10 I think it's because we've become
11 very keen on what motivates a part-time
12 employee. And it's largely schedule. So, in
13 the past we may have had job openings and
14 interviewed employees and said we need you to
15 work the following days and times for the part-
16 time schedule. And our approach has changed
17 where now we're interviewing for part-time
18 employees. And the first question is what days
19 and times can you be here? And that seems to
20 really have worked out where you have a happier
21 part-time workforce.

22 The mix of full-time to part-time,
23 it differs by market. We have some markets
24 like Hobbs, New Mexico where we have a majority

1 part-time employees and they are the highest
2 overall engagement scores in the company. And
3 then we have properties that might be more than
4 80 percent full-time, 20 percent part-time mix.
5 We anticipated here in Plainridge, at least for
6 the first two to three years a 75/25-ish mix of
7 full-time to part-time.

8 One of the ways, Commissioner
9 Stebbins, to answer your question that you
10 right size the business is these casino
11 openings don't pop up quickly. You know when
12 they break ground. You typically know pretty
13 roughly when they're going to open their doors.
14 And so you put your plans in place a year, 12,
15 15 months in advance of the opening.

16 And you start to shift your
17 strategy. You might shift it from less full-
18 time, more part-time. You may not backfill a
19 few positions so that you're continuing to
20 right size as opposing to waiting for the
21 competition to open, wake up one day and then
22 have to do a reduction in force. You try to
23 avoid doing any layoffs, any reductions in
24 force.

1 And it also helps in our case that
2 we have 26 other facilities across the country.
3 We transfer people. We always have needs
4 certainly at the salaried levels, not as easily
5 done at the hourly position, but we do try to
6 manage the hourly rightsizing by thinking ahead
7 and understanding what the right ratios and
8 which positions really need to be backfilled in
9 advance of new competition opening up.

10 COMMISSIONER STEBBINS: My last
11 question is relative to a question in the book.
12 You talk about local hiring local spending with
13 local vendors. And the question asks you to
14 define local. You define local as your host
15 community and the four surrounding communities.

16 With an aggressive goal of 90
17 percent of your hires coming from those five
18 communities, is that a realistic strategy?
19 You're talking about 540 employees coming from
20 or 580 if I'm doing my math right coming from
21 five communities and spending 90 percent of
22 that vendor-based money within those five
23 communities. I'm just looking for your
24 thoughts on that on how you make that work.

1 MR. SNOWDEN: From a hiring
2 perspective, we are confident we can make that
3 happen 90 percent within the host community and
4 the four surrounding communities. You're
5 talking about a population that aggregates
6 close to 100,000 people. So, when you're
7 hiring 650 for the first two to three years.
8 And preopening 650 out of 100,000 just based on
9 the unemployment rate we think there's plenty
10 of people to choose from within those five
11 communities.

12 From a vendor perspective, we're
13 going to do as much sourcing as we can within
14 those five communities. And it will likely
15 stretch beyond those five from a vendor
16 procurement perspective. We don't know all of
17 the services that are provided today within
18 those five communities. We have some learning
19 to do.

20 But we set our goals high because we
21 want to deliver on our goals. And we want to
22 be considered great within the community and
23 certainly great within the surrounding
24 community as a partner.

1 MS. WHITACRE: And I think if you
2 look at our past three openings, we set very
3 aggressive goals there for local hiring. And
4 we were able to meet or exceed goals in all
5 three communities.

6 COMMISSIONER STEBBINS: What were
7 the three latest?

8 MS. WHITACRE: It was Kansas City,
9 Toledo and Columbus.

10 MR. SNOWDEN: We were able to hire
11 over 90 percent local in those cases.

12 COMMISSIONER STEBBINS: Great, thank
13 you.

14 COMMISSIONER ZUNIGA: Can I do one
15 more quick question since we were on the topic
16 of hiring and labor. You mentioned labor peace
17 agreements with the Seafarers and Machinists.
18 Do those agreements allow other unions to
19 access to the premises or is it exclusive to
20 those unions?

21 MS. WHITACRE: We're going to turn
22 that over to our legal counsel.

23 MR. SNOWDEN: Only because he is our
24 labor expert not because we are afraid of the

1 answer.

2 MR. SOTTOSANTI: To the contrary,
3 we're not afraid of the answer at all. Those
4 are exclusive with those two unions. We did a
5 great deal of research in the area as Ms.
6 Whitacre mentioned before, the Seafarers and
7 Penn National have an agreement across the
8 country and a long-standing relationship.

9 They've got an awful lot of
10 experience. So, we partnered with our national
11 partner and a local partner. And our
12 experience is more than two unions in one shop
13 actually creates a great deal of confusion.
14 So, we think we are well represented. And the
15 neutrality agreements, which we sent onto your
16 staff for your review and study are terrific
17 agreements. They provide full access, full
18 neutrality. And our experience is when you
19 provide these kinds of agreements, the unions
20 are able to organize in well over 90 percent of
21 instances when these are signed.

22 CHAIRMAN CROSBY: So, Seafarers and
23 Machinists have apparently extensive experience
24 with these job categories? So, it's all of the

1 job categories in your shop?

2 MR. SOTTOSANTI: That is correct,
3 Commissioner Crosby.

4 CHAIRMAN CROSBY: Oh, interesting.
5 It doesn't make a lot of sense.

6 MR. SOTTOSANTI: Over the last
7 decade or so, unions have cross pollinated into
8 areas that don't necessarily resemble their
9 original names.

10 MR. WILMOTT: Twenty years ago with
11 the advent of riverboat gaming in the Midwest
12 and South, the Seafarers Union got involved and
13 that's how it got started.

14 CHAIRMAN CROSBY: That's
15 interesting.

16 MR. SNOWDEN: Even to respond
17 directly to your point, Chairman, the advent
18 of gaming in Detroit, for example, the UAW was
19 introduced to the gaming industry through
20 dealers. And now they have proliferated out as
21 well. So, you'd be surprised by the
22 representation.

23 CHAIRMAN CROSBY: Thank you. Is
24 that it, Commissioner? Commissioner McHugh.

1 COMMISSIONER MCHUGH: I join my
2 colleagues in thanking you for the detailed
3 answers to the questions that we asked. I
4 think because they were intended to be public
5 Q&A, we'll post them on the website so
6 everybody can see both what the questions were
7 and what the answers are because I think
8 they're very helpful.

9 So, I only want to ask -- to focus
10 on two of the questions that were in my basket.
11 The first has to do with the parking. You
12 provided the estimated number of parking spots.
13 And then there's a chart very helpfully
14 breaking everything down by category. Where
15 did the breakdown numbers come from?

16 MR. SNOWDEN: I'm going to again
17 defer in this case to our head of design and
18 construction who worked with the consultants on
19 this. Jim Baum, do you want to come up?

20 MR. BAUM: Good afternoon. Jim
21 Baum, senior vice president of project
22 development. Thank you for your question. It
23 was derived by the Plainville zoning board and
24 their prescribed methodology of calculating

1 parking requirements within the Township of
2 Plainville.

3 You will see in the detailed
4 response there is an actual table that shows
5 how those are calculated. And there is
6 ultimately a 50 percent gross-up factor for
7 those things such as special events and related
8 that would go beyond what their minimum
9 standards are. That's how those parking counts
10 were calculated for the total facility.

11 COMMISSIONER MCHUGH: So, those came
12 from the zoning code or from a specific
13 discussion with the building department, a
14 tailored discussion I should say?

15 MR. BAUM: It was in consultation
16 with our civil and traffic consultants, McMahon
17 Traffic Consultants and Totin (phonetic) civil
18 engineers along with the zoning department.

19 COMMISSIONER MCHUGH: I guess I
20 should just get right to the question. How do
21 you know that those are realistic numbers? Are
22 they numbers that match your experience in
23 other jurisdictions? Are they numbers that are
24 pure zoning code in an area which really hasn't

1 had experience with casinos -- with slot
2 parlors before?

3 MR. WILMOTT: Commissioner, we
4 started with the zoning code, but we also did a
5 sanity check. We have parking analyses for all
6 of our operations based on number of gaming
7 positions, number of seats in our restaurants,
8 whether we have racing or not. As we looked at
9 all of this and came up with a number of 1620,
10 it was very consistent with what we had in our
11 other operations.

12 So, we feel very comfortable that
13 this will accommodate the load of customers.
14 And as Jay said previously, in the case where
15 we do have peak periods caused by unusual
16 events, we have the ability to take our
17 employee parking capacity and move it off-site
18 to incrementally add capacity for the customers
19 during those real peak periods, which happen
20 from time to time.

21 COMMISSIONER MCHUGH: Okay. Thank
22 you, because that was my next question was do
23 you have an off-peak site -- a peak off-site
24 site? You get the drift.

1 MR. WILMOTT: Yes.

2 MR. BAUM: We do, actually. But I
3 prefer not to identify those because we don't
4 have a definitive agreement for that at this
5 point. I would prefer, but yes, we have taken
6 that into account. We have looked at it
7 relative to our host community agreement. And
8 we believe that within the city of Plainville
9 that we can accommodate off-site parking needs
10 to any level that we may require.

11 COMMISSIONER MCHUGH: My next
12 question just a couple in this area as well,
13 all of the site plans that you have furnished
14 us today show a break in the highway right
15 outside the entrance. Have you discussed that
16 with MassDOT?

17 MR. BAUM: Extensively.

18 COMMISSIONER MCHUGH: I'll bet.

19 MR. BAUM: We have gone through the
20 entire MEPA process up to and including our
21 final EIR, which includes a dispositive traffic
22 impact study that was developed by our
23 consultants and in direct consultation with
24 MassDOT prior to its incorporation in that FEIR

1 and being submitted to MEPA.

2 In addition to that today at one
3 o'clock there was a meeting held with the
4 Federal Highway Administration and MassDOT and
5 our consultants to discuss the interstate
6 access corridor which was preceded by a meeting
7 that was held with a companion developer on the
8 north side of 495 such that they could look at
9 whether or not there were any federal
10 implications to the roadway improvements that
11 we have proposed.

12 I don't have the results of that
13 other than to say that it was a very good
14 meeting and I believe very favorable to the
15 project.

16 COMMISSIONER MCHUGH: That no doubt
17 is good news. Is there a plan B though if that
18 break isn't approved?

19 MR. BAUM: Well, obviously plan B
20 would be to take whatever improvements can be
21 made with the current roadway configuration
22 that has Route 1 divided, which means it
23 involves modifications to the jughandle.

24 Frankly, I think given the degree of

1 coordination that we've done with MassDOT and
2 the fact that our anticipated certificate prior
3 to the end of the year is going to give us the
4 ability to begin to put our definitive
5 construction documents for the roadway
6 improvements in front of MassDOT for permitting
7 in early spring 2014. They do anticipate and
8 they do request that we make the modifications
9 to increase the right of way for signalization
10 that would allow for the north/south dedicated
11 turning pockets off of Route 1 into Plainridge
12 Park Drive that is the entry to the facility.

13 COMMISSIONER MCHUGH: They being
14 MassDOT has requested that?

15 MR. BAUM: That is correct.

16 COMMISSIONER MCHUGH: Thank you very
17 much.

18 MR. SNOWDEN: If I may, Commissioner
19 McHugh. We appreciate the line of questioning,
20 quite frankly, with regards to MEPA and
21 MassDOT. We've watched diligently our two
22 competitive proposal applicants put forth
23 timelines that we just don't understand how
24 they are feasible, quite frankly, with the

1 level of detail we've gotten into with MEPA and
2 MassDOT.

3 Our timeline is driven from those
4 conversations and those consultations. We look
5 at those timelines and say that's just not
6 possible. So again, I trust that you've had
7 those conversations and will continue to have
8 those conversations with those two agencies.
9 We've been concerned from what we've seen
10 presented to you guys.

11 COMMISSIONER MCHUGH: Thank you.
12 Thank you very much.

13 CHAIRMAN CROSBY: Commissioner
14 Cameron.

15 COMMISSIONER CAMERON: Good
16 afternoon. I think Commissioner McHugh asked
17 some of my questions. I am dealing with the
18 same traffic experts with the mitigation team.
19 And we have had these same conversations about
20 access. I think you have answered my question
21 about if that median, the break in the median
22 is not approved.

23 And I wanted to ask you more
24 specifically you did have some alternative

1 plans mentioned in the application, one being a
2 flyover option. And our traffic experts, we
3 were discussing this. Are you prepared to
4 build that? That would mean acquiring
5 additional land for you. I know you mentioned
6 it as an option, but is that something that you
7 are prepared to do if necessary?

8 MR. BAUM: I am going to give a
9 response, Commissioner Cameron. I may seek to
10 have our traffic engineers give more technical
11 response if necessary. When you are evaluating
12 roadway improvements and you have to follow
13 MEPA, MEPA requires that you pursue all
14 possible alternatives with an equal vigor of
15 there being a satisfied alternate.

16 But that is a normal process that
17 looks at all aspects relative to the
18 environmental concerns. Ultimately, MassDOT
19 will tell you what their preferred alternative
20 is that they would like to see constructed.

21 The flyover was one of the
22 considered alternatives but never was deemed to
23 be serious because of many of the implications,
24 some of which were sight line, some of which

1 were the complexity and duration of such a
2 project on a vital arterial roadway. But at
3 the end of the day, MassDOT tells you what they
4 want your improvements to be.

5 They have clearly told us they want
6 a signalized intersection. They want to
7 relieve pressure on the jughead and they want
8 people to be able to go south and north on
9 Route 1 and enter under controlled conditions
10 into the site and have full and clear
11 visibility. And at those peak periods to have
12 the appropriate turn pockets and through lanes
13 so that ordinary persons that are not making
14 visits to your facility cannot be impacted.

15 I believe if you look at our traffic
16 study, you'll see that post improvement, the
17 level of service of that roadway system will be
18 better than it is today inclusive of our
19 impacts on the project.

20 COMMISSIONER CAMERON: Thank you.
21 Do I understand your answer to mean those
22 improvements will or will not include a two
23 lane off-ramp? Is that one of the options
24 being considered?

1 MR. BAUM: You are referring to the
2 I-495 exit ramp?

3 COMMISSIONER CAMERON: I am, Sir.

4 MR. BAUM: Yes. There is going to be
5 an additional lane and a slight realignment of
6 that exit ramp that would allow for traffic to
7 proceed down Route 1 towards the facility.

8 COMMISSIONER CAMERON: Our traffic
9 experts will be happy to hear that. So, thank
10 you for that. You mentioned a meeting with the
11 Federal transportation folks. That meeting
12 occurred today?

13 MR. BAUM: It was at 1:00 PM today
14 in Boston, yes.

15 COMMISSIONER CAMERON: And you did
16 give a clear answer on your timelines being
17 based on these approval. If you are not able
18 to get an approval that is necessary in a
19 timely fashion, obviously, that would affect
20 your opening. Have you put some thought into
21 that?

22 MR. BAUM: Commissioner Cameron, we
23 don't think the timeline -- We have wiggle room
24 in our off-site improvement calendar because

1 what we're looking at is obviously this part of
2 the Northeast, you basically shut down roadway
3 work during the winter months. You don't have
4 batch plants producing roadway materials. The
5 ground is too hard to do excavation and so
6 forth.

7 So basically, I believe that MassDOT
8 essentially looks at something like a May 1 to
9 October 31 primary construction period. So, we
10 anticipate that we will have our MEPA
11 certificate during the statutory period, which
12 would be prior to 12/31 of this year. In fact,
13 MassDOT confirmed to our consultant today that
14 they will have their dispositive comments to
15 MEPA by the due date of December 20, which we
16 view as being very good news.

17 And as a result, we believe that we
18 can file our definitive CD, our construction
19 documents with MassDOT to file and get MassDOT
20 permits so that we can begin to disturb and
21 perform the work in the right-of-ways during
22 calendar 2014. And we anticipate all of that
23 work with the exception of ultimate final
24 landscaping being completed prior to the winter

1 of 2014. The reason we don't see doing the
2 landscaping is that planting season precludes
3 us from doing it in the dead of winter.

4 COMMISSIONER CAMERON: Thank you.
5 One last question is the surrounding community
6 agreements. I know we had an update several
7 weeks ago. Is there anything new to report at
8 this time?

9 MR. SCHIPPERS: I got my seat back.
10 Thank you, Commissioner. There are no
11 additional updates than what we provided which
12 is that we are still in a dialogue with Foxboro
13 that we hope will provide some movement. That
14 meeting is on Friday. We will certainly keep
15 this board up to date on how those
16 conversations go.

17 COMMISSIONER CAMERON: Thank you,
18 very much.

19 COMMISSIONER MCHUGH: Can I just add
20 one thing, because I started this and I hate
21 acronyms, but we used two frequently in that
22 last series of discussions, MEPA and MassDOT.
23 For the benefit of the audience, MEPA is Mass.
24 Environmental Protection Act. It's a review

1 process that all major developments have to go
2 through.

3 MassDOT is the Massachusetts
4 Department of Transportation. So, that is the
5 interplay between environmental folks and the
6 Department of Transportation folks that we were
7 talking about with respect to the interchange
8 on the roadway.

9 CHAIRMAN CROSBY: I just have one
10 other question. It's as much curiosity as
11 anything else. You have made a business
12 strategy that to a large extent has taken
13 otherwise non-viable racetracks and turned them
14 into viable gaming and racing facilities.

15 As I understand it, racetracks
16 essentially but for the Churchill Downs type
17 venues are virtually near impossible to be
18 profitable on a standalone basis. What are you
19 doing? What is the theory? Do you get an
20 economy of scale so that racing revenue is
21 actually additive to your bottom line? Or is
22 it a lost leader? What is your business
23 strategy?

24 MR. WILMOTT: The strategy is

1 clearly, Chairman Crosby, we use these
2 racetracks as development options. But we have
3 a very sophisticated and experienced team of
4 racing operation professional lead by Chris
5 McErlean who is behind me that we operate these
6 tracks at a breakeven level today.

7 So, they are not a drain on
8 earnings. We operate the facilities, for
9 example, we have a couple of tracks in Texas.
10 We are working in Austin right now to
11 eventually try to convince that state to
12 consider marrying racing with gaming there. It
13 may take years. We think it's going to happen.
14 It may take 10, 20 years, but that's our
15 strategy. It's worked in many other states.

16 The concern in the short-term
17 operating these racetracks during very tough
18 economic times in this industry is to at least
19 manage to breakeven with these operations and
20 not have it drain on our earnings.

21 CHAIRMAN CROSBY: And that is an
22 obtainable objective? That is an essential
23 part of your business plan that you can get?

24 MR. WILMOTT: It varies operation by

1 operation. But when you put it all together and
2 you put the nine or 10 tracks we have together,
3 it is essentially breakeven. We have some
4 tracks that lose millions of dollars. We have
5 some tracks that earn a couple of million
6 dollars. But when you net it all out, it's
7 neutral.

8 CHAIRMAN CROSBY: Interesting. Any
9 other questions, Commissioners? Thank you very
10 much. I think we will be finished. We'll ask
11 you to come back at the end of the day. And
12 have any closing comments, if you offer closing
13 comments if you want them. Thank you very much
14 for your time and really interesting and
15 detailed responses to our questions.

16 We have several more groups to
17 speak. But we have at least two members of the
18 Great and General Court, our House of
19 Representatives with us, maybe three. And we
20 try to be respectful of their schedules because
21 much of their lives is nighttime work. So, I
22 thought we would take a quick break and ask our
23 state representatives in attendance to please
24 come forward. I see one representative right

1 in front of us. Why don't you start.

2 MS. POIRIER: Thank you very much
3 for your consideration, Chairman Crosby. In
4 fact, I do have a nighttime obligation.

5 CHAIRMAN CROSBY: I figured you
6 might.

7 MS. POIRIER: I'm delighted to have
8 this opportunity. I want to thank you, Mr.
9 Chairman, and members of your very important
10 committee for coming. And welcome to
11 Plainville, which is a wonderful, wonderful
12 community. It happens to abut the community
13 that I live in which is North Attleboro. We
14 have had just wonderful relationships over the
15 many years.

16 I no longer represent Plainville but
17 I have prior to one of our realignments of
18 districts. So, I feel I am very familiar with
19 the community, the residents, as well as the
20 surrounding area.

21 Racing has been a constant in
22 Plainville for many, many years. And there are
23 many people in our region that are very much
24 involved in racing in many aspects both in the

1 breeding and the care of the horses, in their
2 medical care, certainly all of the various
3 aspects of racing.

4 And we're very concerned that those
5 individuals who provide the hay, the tack, the
6 veterinary services and the breeders of course
7 that their employment remain constant. One of
8 the things that is most important to me as a
9 state official and certainly as a
10 representative of this district is the health
11 of the economy of not only our area but the
12 state in general.

13 And this has been one of the
14 constant industries in our area. And we would
15 like to see it continue and flourish under the
16 very professionally hand of Penn National. So,
17 we are delighted to be here to support their
18 effort and what they are trying to do in this
19 area.

20 I have had many conversations with
21 colleagues in the statehouse, as you might,
22 imagine about this issue over the last several
23 months. And what is very interesting to me is
24 that some of my colleagues who don't live in

1 this immediate area are very supportive of this
2 effort going forward. And I'd like to tell you
3 about a couple of them.

4 You know my feelings because I've
5 been before you most recently in Wrentham and
6 told you about how this area is indeed the
7 center of the universe. And we have so many
8 wonderful venue in our immediate area. And
9 this would be yet another gem in our crown of
10 jewels. And people certainly, as was explained
11 to you earlier, be thrilled to come here to be
12 able to take advantage of the things that are
13 present in our area.

14 In addition to being at the
15 crossroads of a highway system that makes
16 access and egress from this area very easy for
17 people, and I believe will have very little
18 impact quite frankly on the surrounding
19 communities.

20 However, one of my colleagues,
21 Stephen Kulik, who comes from the western part
22 of the state and I believe may have sent you a
23 letter, Mr. Chairman, he lives way out in the
24 West and is nowhere near us at all. But this

1 project will have great impact on his district
2 as well as ours in that there are many horse
3 breeding farms and a lot of open space out in
4 the western part of our state. And those
5 individuals who operate those horse farms are
6 very concerned about this project.

7 As you know, racing doesn't exist
8 anywhere in this area with the exception of
9 Plainridge. And the idea that it would live on
10 and promote this economic opportunity not only
11 for those who live here, but for Representative
12 Kulik's district, who is 75 miles away from us,
13 and yet very concerned that this effort go
14 forward in this part of the state.

15 One of the other individuals who has
16 contacted me and has had conversations with me
17 is Representative Paul McMurtry who lives in
18 the Dedham area. He is a businessman as many
19 of our legislators are. And is very concerned
20 about the economic effect that this will have
21 on our section of the Commonwealth all of the
22 way up to where he is and into the Rhode Island
23 border, because the people that will be drawn
24 to this venue will have an effect far reaching

1 and beyond our particular area.

2 So, I think it's important for you
3 to know that legislators from across our state
4 are very concerned about this effort being
5 successful, combining the casino license, the
6 one casino license that we're allowed in our
7 state and marrying it with the ability to
8 continue the racing industry is very important.
9 And it's important for those far beyond our
10 borders.

11 And I thought it was very important
12 to let you know today that there is that
13 concern all across the Commonwealth. If we
14 were to lose this opportunity to continue
15 racing, it would mean unemployment for many,
16 many people throughout our Commonwealth. And
17 as I stated to you earlier, the economic health
18 of our state and our people is very, very
19 important to me.

20 And that is what will make us
21 successful into the future and provide
22 opportunities not only for those of us who are
23 of working age now, but for our children and
24 our grandchildren into the future. And we want

1 our area to continue to grow and to thrive and
2 to provide a quality of life for our citizens
3 that will make Massachusetts a desirable place
4 to come and to live and to work.

5 And for those of you who make these
6 decisions, I know this is a tremendous
7 responsibility for you. And I appreciate the
8 fact that you are serving and that you have
9 this burden on your shoulder, but I want you to
10 think about the future of our Commonwealth and
11 how the elimination of this industry will have
12 an effect that will go into the century. It's
13 very important that we continue this.

14 There are children who are growing
15 up in this Commonwealth now who have history in
16 their families having to do with the breeding
17 of horses and the raising of hay and the desire
18 to serve in the veterinary service to take care
19 of those animals. And we need to be able to
20 continue that and not to lose that history of
21 our state that has been here for so very long.

22 So, I ask you to keep that in the
23 back of your mind and to know that it's not
24 just us here in Plainville and North Attleboro

1 and Wrentham and Mansfield and Foxboro who are
2 concerned, but there are residents all over our
3 state who are watching this very closely and
4 are truly hoping that this is the location you
5 will pick.

6 I thank you very much for listening
7 to me. You have a long night ahead of you.
8 So, I will take my leave. Thank you for being
9 here. I welcome you back at any time.

10 CHAIRMAN CROSBY: Thank you
11 Representative Poirier. Senator, pardon me for
12 going out of protocol. I should have invited
13 the senator up first.

14 MR. ROSS: I defer to Betty. She
15 served this district much longer than I have
16 and she is certainly a very vocal advocate for
17 this district. And I appreciate her support of
18 Plainville even though she no longer serves
19 here.

20 I do have the privilege of following
21 in very big shoes, hers as well as her
22 husband's. Her husband Kevin Poirier served in
23 the Legislature as well, is a good friend and
24 former colleague.

1 I do welcome you here to Plainville
2 tonight. This indeed is the center of the
3 universe for those of us who live her. I know
4 that for the number of years that I've been in
5 the Legislature, which is now eight, I spent
6 three terns in the House before going over to
7 the Senate. This has been one about my
8 priorities.

9 I have a family that's been involved
10 in harness racing. I had family members that
11 have had horses at the former Foxboro track as
12 well as Plainridge. I realize that there
13 really wasn't the appreciation amongst
14 administrations on either side of what this
15 industry means to the Commonwealth.

16 I think of one of the things that
17 was made as a point by Penn National tonight
18 was that they don't make money at the tracks.
19 The families that have horses there, the
20 families that are supported by the thousands of
21 families at those 28 locations that earn their
22 living that way were able to educate their
23 children and pay for their groceries and do all
24 of those things and be employed certainly don't

1 consider it not a benefit.

2 So consequently, the fact that it
3 doesn't make money doesn't mean it's not a good
4 thing. So, I think that is one of the messages
5 that came through loud and clear to me tonight.
6 I know that as I've been in there advocating
7 every December for eight years that I've been
8 in there, I have had to be involved in the
9 simulcasting agreement every year that it comes
10 due at the end of the year.

11 And because this is my district,
12 myself and one other Democratic colleague from
13 Taunton, David Flynn, who is the Dean had to be
14 in there every Thanksgiving to New Year's Day
15 opposing each other on the entities we were
16 trying to represent.

17 So, I've learned a lot about
18 Plainville, a lot about Plainridge, and come to
19 a very deep appreciation for the types of
20 people that are involved in them. And what
21 I've seen with this new introduction of Penn
22 National particularly to this equation is a
23 class, an entrepreneurship, a business model
24 that frankly hasn't existed for many people

1 when they look at the gaming industry.

2 I am so pleased to see an operation
3 that has 20 entities in 18 different
4 jurisdictions address the needs of the
5 communities that they serve, have their
6 jurisdictions in and the way they treat their
7 animals, the way they treat their people. And
8 I think it would be a great addition to this
9 area.

10 Piggybacking on that as I say when I
11 had an economic development commissioner out
12 here a few years ago and he was kind of looking
13 at the area, he thought he was out in East
14 Gipepee. And I realized he really doesn't have
15 an appreciation for where he was. Even in the
16 few years since then, if you realize we've got
17 Wrentham Village Premium Outlets literally
18 within minutes of here serving well over 10
19 million people a year, I have realized this is
20 a destination. When you think about Gillette
21 Stadium being four miles up the highway and the
22 restaurants and other supports that are here.

23 We are halfway to the Cape from
24 anywhere in Massachusetts. Consequently, yet

1 it's a great area to live in. I think the
2 people here realize this is an industry that
3 needs to be preserved, enhanced upon. And I do
4 think the addition of this particular group
5 into this area would certainly augment a very
6 desirable place to live.

7 So, I appreciate your consideration.
8 I appreciate each of you being here tonight and
9 listening to the folks as they testify why they
10 think it would also be good for them and for
11 the town of Plainville.

12 I want to thank all of these folks
13 behind me who have actually shown up here
14 tonight. You've seen in many areas of the
15 state, this has not been as widely supported by
16 communities as it has been here. Nearly 80
17 percent of folks here in Plainville would like
18 to see this.

19 I do realize it doesn't make
20 everybody happy and there are people in their
21 minds are negatively impacted. But I hope that
22 what they hear here tonight allays any of their
23 concerns would be mitigated. And that they too
24 at some point, once this has come to fruition

1 will find that the improved artery here at
2 Route 1, all of the other things that spin off
3 from it actually make their lives here better
4 not worse.

5 So, I appreciate you coming and
6 listening to all of this tonight. And thank
7 you for the opportunity to talk to you. Thank
8 you.

9 CHAIRMAN CROSBY: Thank you, Senator
10 Ross. Representative Howitt.

11 MR. HOWITT: Howitt.

12 CHAIRMAN CROSBY: I'm sorry, pardon
13 me.

14 MR. HOWITT: Thank you
15 Commissioners. This is my third time, I
16 believe, before you, Lakeville, Wrentham and
17 tonight.

18 CHAIRMAN CROSBY: You'd think I'd
19 learn.

20 MR. HOWITT: That's true, but most
21 people get it wrong all the time. So, it's
22 nothing new. I'm here tonight to speak in
23 favor. I have to say I was very impressed with
24 their presentation tonight. I am ready to see

1 them put the shovel in as quickly as possible.

2 It's always difficult being the most
3 junior member usually at some these events
4 because most of the items have been covered.
5 And Betty and I do travel to many events
6 together as we abut our districts. My district
7 is Norton, Seekonk, Rehoboth and Swansea. So,
8 I straddle two big major cities Attleboro and
9 Fall River.

10 So, Betty puts everything so
11 eloquently and usually covers all of the basis.
12 And the Senator for the few cases that weren't
13 covered tonight I think covered them as well.

14 Rehoboth, which is in the center of
15 my district is 48 square miles. And of that 48
16 square miles, you have a little over 11,000
17 residents. And of those 11,000 residents, I've
18 been told that there are probably 2000 horses.
19 It's a big horse area, a lot of open space, a
20 lot of ponds, trout fishing. It's a beautiful
21 area.

22 And one of the things I found in my
23 time growing up third-generation in Seekonk,
24 people that have horses love horses. They put

1 in so much extra work cleaning the stalls,
2 brushing them down, making sure that they are
3 taking care of. Their barns are pristine
4 almost as pristine as somebody who is a
5 hobbyist in the automobile. It's really truly
6 amazing the way people feel about horses.

7 And the horse industry in this area
8 is so important. As Rep. Poirier alluded to
9 there's so any ancillary businesses that are
10 associated not only hay and feed and mills that
11 make the boards for these stalls, it is the
12 pickup trucks, the trailers, all of the excise
13 tax that the towns receive because of the horse
14 industry.

15 Unfortunately, Bristol County has
16 had some of the highest unemployment in the
17 state. It's about 9.6 percent and it's been on
18 the rise since April. April it was 9.2 percent
19 according to the figures that I most recently
20 read. We have the opportunity to provide jobs.

21 I've been in the construction
22 industry my whole life. And I have to tell you
23 that that industry at least down in this area
24 is in horrible condition. You don't see trucks

1 on the road like you used to nor do you see
2 equipment moving. So, any type of construction
3 of large projects would be beneficial to this
4 whole area.

5 They had mentioned about hiring
6 local individuals. There are a number of my
7 constituents in the audience who have a
8 connection to Plainridge. In fact, Tommy
9 Mello, who has a turkey farm, Rainbow Turkey
10 Farm, fresh turkeys -- I'll put a little plug
11 in for him. -- He's the blacksmith over there.
12 So, just as one example. We do have a number
13 of farms that do provide horses that do race
14 there.

15 So, as a representative, my first
16 focus is on the constituents of my district.
17 Next it's the towns in the aggregate of my
18 district and then the state. And using that as
19 a springboard, I live right on the Rhode Island
20 line. And it's sort of a joke up in Boston
21 that I'm the Rhode Island rep. I actually have
22 to sometimes go through Rhode Island to get to
23 my house coming back from Boston if I take 95
24 unless I take the back roads. So, I am very

1 familiar with what is going on in Rhode Island.

2 This is their biggest fear as the
3 presentation presented. Why else did they
4 allow table games at Twin River? Clyde Barrow
5 who is at UMass Dartmouth, I've sat down and
6 spoke with him. And there was another concern
7 recently about casinos and table games.
8 Surprisingly to me according to his study that
9 people who go to slots are not necessarily
10 people that go to full casinos. So, there is a
11 diverse group, some going to slots, some going
12 to full table games.

13 But Rhode Island they get probably a
14 quarter of a billion dollars in revenues from
15 the slots and the casino games in Rhode Island.
16 That's a big part of their budget. So,
17 naturally I don't think they would be happy to
18 see Plainridge here, but that's not of our
19 concern. Our concern is Massachusetts.

20 And over 50 percent of the cars
21 through registration plates that go into
22 Lincoln are from Massachusetts. So, I think
23 it's important that we keep our revenue, take
24 care of Massachusetts as best we can. And

1 Plainridge, it's such a beautiful facility that
2 they have planned here. And as previous
3 speakers have spoken, the gems that we have in
4 this area whether it be the TPC or Gillette
5 Stadium we are the epicenter outside of this
6 495 break. And I think it's so important that
7 we here down in Bristol County get a facility
8 such as this.

9 Again, thank you all for being here.
10 Thank you Plainville, thank you to the
11 audience. And I hope when you make your
12 decision that Plainville will be the choice of
13 the board. Thank you.

14 CHAIRMAN CROSBY: Thank you for
15 Representative Howitt. I am going to suggest
16 that the Commissioners get a little bit of a
17 break here. We'll come back and we will start
18 out with the select people from Plainville then
19 the town managers and administrators from
20 surrounding communities and then the public at
21 large.

22 So, we will back in just a few
23 minutes, maybe 10 minutes or so.

24

1 (A recess was taken)

2
3 CHAIRMAN MCHUGH: We will be
4 prepared to resume and hear from a number of
5 other people who want to talk with us about the
6 merits and their views about this project. So,
7 if we could ask everybody to take their seats
8 now please, so we could resume the process.

9 Thank you very much. We are going
10 to resume now. Chairman Crosby needs to attend
11 to one matter involving the Commission. And he
12 will resume and rejoin us in a minute. But as
13 he said at the beginning of the proceedings,
14 after the formal presentations from the
15 applicant and the state representatives and
16 senators, we are going to turn the local
17 representatives, the representatives of the
18 local government. So, I'd ask Mr. Fennessy,
19 Mr. Rose, Ms. Soucy as Plainville select
20 people. Mr. Fernandes, did you want to say a
21 few more words before we start?

22 MR. FERNANDES: Not actually and I'd
23 hate to impose on your agenda, but we will
24 defer for a few moments as two of the selectmen

1 are not yet here. But who are here are the
2 area managers of the surrounding communities.
3 Since they have commitments, I've already
4 imposed on them a bit, I would respectfully ask
5 that you allow them to go.

6 COMMISSIONER MCHUGH: Absolutely.
7 We'd be delighted to do that.

8 MR. FERNANDES: Bill Ross from the
9 town of Mansfield, Mark Fisher from the town of
10 North Attleboro, and Bill Ketcham from the town
11 of Wrentham.

12 COMMISSIONER MCHUGH: Delighted.
13 Thank you very much, Mr. Fernandes. Mr. Ross,
14 do you want to lead it off, Sir?

15 MR. ROSS: I will, thank you Mr.
16 Vice-Chair. And thank you for giving me the
17 opportunity to speak.

18 I'm here representing the town of
19 Mansfield. We have negotiated a surrounding
20 community agreement with Plainville and with
21 the Penn National group. We have forwarded
22 that agreement to the Gaming Commission. We
23 found them to be very professional, very
24 cooperative in working with them.

1 We had a little different take on
2 how we wanted to proceed with the surrounding
3 community agreement. We took it, because I
4 think I should preface this by saying Mansfield
5 and Plainville meet at one small corner. And
6 if you stand on that corner, you can have your
7 feet in each community very easily. So, we do
8 not share a lot of facilities. We do not
9 anticipate a lot of issues.

10 As a result of that, we were able to
11 negotiate in our surrounding community
12 agreement what amounts to a delay in examining
13 any of the impacts until a year after the
14 facility opens and up to approximately 1250
15 slots are in place. At that point, we intend
16 to meet. If necessary, bring in professionals
17 to help us analyze the situation and determine
18 if there are any impacts.

19 So, that is slightly a different
20 approach. And I must say the Penn National
21 folks were open to that and worked with us on
22 that. The board of selectmen took that and
23 found that to be acceptable and have approved
24 the agreement. I have as chief executive

1 forwarded it to the Gaming Commission.

2 The board of selectmen I need to add
3 have taken a position of not opposing the
4 project. They purposely said that we're not
5 going to take a position of supporting it
6 necessarily because we're not sure that's
7 appropriate for us. But in their motion they
8 did say we do not oppose the project moving
9 forward.

10 With that, I will defer and give
11 time to my colleagues. If you do have any
12 questions, I'd be glad to try and answer them
13 now.

14 COMMISSIONER MCHUGH: All right, Mr.
15 Ross. Thank you. Commissioners?

16 COMMISSIONER STEBBINS: No
17 questions.

18 COMMISISONER CAMERON: Thank you

19 COMMISSIONER MCHUGH: Very helpful,
20 Mr. Ross. Thank you very much. Mr. Mark
21 Fisher from North Attleboro, welcome.

22 MR. FISHER: Thank you very much,
23 Mr. Vice-Chairman and the rest of the
24 Commission. I very much on behalf of the town

1 of North Attleboro, the board of selectmen,
2 with us here a while ago was selectman Joan
3 Marchitto representing the town, want to thank
4 you for conducting this hearing tonight and
5 giving us the opportunity again to address you.

6 In particular I also want to thank
7 John Ziemba of your committee. He has been a
8 tremendous help to me and the Town of North
9 Attleboro and I understand quite a few other
10 towns across the Commonwealth.

11 Plainville and North Attleboro has
12 had a tremendous relationship over the years.
13 We share a lot of services. We happen to share
14 our sewer treatment plant. We have combined
15 water treatment facility that we work with them
16 on. We help one another with many, many
17 aspects within the community. We have a great
18 relationship with them. And the town of North
19 Attleboro is very much in support of this
20 project going forward for many reasons.

21 One is that we do know it will be
22 tremendously beneficial to the citizens and to
23 the town of Plainville. We also know that it
24 would be tremendously beneficial to many

1 citizens in the town of North Attleboro,
2 citizens who are employed directly or
3 indirectly with the facility.

4 I would like to talk about the
5 applicant, if I could. I've been around a long
6 time and I'm always skeptical when I start
7 getting into negotiations with companies the
8 size of Penn National. And they have been
9 nothing but 100 percent supportive with us in
10 drawing up an agreement.

11 And anything, absolutely anything we
12 asked them to change or listen to us they
13 complied 100 percent. We think that our
14 concern obviously is to make sure that the town
15 is not adversely impacted. In our particular
16 case, it is traffic on Route 152 and on Route
17 1. Route 1 is an important commercial
18 development for us. And 152, Route 152 has a
19 design plan that is going to make that an
20 important economic development area for us.

21 But there's a point where traffic is
22 good and where traffic isn't. At one point,
23 people will avoid the area because of the
24 traffic. And other times it's been beneficial

1 because it brings people by our retail
2 establishments.

3 We worked out an agreement with Penn
4 National that we will establish a baseline of
5 traffic in several different places on those
6 routes prior to them opening, including if they
7 are granted the license and the Commission
8 allows them to have an interim opening, it
9 would be prior to that. As indicated by Mr.
10 Ross, one year after they are fully opened and
11 operational then we would measure it. And they
12 have agreed to mitigate any increases or
13 adverse effect they've had on our community.

14 Again, we talked about concern.
15 They had a lot of things in there, questions
16 you brought up this evening about their
17 involvement with the businesses. What are they
18 going to do with this inter-marketing plan and
19 so forth and employment? I have to tell you,
20 talking with businesses in our community and
21 with the local regional Chamber of Commerce,
22 they have come through with all their promises
23 thus far.

24 The outreach that they've had, the

1 work that they've done with the businesses in
2 our area and the job fair that they've had was
3 just tremendously successful and very high
4 participation. So, we thank them for that.

5 The last category that really
6 touched us, and tonight they had a slide up
7 there about their charitable donations over \$12
8 million a year and they had some national
9 organizations that they contribute to. And
10 obviously, when a dollar goes to a national
11 organization, sometimes the trickle-down effect
12 by the time it comes to the local communities
13 is a little watered down.

14 We questioned that and we were
15 concerned about it. Penn National has agreed
16 to take on our local food kitchen that we run
17 out of our town hall and have that be one of
18 the charities. And have food drives to support
19 it. And that's big because for us we know
20 whatever they do, 100 percent of it will go to
21 the needy citizens of North Attleboro.

22 And we want to thank them for that
23 outreach and tell you thus far we are very
24 pleased with the professionalism and the

1 cooperation that Penn National had. We hope
2 that you look upon their application favorably.
3 I would be glad to answer questions if you may
4 have any.

5 COMMISSIONER MCHUGH: Thank you, Mr.
6 Fisher. Questions colleagues? Thank you very
7 much.

8 COMMISSIONER CAMERON: Thank you.

9 COMMISSIONER MCHUGH: Thank you,
10 belatedly, Mr. Fisher and your predecessor Mr.
11 Ross for the promotion, but we have one
12 Chairman, Chairman Crosby and then Commissioner
13 Zuniga, Commissioner Stebbins and my able
14 colleagues including Commissioner Cameron we
15 are all equals. So, we have no vice-chairman.
16 I am simply in possession of the microphone for
17 the moment. Next Mr. Ketcham.

18 MR. KETCHAM: Thank you, members of
19 the Commission. I appreciate the opportunity
20 to speak with you tonight. I am here on behalf
21 of the town of Wrentham board of selectmen. I
22 have one member of the board of selectmen in
23 attendance with me this evening, Ms. Gail
24 Pratt. However, I will be speaking for the

1 board.

2 When this first came up back before
3 we started discussing the surrounding community
4 agreement, our board did discuss the coming
5 development at Plainridge. And the one
6 generally accepted feature after we learned
7 that the citizens of Plainville had voted in
8 favor of the project, was to state that the
9 town of Wrentham is fully in support of the
10 citizens of Plainville in their making of that
11 choice.

12 However, we did wish to have some
13 outlet to address possible concerns which our
14 Wrentham citizens might have about impacts on
15 the town. This came very promptly from Penn
16 National with the designation of Wrentham as a
17 surrounding community, which we accepted. And
18 we entered on several weeks of good back-and-
19 forth negotiations, which involved not only
20 meetings between myself and our special counsel
21 with Penn National but also attendance by Penn
22 National representatives at two public meetings
23 with our board of selectmen where they answered
24 numerous questions.

1 We came to an agreement with which
2 our selectmen were quite happy and which we
3 have signed and it is my understanding has been
4 transmitted to Penn National and to the
5 Commission.

6 It is also based, as we said earlier
7 by the other towns, on a future analysis of a
8 baseline and then an analysis of impacts. And
9 Penn National has been very clear in statements
10 at the public meetings in its commitment that
11 they will pay for impacts to the town. And the
12 town of Wrentham is very appreciative of the
13 way it was dealt with by Penn National. And we
14 feel that we came to a fair and mutually
15 acceptable agreement.

16 My board has voted to advise the
17 Commission that we support the application for
18 a license before you from Penn National. And
19 that we in fact urge that you act favorably
20 thereof.

21 I thank you very much for this
22 opportunity to address you. And I'd be happy
23 to answer any questions which you might have.

24 COMMISSIONER MCHUGH: Thank you, Mr.

1 Ketcham. Thank you very much.

2 COMMISSIONER CAMERON: Thank you.

3 COMMISSIONER MCHUGH: Now Mr.

4 Fernandes, I think we are ready to come to the
5 representatives of Plainville. Would you like
6 to say a few more things?

7 MR. FERNANDES: Let me first
8 introduce to you, and I know she wants to speak
9 and address you, Andrea Soucy, the longest-
10 serving -- actually the longest-serving elected
11 official in Plainville, but certainly the
12 longest-serving selectman. The other two
13 selectmen, one is on his way and I'm not sure
14 as to whether the other will make it.

15 COMMISSIONER MCHUGH: Selectperson
16 Soucy.

17 MS. SOUCY: Good evening, and I
18 appreciate the opportunity to speak to you
19 tonight. I think Penn National coming to
20 Plainville would not only be excellent for
21 Plainville, but I think it would also be very
22 good for this particular region of
23 Massachusetts.

24 One of the oldest stables to the

1 best of my knowledge in Massachusetts is right
2 here in Plainville. I just forgot the name
3 again, Charlie, Ralston Stables. They still
4 have an original dirt training track. And it's
5 been here since God invented dirt I think. It
6 goes back that far.

7 On the other hand, a friend of mine
8 who recently retired has just opened another
9 stable up on Warren Street. Mr. Roneck has one
10 of the most beautiful barns I've ever seen. He
11 doesn't have a home there yet, but the horses
12 are doing fine.

13 I mention this because horse farms
14 have always been a very major part of the
15 fabric of Plainville. I did the town history
16 for the website, and in doing my research on
17 that and for the Centennial that we had a few
18 years ago, I was amazed at how many horse farms
19 we actually have within our boundaries. We're
20 only about 11 square miles and I lost track of
21 the exact number. I had it, but I can't think
22 of it off the top of my head. But we have
23 quite a few. And it's been an important part
24 of this community for many, many years.

1 Sadly, horseracing doesn't attract
2 the numbers that it used it as far as being
3 able to have larger purses. By combining the
4 Plainridge site with Penn National, I think we
5 could re-enliven live racing in the
6 Commonwealth of Massachusetts. And I think
7 that's a very important thing. I would hate to
8 see us lose live racing.

9 It's been so much a part of the very
10 spirit of this area of Massachusetts for so
11 long. And here is the chance to see that it is
12 given a new opportunity to thrive again. I am
13 hoping that you will look favorably on this
14 application. If you have any questions, I'd be
15 glad to answer them.

16 COMMISSIONER MCHUGH: Thank you very
17 much.

18 COMMISSIONER CAMERON: Thank you.

19 COMMISSIONER MCHUGH: Mr. Fernandes,
20 if I could count on you to alert me when any of
21 the other select people appear or we'd be happy
22 to hear from you now before we proceed to the
23 general public.

24 MR. FERNANDES: Certainly. And in

1 thinking of what to say tonight, I was struck
2 by the fact that there's probably nothing I
3 could say you haven't heard before.

4 Is this important to Plainville, of
5 course it is. It's important to Leominster.
6 It's important to Raynham. Two points that I
7 will make, you know better than I the impact
8 the legislation or the import the legislation
9 had on horseracing. I think of the three
10 applicants, we're the only ones that have a
11 bona fide plan and interest in continuing
12 racing. Therefore fulfilling that tenet of the
13 legislation.

14 The other being our host community
15 agreement. With no disrespect to any other
16 community, when you look at ours on its face,
17 it is the most generous that's been negotiated.
18 Certainly, on a per capita basis, there is no
19 comparison. So, those are the only two things
20 that I think I wanted to say that are unique
21 that you have heard but I'll re-emphasize.

22 What I would like to do, I'm going
23 to go off script, so to speak, and this may be
24 unusual, but I am pleased to be joined by

1 someone who I know you know, town counsel
2 Jonathan Silverstein. And to his left is our
3 consultant Will Cummings. And it strikes me
4 between my employment and their engagement you
5 have before you people who I'd like to think
6 are well qualified to speak to the impact on
7 the entity known as the government or the town
8 of Plainville.

9 And I don't want to be presumptuous,
10 but I think I can speak at least on behalf of
11 the 76 percent of folks who voted in favor of
12 this.

13 So, I am really going to turn the
14 tables on you. My fear has always been as I
15 watch you folks that people are assuming they
16 know what it is that you want to hear. I have
17 some misgivings that I am that bright. So, I
18 am going to ask you point-blank individually
19 what is it that you want to know about the
20 entity of Plainville, the governmental unit and
21 to the extent 76 percent are in support of
22 this, what is it that I can answer for you?
23 And Commissioner Cameron, what questions, if
24 any, that I can perhaps answer for you?

1 COMMISSIONER CAMERON: Mr.
2 Fernandes, you have spoken to us many times.
3 This isn't the first time you've been before
4 us. I think it is very clear to me that you
5 are supportive of this project. That through
6 the trying times of one applicant and then
7 another you continue to be supportive. So,
8 that piece is clear.

9 The 76 percent of the vote, I
10 believe, speaks for itself. That's a very
11 impressive number of residents who would like
12 to see this project move forward. So, the
13 applicant has been very thorough in their
14 presentation to us as well.

15 So, I don't have any additional
16 questions of you, Sir. I think you have let us
17 know over the time we've all been working at
18 this what your feelings are. And you've spoke
19 eloquently about the community and how much all
20 of this means to you.

21 MR. FERNANDES: Thank you.
22 Commissioner McHugh, anything?

23 COMMISSIONER MCHUGH: For my part,
24 Mr. Fernandes, and thank you for that question,

1 I'm very much interested in hearing what people
2 want to say.

3 We have been deeply immersed in
4 processing these applications. Each one of the
5 Commissioners has taken and is responsible for
6 a section of the application. We've been going
7 through them line by line, letter by letter it
8 would seem in some cases. So, we have a
9 perspective on the applicants. We've listened
10 to the applicants. We've looked at the
11 applications.

12 And sometimes you can get so focused
13 on that that you miss other things. And that's
14 part of what this, from my standpoint at least,
15 community process is about, to hear what people
16 want to say to us so that we can ensure that we
17 haven't overlooked something that we otherwise
18 wouldn't have gotten.

19 MR. FERNANDES: Commissioner
20 Stebbins?

21 COMMISSIONER STEBBINS: No, I think
22 Commissioner Cameron covered it. We've had the
23 opportunity to work with you throughout this
24 process and members of your board. I think

1 their passion and support and engagement in
2 this process has been very evident and very
3 clear. We understand through them how
4 important this project is to the community.

5 MR. FERNANDES: Commissioner Zuniga?

6 COMMISSIONER ZUNIGA: Thank you, Mr.
7 Fernandes. Just approximately speaking, could
8 you share the percent in terms of town finances
9 that Plainville would lose if racing stopped
10 and compare that to what the host community
11 agreement provides if the license went to Penn
12 National, just roughly speaking percentagewise
13 relative to your current budget.

14 MR. FERNANDES: Our budget for the
15 current fiscal year is approximately \$27
16 million. Tax levy is \$16 million. As you know
17 -- One of the components currently of that \$27
18 million budget is our local share of racing
19 tax, which unfortunately has diminished over
20 the course of the last few years. We're down
21 to about \$165,000. That's three or four police
22 officers.

23 In any case, the host community
24 agreement has within it an agreement pay \$1.5

1 million in property tax so that we are not
2 struggling over assessments or whether personal
3 property is owned by the licensee or a third-
4 party. So, that's all been ironed out.

5 The agreement also has \$100,000
6 community impact payment. And of course the
7 lion's share is the \$2.7 million in terms of
8 community payment. So, collectively that's
9 \$4.3 million.

10 You can imagine that not having that
11 opportunity, and that's what it is, the only
12 thing we would lose to be candid is the
13 \$165,000. The property will still be taxed. I
14 had this discussion earlier with a firefighter.
15 Since 2009, we have for the first time in my 21
16 years here layoffs. We've actually shut off
17 two-thirds of our streetlights. We have not
18 hired additional staff. People have who had
19 not been laid off, their hours were cut. We've
20 been trying to hold our own in the ensuing four
21 years.

22 So, what this represents is an
23 opportunity to restore some of those core
24 services. It represents the ability to

1 replicate a building like this for municipal
2 purposes and fire purposes. And I won't bore
3 you with how inadequate those facilities are.
4 So, this is just a huge opportunity.

5 It's an opportunity lost, obviously,
6 if it doesn't happen. But other than losing
7 \$165,000 that represents probably the only true
8 loss.

9 COMMISSIONER ZUNIGA: Thank you.

10 MR. FERNANDES: Thank you. Again,
11 if there are any questions of these folks
12 they've seen the process. Again, it's been a
13 very thorough process in terms of public
14 hearings, in terms of impact on the community.
15 So, if you have questions of them, please.

16 COMMISSIONER MCHUGH: Thank you very
17 much, Mr. Fernandes. Any questions further for
18 the town officials?

19 COMMISSIONER CAMERON: No.

20 COMMISSIONER MCHUGH: Okay. Then
21 let's turn to the public segment of this. We
22 have a number of people who requested an
23 opportunity to speak. And I am going to call
24 them in basically the order that we have them

1 on our list and that's the order in which they
2 signed up.

3 In doing this, we are eager, as I
4 said a minute ago to Mr. Fernandes, to hear
5 what you would like us to hear. But in
6 deference to everyone who wants to speak and
7 the hour of the evening, we would request that
8 you be brief; that you not repeat what others
9 have said, and that you bring your thoughts
10 succinctly to the table.

11 So, I'm going to call a number of
12 names. And perhaps people could simply line
13 up. I'm not going to call that many in a row,
14 but that would facilitate the coming to the
15 microphone and our ability to proceed through
16 this in an appropriate fashion. Let's start
17 with James Howard, Ned Merrick, Bill Abdelnour
18 and Constant Poholek, Jr. Are any of those
19 people here?

20 MR. HOWARD: I'd like to welcome the
21 Commission to Plainville.

22 COMMISSIONER MCHUGH: Your name,
23 Sir?

24 MR. HOWARD: My name is James

1 Howard. I am financial secretary treasurer of
2 Norfolk Central Labor Council, AFL-CIO. We're
3 an arm of the AFL-CIO that as an umbrella
4 organization that covers 35 locals that operate
5 within Norfolk County.

6 A number of my affiliates are
7 involved in this project. I was the advocate,
8 the AFL advocate with Penn National in
9 introducing them to the Machinists Union and
10 the Seafarers Union.

11 I can speak for the Machinists
12 Union, because I am a 43-year member of that
13 union. First, I'd like to say Penn National, I
14 find them to be a very credible group, very
15 principled group. I am a retired business
16 agent for the Machinists Union and it has been
17 a pleasure dealing with these people. They are
18 very up front and honest. There is no games.

19 One of the Commissioners asked a
20 question about the Machinists Union, which I
21 can speak to. The Machinists Union is not just
22 a group of people who stand around lathes and
23 machines making parts or cars or shaping
24 material. We have people in the hospitality

1 industries. We have people in the airline
2 industries that deal directly with the public,
3 ticketing agents and such. We actually have
4 doctors in our Union, MD's down in New York.
5 We've organized a group down there.

6 We do building maintenance.
7 Anything in a building that moves or requires
8 electricity or machine movement, we can handle
9 it. We fix it. We repair it. We replace it.
10 I just wanted to point that out to the
11 Commission to clear up any doubts in your mind
12 that the Machinists Union is not capable of
13 performing the duties necessary in regards to
14 the slots.

15 The other thing I would like to say
16 is that my day job is with the United Way of
17 Mass. Bay. I am a labor liaison with them.
18 One of my first questions to Penn National was
19 what do you folks do for the community? What
20 you do to pay back to the communities?
21 Naturally I'm thinking I'm going to hit them up
22 for a donation for the United Way.

23 So, they told me that they give to
24 the United Way. They do this, that and they

1 pay back their communities. So, I went back
2 and I used my resources at the United Way, and
3 I checked into it. And they do indeed pay back
4 to the communities. And I think it was one of
5 the selectmen mentioned that it was a trickle-
6 down process. It's not.

7 They contribute directly to the
8 community charities, the YMCAs, the food banks
9 and such. So, it doesn't go through a third-
10 party agent such as the United Way. And I
11 think that is good for the community. I think
12 the community needs it.

13 In addition to that, this community
14 needs those jobs. I live and breathe jobs.
15 Everything is jobs with me. And for every
16 single good paying union job that Penn National
17 gives to us, that's going to support three to
18 five other jobs in the community that those
19 workers live in.

20 So, that means the local dry
21 cleaner. Well, maybe not so much the dry
22 cleaner. He doesn't make much out of us, but
23 the local delis and restaurants and the bars,
24 the whole gambit of business within the

1 community will profit from this. I just would
2 like you take all that into consideration and
3 approve this applicant.

4 COMMISSIONER MCHUGH: Thank you,
5 very much, Mr. Howard.

6 COMMISSIONER CAMERON: Thank you.

7 COMMISSIONER ZUNIGA: Thank you.

8

9 (Chairman Crosby enters the hearing
10 room)

11

12 CHAIRMAN CROSBY: Introduce
13 yourself.

14 MR. MERRICK: Yes, my name is Edward
15 Merrick, resident of Plainville. Mr. Chairman,
16 members of the Commission, thank you for
17 allowing me a few minutes to address you today.
18 I have testified before this Commission
19 previously. And because I have respect for
20 your time, and everybody else in the room, I
21 will not repeat anything.

22 CHAIRMAN CROSBY: We deeply
23 appreciate that. Let me tell you.

24 MR. MERRICK: I would however like

1 to address some concerns that have been raised
2 recently. More specifically by some opponents
3 of this venture coming to Plainville, as well
4 as some issues that were raised by surrounding
5 communities.

6 From a financial perspective, the
7 host community agreement between Penn National
8 and the town speaks for itself. It is indeed a
9 great deal, perhaps the best of all of the
10 Class 2 applicants. That's enough said on
11 that.

12 However, the concerns raised by
13 local opponents of any expanded gambling
14 operation in Plainville, you should know that
15 are similar to those raised in 1999 when
16 Plainridge sought to open a racetrack in
17 Plainville.

18 The worries of an increase in crime
19 and a potential for an infusion of an unsavory
20 criminal element simply did not happen. As you
21 are aware, I was the chief of police for
22 Plainville with the track opened in 1999, and
23 remained such until my retirement some 10 years
24 later. Based on their security plan back then,

1 I was supportive of the placement of the
2 racetrack in our town. And quite frankly,
3 nothing has happened since that would tend to
4 erode that support.

5 Calls for service generated from the
6 racetrack were minimal at best and most were
7 handled quite efficiently by the detail officer
8 assigned to that facility. There was never a
9 strain on the town's public safety resources.

10 I do acknowledge that events
11 surrounding the suitability investigation
12 earlier this year were troubling. And things
13 did not look good for the future of the
14 racetrack. The entrance of Penn National
15 clearly saved the day, but went way beyond
16 merely being the white knight.

17 I have spoken to many of the
18 principles of Penn National on several
19 occasions, have heard firsthand of the plans
20 for the facility and their commitment to the
21 host community. And I have come away convinced
22 that not only will they be a good fit for our
23 town but they will be a good corporate neighbor
24 that we anticipate.

1 Their past performances elsewhere in
2 the country also bear out my assessment that
3 they get it. They know how to operate in a
4 small community, and they do so with great
5 success.

6 The other concern that has been
7 raised is the potential impact on neighboring
8 public safety resources. Again, I harken back
9 to my experience as the chief of police. And I
10 can tell you that the number of mutual aid
11 calls at Plainridge from 1999 to 2009 is zero.
12 While it is true that a Class 2 gaming facility
13 is likely to attract more people and more
14 traffic, the attempt to estimate additional
15 burdens on surrounding public safety agency is
16 pure conjecture at this point.

17 Penn National has gone to great
18 lengths to mitigate traffic concerns and has
19 even proposed to fund an impact study one year
20 from the date of opening. It is then and only
21 then that an objective assessment could be made
22 as to actual impacts. I do recall when the
23 retail outlets were proposed for this area of
24 town, there were many who predicted doom and

1 gridlock. That too has simply not come to
2 pass.

3 In short, members of the Commission,
4 Penn National has covered all of the bases just
5 as I thought they would. Plainville is
6 deserving of this opportunity. And Penn
7 National is deserving of this license. The
8 residents of Plainville have received a
9 plethora of information about the good, the bad
10 and the ugly of expanded gaming.

11 I dare say that the voters here in
12 Plainville are perhaps the most educated group
13 in the state on expanded gaming. And certainly
14 far and beyond what has been received by the
15 residents of the two competing communities.
16 That education is a credit to the town
17 officials who provided it and Plainridge Park
18 who paid for it. And armed with that
19 information, the voters of Plainville approved
20 the referendum by a margin of over 76 percent
21 in September.

22 I would submit to this Commission
23 that Penn National and Plainville have met the
24 requirements for licensing. We have community

1 economic benefits that surpasses the others.

2 And we have a well-educated electorate who has
3 overwhelmingly accepted this proposal as well
4 as our new neighbors.

5 I respectfully urge you to award
6 this Class 2 gaming license to Penn National
7 and Plainridge Park Casino. And I thank you
8 again, for your time.

9 CHAIRMAN CROSBY: Thank you, Chief
10 Merrick.

11 COMMISSIONER CAMERON: Thank you,
12 Chief.

13 COMMISSIONER MCHUGH: Thank you.

14 MR. ABDELNOUR: I was going to start
15 by saying good afternoon. Good evening, Mr.
16 Chairman and fellow Commissioners. And again,
17 welcome to Plainville, the town I like to refer
18 to as a small town with a big heart.

19 My name is Bill Abdelnour and I am
20 the president of the New England Amateur
21 Harness Drivers Club. With us tonight are
22 members of every standardbred organization in
23 this area and beyond. We have the Harness
24 Horsemen's Association of New England. We have

1 the Standardbred Owners and Breeders of
2 Massachusetts. We have the Standardbred
3 Pleasure Organization. And all of the way from
4 Maine, we have members of the Maine Harness
5 Horsemen's Association with us tonight, some
6 who have traveled from as far up as Bangor just
7 to be here tonight.

8 We understand that there's a lot of
9 people that want to speak, some already have
10 very eloquently I might add. Excuse me, I have
11 been fighting a cold for four days. I wasn't
12 missing this for the world. Out of respect for
13 this Commission and without taking too much of
14 your time and without sounding repetitive, I
15 will speak on behalf of these organizations and
16 the hundreds of people they represent.

17 I am not here to talk about
18 locations. We know Plainridge is the best
19 location. I'm not here to talk about
20 Plainville, we know it's a great little town.
21 Certainly, I can't say too much more about the
22 applicant. In my eyes, they are rock stars.

23 But I will say this, it's about
24 people. It's about people and the far economic

1 impact that this Category 2 license is going to
2 have. These are people with families and homes
3 and a passion for harness racing. People who
4 religiously show up for work every morning, put
5 a full day's work in. They don't get holidays
6 and they don't get sick days, much like I did
7 when I taught school. I retired with 200 sick
8 days. They get none.

9 They're blue-collared workers who
10 strive every day to provide for their families.
11 The economic impact goes well beyond the
12 horsemen and women here at Plainridge. It
13 impacts all of the businesses that are directly
14 connected to the harness racing industry. The
15 feed and equipment suppliers, the breeding
16 farms as well as the farms that provide open
17 space for our horses. These people who for
18 years have hoped that this day will come, it's
19 here. This Commission is going to make the
20 biggest decision in their lives, I promise you
21 that.

22 The quality of life for these people
23 can change forest with just the stroke of a
24 pen. Penn National has given us and our

1 industry hope with their plan to integrate
2 racing and gaming. Something they've done very
3 successfully just north of us in Bangor, Maine.

4 But we all know it takes a lot more
5 than just hope, because hope alone is not
6 enough. That hope must become a reality,
7 something this Commission can do. By joining
8 these two, gaming and racing, you will save an
9 industry with a proud history well over 200
10 years old, and it started right here, while
11 changing the lives of hundreds and hundreds of
12 people not to mention the huge economic impact
13 on the Commonwealth.

14 Penn National, Plainridge, the town
15 of Plainville and the horse standardbred
16 community have done everything humanly
17 possible. There's nothing left for us to do.
18 And if we are awarded the Category 2 license,
19 if Penn National is awarded that Category 2
20 license so many lives will change forever and
21 an industry with a storied history will live
22 on.

23 No other applicant, I want to repeat
24 that no other applicant has such a far-reaching

1 effect on so many people as Penn National. And
2 only this Commission can make all of these
3 things happen. Thank you.

4 CHAIRMAN CROSBY: Thank you.

5 COMMISSIONER MCHUGH: Thank you.

6 CHAIRMAN CROSBY: We have the
7 Finocchis? I'm sorry Mr. Poholek, sorry.

8 MR. POHOLEK: Good evening members
9 of the Commission. Thank you, for letting me
10 speak. My name is Constant Poholek, co-owner
11 of Wentworth Hills Country Club with my sister
12 and brother in-law, Karen and Elmo Finocchi
13 here to speak on behalf of, in favor of the
14 Plainridge casino.

15 Being a small-business owner, we see
16 thousands of customers through Wentworth Hills
17 Country Club and also through Heather Hill, our
18 affiliate. And thousands of people, our guests
19 travel to our courses throughout the season.

20 And this is a win for the town of
21 Plainville. Because of the fact that for the
22 golf courses, we actually see people from
23 surrounding communities not only in the
24 Attleboro, North Attleboro, Plainville,

1 Wrentham area, but we see businesses as far
2 north as Boston and the MetroWest area,
3 Worcester, Rhode Island. It's a good
4 indication to us on a daily basis where our
5 customer base comes from because we're
6 constantly always asking our customers where do
7 you drive from.

8 That being said, with the casino and
9 with Plainridge, we believe the customer base
10 will actually be not only from local but from
11 at least a 75- to 100-mile radius and more.

12 This is good for Plainville because
13 it's a destination town. Especially with
14 golfing, we find that it's more of a
15 destination. And with the Plainridge casino,
16 people will come to Plainville not only for the
17 surrounding casino and the restaurants and the
18 shopping area but they'll also come as a
19 destination and recreation area. It will
20 produce a lot of revenue and it'll increase the
21 business in an area where we're having
22 difficulty in economic times due to job losses.

23 With the Marquee Program at Penn
24 National I spoke with representatives. The

1 Marquee Program is something with the business
2 affiliates that would actually help the
3 community. They're actually giving dollars
4 back to the community through Plainridge
5 through their customer appreciation program.

6 We as a local business would
7 participate in the Marquee Program enhancing
8 the area by allowing their customer base to
9 spend dollars in various businesses in a
10 community, such as the restaurants, such as the
11 recreational facilities of Wentworth Hills,
12 Heather Hill Country Club, the surrounding
13 Wrentham Outlet. Through the affiliate
14 program, we're able to not only as a
15 destination, the customer base would drive not
16 only the casino but it would also increase with
17 the Wrentham Outlets.

18 So, the impact that it would have on
19 the community would be such that it would
20 actually benefit us in the community. So, I
21 think it's a wind for the community. We are
22 lucky to have an organization such as Penn
23 National come into the community and we welcome
24 them as a local business owner.

1 CHAIRMAN CROSBY: Thank you very
2 much.

3 COMMISSIONER MCHUGH: Thank you very
4 much.

5 COMMISSIONER CAMERON: Thank you.

6 CHAIRMAN CROSBY: I think we are
7 ready to invite members of the public in
8 general. There are 30 or so anyway who have
9 signed up here, something like that. We are
10 anxious to hear everybody's comments, but we
11 would ask you for reasons which are obvious to
12 please do us and the other people who wish to
13 speak the favor of keeping your comments very
14 brief.

15 If you have something new to say, we
16 are particularly interested in hearing that.
17 But if you want to reinforce points that have
18 been made before, pro or con, we are anxious to
19 hear it but hope you will please do it as
20 succinctly as you possibly can out of deference
21 to all of us.

22 I'll read off the names of people as
23 they are on this sheet. And just why don't a
24 handful of you begin to line up. Lenny

1 Calderone, Tom Lawler, Gerard Dhooge, Mr.
2 Merrick I think we heard from. Ned Merrick we
3 heard from. Tom Mello, Mark McEvoy, come on,
4 Sir.

5 MR. CALDERONE: Good evening,
6 Chairman Crosby, members of the Massachusetts
7 Gaming Commission. My name is Lenny Calderone.
8 I am the track announcer and simulcast director
9 at Plainridge Racecourse.

10 I'm here tonight to represent my
11 fellow employees at the racetrack. When told
12 about tonight's public meeting, all of the
13 employees wanted to be here and I know most
14 are. Just a handful of others could not be due
15 to their working responsibilities at the
16 racetrack, which we're open for simulcasting
17 tonight. So, that's where they're at.

18 Whether here nor there, our
19 employees do have a message. The message is
20 clear. The message is simple. We have all
21 come too far for too long to have such a golden
22 opportunity pass us by without weighing in on
23 the potential outcome.

24 Like myself, most of my fellow

1 employees have worked at Plainridge Racecourse
2 since the track opened in 1999. During the
3 past 14 years we have all seen our share of
4 good times and bad times but through it all we
5 have endured. We've endured because we have
6 all bunkered down during tough times to make it
7 work.

8 Working at Plainridge Racecourse has
9 become a way of life and we do not want it to
10 end. The past several months have brought
11 uncertainty. However, Penn National Gaming's
12 option to buy Plainridge Racecourse has given
13 us all hope. In this hope lies our dream. A
14 dream of prosperity where we can continue
15 working and making a living at what we do best.
16 A dream of a thriving racing and gaming
17 facility that will give us all a better
18 opportunity to grow. A dream of a racing
19 industry that is kept alive where everyone can
20 prosper. And a dream of a thriving community
21 right here in our town of Plainville,
22 Massachusetts.

23 In closing, Chairman Crosby, members
24 of the Gaming Commission, the employees at

1 Plainridge Racecourse leave you one final
2 thought. We are standing on the doorstep of
3 destiny. Let's seize the moment. Please do
4 not let our dreams die.

5 We respectfully ask that you grant
6 Penn National Gaming a slot license and let us
7 prove to you that Plainridge Racecourse is the
8 right location and the right choice to make.
9 Thank you.

10 CHAIRMAN CROSBY: Thank you.

11 COMMISSIONER CAMERON: Thank you.

12 COMMISSIONER MCHUGH: Thank you.

13 MR. LAWLER: Hi, my name is Tom
14 Lawler. I'm a Plainville resident. And I am
15 representing the Plainville Lions. Mr.
16 Chairman and members of the Commission, the
17 Plainville Lions Club is firmly supporting the
18 application of Penn National Gaming to operate
19 an expanded gaming facility at the Plainridge
20 Racecourse in Plainville, Mass.

21 I'm sure that you are aware of the
22 great humanitarian work that the Lions Clubs
23 do. And our club is no exception. The
24 community service work we do for Plainville is

1 second to none and every dime we raise goes
2 back into the community as required by our
3 constitution and bylaws of the Lions Club
4 International. Since Penn National Gaming has
5 stepped into the picture, we were naturally
6 concerned that one of our major community
7 supporters would go by the wayside.

8 Thankfully, Penn National has stepped up and
9 convinced us not only by word but by actions
10 that they will be the partner for community
11 service that we have come to count on.

12 They have a long history of
13 community involvement around the country that
14 we know will be replicated here in Plainville.
15 And we look forward to a long-term partnership
16 with them. We have met with several of the key
17 personnel from Penn National, and we took an
18 active role in the Get Out to Vote for the town
19 effective last month.

20 They are the real deal. They say
21 what they mean and they mean what they say. We
22 find them extremely refreshing for corporate
23 America. We believe that they are deserving
24 for this license they seek. And we

1 respectfully ask the Commission to grant a
2 license for a Class 2 gaming facility to Penn
3 National and Plainridge Park Casino. Thank you
4 for your time for hearing me.

5 COMMISSIONER CAMERON: Thank you.

6 COMMISSIONER MCHUGH: Thank you very
7 much.

8 CHAIRMAN CROSBY: Thank you very
9 much.

10 MR. DHOOGHE: Mr. Chairman, members
11 of the Commission, thank you for the
12 opportunity speak here tonight. My name is
13 Gerard Dhooge. I am the Seafarers
14 International Union New England agent. I will
15 be brief in my comments. I just want to give
16 you some additional information to follow up on
17 the comments and the information you received
18 earlier tonight from national officials. In
19 fact, I know on the face of this that it
20 appears, I can tell by the look on your faces
21 that you were a little perplexed as to how
22 Seafarers who represent professional merchant
23 mariners have become involved in the gaming
24 industry.

1 And it started quite truthfully
2 prior, 10 years prior to the change in federal
3 law in the early 1990s, the late 1980s that
4 enabled casino riverboat gaming largely in the
5 Midwest. It started earlier with our
6 involvement with a company called American
7 Hawaii Cruises in the Hawaiian Islands. They
8 had a three-ship fleet which transversed in
9 opposite directions on a regular schedule the
10 islands of Hawaii.

11 We became involved because not only
12 did those vessels as naturally required would
13 require the classifications of (INAUDIBLE) and
14 all the other assorted ratings that are
15 required in the Coast Guard for the operation
16 on the US domestic maritime vessel. But there
17 was a whole list, as you can imagine, of
18 classifications that had to deal with
19 hospitality. Whether it be the bartenders or
20 waiters or waitresses or hospitality staff,
21 cleaning staff, a large number of
22 classifications in the steward department,
23 which quite frankly went on for two full pages.
24 That set the basis for our involvement in the

1 riverboat gaming industry when it was finally
2 enacted in the early 1990s.

3 At the very beginning of the
4 conversations we had with multiple companies
5 who were interested in securing the licenses as
6 operators for these riverboat gaming licenses,
7 we offered to be able to fulfill their
8 requirement via the Coast Guard that you have
9 trained and certified maritime personnel. What
10 we brought to the table was the fact that we
11 already had a decade of experience in
12 identifying, training and putting people in
13 jobs on those vessels in the Hawaiian Islands.

14 As it morphed over a couple of
15 years, the riverboat gaming industry largely
16 had a sale before gaming operations could take
17 place. For a number of factors, the Coast
18 Guard and local states changed that requirement
19 soon because there are a large months of the
20 year due to inclement weather in the winter
21 months and the summer months when there is the
22 dry spell that the vessels couldn't leave the
23 dock and in fact couldn't generate revenue but
24 through gaming operations which would then be a

1 detrimental factor for the states who had
2 planned serving the communities and projections
3 of revenue.

4 Over these last 20 years we have not
5 only worked with Penn National, we have worked
6 with and for a number of companies. In fact, a
7 short list of the states that we represent
8 members represent workers in the facilities for
9 the casino gaming and hospitality in Michigan,
10 Missouri, Ohio and Illinois, Kansas and in
11 Maryland.

12 We work closely with a number of the
13 other local unions. That's why we are
14 partnering with the Machinists. We each bring
15 a different and unique skill set to this. And
16 we were able to match up those skill sets with
17 the history that we have, with the expertise
18 and the vast different classification of jobs
19 that the Machinists have.

20 In addition, you should also note
21 too that we just don't partner with the
22 Machinists. We have partnered with other
23 organizations like the United Food and
24 Commercial Workers. We represent workers in

1 their facilities in Maryland. So, I'd be happy
2 to answer any questions you might have as to
3 why the Seafarers are involved with Penn
4 National. We have a long, strong and very good
5 relationship with Penn National.

6 They are a very good employer. They
7 provide for their employees. And I can
8 guarantee you from experience that whatever
9 they tell you here tonight, any representation
10 they make, they will work hard to keep that
11 commitment. I thank you for the opportunity to
12 speak. And if there's any questions I might
13 answer in addition, I'd be happy to.

14 CHAIRMAN CROSBY: No, that was very
15 helpful. Thank you.

16 COMMISSIONER MCHUGH: Thank you.

17 COMMISSIONER CAMERON: Thank you.

18 MR. MELLO: Tom Mello, this side.
19 Tom Turkey, this side. I'm a horse shoer and
20 I have a turkey farm and I'm really proud to be
21 in front of all of these successful people.
22 And I want to thank Penn National for stepping
23 up. I have a dream.

24 CHAIRMAN CROSBY: That's the turkey

1 side.

2 MR. MELLO: Now that's not right.
3 I'm going to get kicked out. We are really
4 fortunate that Penn National stepped up. My
5 dream is I have two boys and five
6 grandchildren. My past experience I've been
7 through nine racetracks closed in my lifetime.
8 I worked in nine different racetracks and they
9 all closed. And I am hoping that I won't add
10 another one.

11 I want to talk a little about why I
12 say horseshoeing on this side, turkey on this
13 side. My father was a successful farmer. And
14 he wanted to be. My best friend Jimmy Mitchell
15 on the other side was successful horse shoer
16 that he only had two daughters and one son. I
17 was the son he wanted to be. So, I had my
18 father telling me you've got to be a farmer.
19 Jimmy telling me you've got to be a horse
20 shoer.

21 At Plainridge, I won the president's
22 award, the appreciation award. I shod some of
23 the best horses. We should all be proud of Al
24 Ross and everybody that lives in Massachusetts

1 that the Massachusetts home bred, born, raised
2 by Al Ross won the biggest race that you could
3 win this year. And I think he won his dream.

4 My dream is that Plainridge still
5 stays open. The farm keeps going and one of my
6 grandchildren or my sons can take it over
7 because that's my dream. And I'm so happy to
8 be in the building with so many successful
9 people that I'm sitting back and say I wish
10 that's my daughter or my son or my
11 granddaughter or my grandson sitting up there.

12 I want to just thank you for having
13 me as to this little opportunity to talk to you
14 people. I hope you vote the right way. Thank
15 you.

16 COMMISSIONER ZUNIGA: Thank you.

17 COMMISSIONER CAMERON: Thank you.

18 CHAIRMAN CROSBY: Thank you. Mr.
19 McEvoy, Art Roy, Jack is it Lane or Lank, Jack
20 Shepardson, Chris Murphy.

21 MR. MCEVOY: Good afternoon, Mr.
22 Chairman and fellow Commissioners. My name is
23 Mark McEvoy and my wife Kathy and I have lived
24 Plainville for just under 39 years. Both of

1 our children were born and raised here.

2 I am speaking to you today in
3 support of Penn National being awarded the
4 license. I am going to give a little twist on
5 this because as part of my 39 years here in
6 Plainville, I was on the finance committee for
7 five years. So, I might come at it from a
8 little bit of a different perspective.

9 We talked about the loss. Joe
10 talked about the loss of the harness racing
11 fees if we didn't get the license. But from my
12 perspective that's not the bottom line.
13 Because over the course of time as budgets
14 continue to rise, there would have to be severe
15 cuts if we didn't have such a good revenue
16 stream as what Penn National can provide.

17 Without a thriving commercial base,
18 town budgets will continue to be squeezed and
19 cut. Taxes will likely escalate to the point
20 where many of us have a hard time paying our
21 taxes and may in fact ultimately wind up losing
22 our homes because we can't pay them. I'm not
23 talking about this being an instantaneous
24 process but over the course of many years.

1 In my humble opinion, I think Penn
2 National from what I have seen and it's a
3 first-class organization for sure. And I have
4 been a bean-counter for a longtime. Sat with a
5 lot of lawyers. Sat with a lot of accountants.
6 Penn National is the cream of the crop from my
7 perspective.

8 Mr. Chairman, after hearing all of
9 the arguments, I would respectfully ask you and
10 your fellow Commissioners to award the license
11 to Penn National so that we won't have to
12 suffer any of these setbacks and that we can
13 continue to grow and prosper and thrive as a
14 community at whole.

15 I kindly thank you all for giving me
16 the opportunity to speak, and eagerly await
17 your decision at the end of February.

18 COMMISSIONER ZUNIGA: Thank you.

19 COMMISSIONER CAMERON: Thank you.

20 COMMISSIONER MCHUGH: Thank you.

21 MR. ROY: Arthur Roy, 74 Warren
22 Street, Plainville, the western part of the
23 town, the horse farms most of them are over
24 there. A few points I want to mention to you,

1 just four or five.

2 One is I'm also a member -- I'm the
3 chairman of the board of registrars. And it
4 was mentioned about 76 percent voted in favor
5 this back in September. We also had 37 percent
6 of the registered voters turned out. That was
7 the highest of the three towns that voted. The
8 other comment as was mentioned about the fee
9 that Mr. Fernandes and you had a discussion
10 with and Mr. McEvoy just expounded on. I too
11 wanted to go further and that is back in, and I
12 forget the year Foxboro Park closed, but when
13 it closed there were a couple of horse farms
14 that went out of business.

15 They sold to developers.
16 Developments went there and so you had real
17 estate taxes, which is a burden to towns. Most
18 of the farms in town stayed in business and
19 thankfully Plainridge stepped up and were
20 operational in '99. And some of them have
21 actually expanded since then.

22 My concern, and I think you've heard
23 it from many politicians and speakers that this
24 is about saving the standardbred racing

1 industry not only in Plainville but in the
2 state. That graph that last graph that had all
3 of those farms and vendors displayed, how many
4 of those are going to remain in business if the
5 standardbred business industry goes away? How
6 many will move to Maine or New Jersey or New
7 York? And what will happen to that land? Will
8 they be turned into developments and a tax
9 burden on those towns because there'll be
10 houses. That's something to consider when
11 you're making your decision.

12 Another point is, my last point
13 actually is a couple of the politicians, a
14 senator and a representative got up and spoke
15 about the great venues surrounding this
16 community. That this would be a great
17 destination place, what was it called, the
18 center of the universe. Well, I hope that you
19 grant Plainridge and Penn National the license
20 so that Plainville can have its great venue.
21 Thank you.

22 CHAIRMAN CROSBY: Thank you.

23 COMMISSIONER CAMERON: Thank you.

24 MR. LANK: Good evening,

1 Commissioners. Thank you very much. My name
2 is Jack Lank. I am the president of the United
3 Regional Chamber of Commerce and we cover 16
4 communities that surround Plainville.

5 Many people have spoken to you about
6 how great Penn National is. I have to
7 reinforce that. We were one of the first
8 organizations that they reached out to. They
9 have reached out to most of my membership in
10 all of the 16 communities. We are very proud
11 to partner with them with their last vendor
12 fair and job fair where we had hundreds of
13 people come in. Many dozens of my members come
14 in to talk about doing business with them, all
15 of the different vendors from the sign vendors
16 to the contractors.

17 Everything that Penn National has
18 said since their coming to this region has come
19 true. Everything that they've promised,
20 they've come through with. So, my board of
21 directors has submitted a letter to you in full
22 support of giving them this license.

23 One of the things that you touched
24 on a little bit earlier is the employment of

1 the veterans. I am proud to say that I am on a
2 national board for the US Chamber of Commerce.
3 In October, I was down in Washington, DC and I
4 met with the vice president of Hiring Our
5 Heroes, which is the program through the US
6 Chamber for hiring all of the veterans.

7 And they've already promised us that
8 when Penn National is ready, they will come up
9 and partner with us to help hold job fairs for
10 the veterans and for all of the veteran owned
11 businesses in the area. So, I think these guys
12 have covered the bases as far as every facet of
13 our region.

14 This isn't just going to be a boost
15 for Plainville. It is going to be a boost for
16 the entire region. And I'm responsible for the
17 16 communities and the businesses that are
18 there.

19 And I did speak to you once over in
20 Wrentham. This does have that ripple effect.
21 Every small little business in the area is
22 going to benefit. Somebody needs a coffee
23 before they get there. They need bread and
24 milk before they go home. That's where this

1 money is going to go because every dollar spent
2 in a community, \$.68 stays right here in the
3 local community. So, we would wholeheartedly
4 like to endorse Penn National and all of their
5 partners. And we hope that you will vote in
6 their favor. Thank you very much.

7 COMMISSIONER CAMERON: Thank you.

8 COMMISSIONER MCHUGH: Thank you.

9 COMMISSIONER STEBBINS: Jack, Jack,
10 before you walk away, we've reached out to a
11 number of chambers. As you probably know, we
12 are inviting your feedback on the current
13 licensing regulation hearing process that we're
14 going through, especially with respect to
15 vendors. So, we hope you'll weigh in and give
16 us any thoughts and feedback you have on those
17 regs.

18 MR. LANK: We did. And I hosted one
19 of the conference calls to talk. It was just
20 not that long ago that we held a conference
21 call. It is a very fair process. It's a
22 difficult process. You folks have a big
23 decision to make. And there's an awful lot of
24 people putting pressure on you. I'm sure there

1 is.

2 One of the things that I did do is I
3 took the time to reach out to some of my
4 cohorts in crime, so to speak, other chamber
5 executives from around the country from where
6 they have their other facilities. Everything
7 again that they have said has come true.
8 They've dealt with the local vendors. The do
9 90 percent of local business. It has enhanced
10 every single community that they have been
11 involved in. And I've spoken directly to the
12 people who they have partnered with out in
13 those different regions. It has been really,
14 really successful and we hope that it continues
15 here.

16 COMMISSIONER STEBBINS: Thank you.

17 COMMISSIONER CAMERON: Thank you.

18 MR. LANK: Thank you very much.

19 MR. SHEPARDSON: Hi, Commissioners.

20 COMMISSIONER MCHUGH: Hello.

21 COMMISSIONER CAMERON: Hello.

22 MR. SHEPARDSON: Jack Shepardson, 7
23 Branch Avenue, Lake Mirimichi. I've been a
24 professional taxpayer in Plainville for the

1 last 52 years, not to mention to the
2 Commonwealth too. I'm kind of an oddity I was
3 told. I don't know why.

4 CHAIRMAN CROSBY: We're getting an
5 idea.

6 MR. SHEPARDSON: I got to do a
7 little more than the average citizen did in
8 relation to getting to know the fine gentlemen
9 to my right side and they are not turkeys.

10 They are screaming eagles when it comes to
11 energy and getting things done.

12 My concern is representing the 1325
13 seniors, because I haven't seen any up here
14 yet. But speaking for myself and only myself,
15 my concern is the open land issue, the senior
16 citizens clubhouse and other things that are
17 subsidized by charity events.

18 One of the big concerns about
19 seniors along with others as Mark has spoken
20 about is losing their homes because the tax
21 base will erode if we don't get the extra cash
22 flow.

23 One of the things that happened to
24 me, I made the mistake of going to the

1 Plainridge office down on Route 1 and met
2 Dominic Longobardi. Now Dominic thinks I'm on
3 staff because I go down there so much because I
4 am retired and live a boring life. So, I got
5 to go and get a VIP presentation at the track.
6 Over 52 years I've been here, I might have been
7 to the track six times. Now they have to kick
8 me out.

9 So, I got to see the restrictions
10 put on by the state. I met the regulators at
11 Plainridge. I met the police staff that are at
12 Plainridge that monitor this. And it's well
13 preserved. It's hard to breathe when you got
14 big brother looking over your shoulder every
15 time you turn around.

16 I also got to meet the Penn people,
17 Jeff Morris and Eric Schippers, who now they
18 think I'm on staff because I've been bugging
19 them so much. I've been to Boston and all
20 that. But my concern like I say is the open
21 land. It's very important to me because I'm on
22 the conservation committee. And I know there's
23 these developers they call 40B vultures who are
24 just waiting to land on some of this prime

1 land. And I certainly don't want to see that.
2 I think some of my other senior friends would
3 agree to that also.

4 So, the only way to keep these lands
5 open is either one, we buy the land, which we
6 are cash poor, so that's not going to happen.
7 The other is these good people on my right
8 side, Penn National. And I've got to know
9 these guys on many occasions, because like I
10 say I've been to Boston with them and all that
11 kind of stuff. And they're for real. They
12 talk the talk and they walk the walk.

13 With that said, I hope to see you
14 again in February for the ribbon cutting.
15 Thank you.

16 COMMISSIONER CAMERON: Thank you.

17 CHAIRMAN CROSBY: And Mr. Murphy,
18 Chris Murphy and Marcia Benes, Ellen DeAngelis,
19 Charles Smith.

20 MR. MURPHY: Good evening.

21 CHAIRMAN CROSBY: Good evening.

22 COMMISSIONER CAMERON: Good evening.

23 MR. MURPHY: My name is Chris

24 Murphy. I am 22-year resident of Plainville.

1 My wife and I are in the midst of raising our
2 three children here in town. I'm also in front
3 of you as the president of the People for
4 Plainridge Committee.

5 As thus, I speak for the 76 percent
6 of the people who had voted for this, voted for
7 these gentlemen, voted for the horsemen, voted
8 for the employees of the track. However, my
9 thunder has been stolen, I have to admit. I
10 have nine different points I wanted to bring
11 up, eight of them have been talked about. So,
12 in deference to your time, the time of the
13 folks here, I will make it very, very brief.

14 Also, I trust that the Commission
15 was able to find Plainville with no problem due
16 to its extraordinary conveniently located to
17 Routes 1, 95, 495 and 295. I believe so?
18 Good. I know in Wrentham, Chairman Crosby had
19 a little trouble getting to Wrentham, but we'll
20 move on from that.

21 CHAIRMAN CROSBY: Plainville was
22 easy, no problem.

23 MR. MURPHY: Very well, very well.
24 Because my thunder has been stolen and because

1 everything I wanted to talk about has been
2 basically mentioned to you, I would like to
3 cede my time, my two to three minutes that I
4 had here to any of the opponents of the track
5 that are here this evening.

6 So, I would gladly step aside and
7 welcome any opponents of the track to come up
8 and speak in my place. I do reserve two
9 minutes at the end of this gentleman's time.

10 MR. EARNST: Thank you. I
11 appreciate that and I thank you for the time to
12 speak. My name is Collin Earnst. I'm a
13 resident of Foxboro. I unofficially represent
14 the parents of young children. As you may have
15 noticed, it's a fairly homogeneous crowd here
16 tonight. A 4:00 to 7:00 PM meeting is an
17 almost impossibility for parents with young
18 children with sports, afterschool activities,
19 CCD. And difficult for working professionals
20 like myself to have to take time off of work to
21 be here, but this is an important issue.

22 I want to tip my hat to those in the
23 horseracing industry here tonight. I admire
24 you and thank you for your work as a part of

1 the fabric of Massachusetts. However, I
2 question as to whether much of this discussion
3 was about the suitability of a casino or
4 whether the state should use some of its
5 newfound tax dollars to subsidize the
6 horseracing industry and save those jobs,
7 rather than put in motion the widely accepted
8 and documented negative impacts of casino
9 gambling.

10 As mentioned, I'm a resident of
11 Foxboro, a community that has vehemently
12 opposed casino gambling in this area as have
13 many of Foxboro's neighboring towns. In fact,
14 I probably live closer to the Plainridge
15 facility than most of the people here who live
16 in a neighboring town.

17 My intent is not to vilify Penn
18 National nor the Gaming Commission. Please
19 allow me to set some context though. I want to
20 remind with respect the Commission of a recent
21 interview on New England Cable News. In that
22 September 13 interview, Mr. Commissioner, you
23 talked about local control of casino related
24 decisions and the resulting impacts on

1 communities. During that interview, you were
2 asked whether you wanted a casino near your
3 home. For those of you who missed the
4 interview, his response was just as long it's
5 not too close and cited concerns about property
6 value. As long as it's not too close to your
7 home.

8 I would ask all of the Commission
9 members to please put yourself in my shoes as
10 you listen to my comments that follow. Please
11 consider the burden to neighboring towns not
12 met by mitigation. I disagree with the
13 statements made earlier that mitigation is
14 above and beyond. I believe in fact that it is
15 insufficient.

16 Bear in mind that the mitigation has
17 not been adjusted to reflect the vastly
18 expanded scope and marketing activities planned
19 by Penn National. I don't think anyone here
20 would disagree that what Penn has promised
21 dwarfs Plainridge's existing current operations
22 in their initial proposed plans. Yet
23 mitigation has not been adjusted for Penn
24 National's plans, and there are no assurances

1 that it will be.

2 Penn National's touted their 4.3
3 million person database. Already alluded to in
4 their earlier presentation was the fact that
5 traffic may be beyond expectations and capacity
6 requiring off-site shuttling and parking.

7 The commercial that was shown
8 earlier tonight was as much about the alcohol
9 as it was about the slot machines. Certainly,
10 there were more images of alcohol than
11 horseracing. Think about this and consider the
12 burden on police and fire departments. Think
13 about the free alcohol and the aforementioned
14 crowded parking lots. And consider the proper
15 mitigation of alcohol-related motor vehicle
16 homicide as those drivers take to the road.

17 Maybe Penn's mitigation is
18 sufficient for the expanded scope as long as
19 it's not near your home. The burdens of casino
20 gambling are very real, police, fire, roadway
21 infrastructure to educate an influx of ESL
22 students, problem gambling, other social
23 burdens. These are challenges that small towns
24 like ours are not equipped to bear that burden.

1 The proposal as it stands is
2 woefully inadequate and should not be
3 considered. Speaking on behalf of my neighbors
4 in Foxboro, it is irresponsible to award the
5 license to Penn National as it represents a
6 significant and unreasonable burden not
7 addressed by mitigation to Plainville and
8 surrounding towns.

9 Finally, my comments may not
10 outweigh the others you've heard in support of
11 horseracing or even those in support of the
12 casino. But I ask that you hear my voice of
13 opposition as if you were in my shoes. I am
14 fully aware that the Commission's job is to
15 introduce the Commonwealth to the successful
16 and ethical development of gaming.

17 Let me also remind you that you have
18 the responsibility to represent the rights of
19 those who are opposed to casino gambling for
20 all proposed casinos and all residents not just
21 when the site is too close to your home. I do
22 thank you for your time. I thank you as well.

23 COMMISSIONER CAMERON: Thank you.

24 CHAIRMAN CROSBY: Thank you very

1 much, Mr. Earnst.

2 I will say that Maryann Grenier who
3 has been one of the one of most forceful and
4 articulate opponents and who has given us a
5 great deal of information was here. She left a
6 six-page statement that we all have and we will
7 read. She is not able to be here.

8 But I just wanted to recognize that
9 she has taken the time to put together a long
10 statement, which will attend to. Go ahead.

11 MR. MURPHY: Thank you. Mr. Earnst,
12 thank you for your well worded comments.
13 Within those comments you started to talk about
14 alcohol and crowded parking lots and things of
15 that nature. And I thought you were talking
16 about Gillette Stadium every weekend. But
17 aside from that.

18 Foxboro has their moneymaker.
19 Plainville, as Mr. Fernandes has clearly
20 indicated and Mr. McEvoy clearly indicated who
21 sat on the finance committee for five years, is
22 in darn near dire straits. We have cut and
23 cut. We have turned off our streetlights. I'm
24 raising three kids on a dark street. And it

1 is, it is very dark on my street.

2 This is my impassioned plea as a
3 father who wants every opportunity to raise my
4 children in a town where I won't be taxed out
5 of my house. Where I can take that money that
6 I don't have to pay to the state or the town
7 and put it toward my child's college education.
8 Three kids on their way to college. One in,
9 one starting next year, one starting in five
10 years, it's a daunting task. Anything that is
11 going to lend itself to expanding the
12 opportunities for my children, I am in favor
13 of.

14 We live in the busiest corridor in
15 the United States. We will experience growth.
16 That is undeniable. Through the newspaper
17 reports, radio reports, TV reports, it is my
18 concerned and considered and educated opinion
19 that gaming will arrive in this state. How we
20 handle that is very important.

21 We have the ability right now to
22 handle that in a prudent manner by dedicated
23 people who see what's coming at us. We can do
24 this as a collective.

1 I have coached softball, baseball
2 and soccer for the last 17 years since my
3 oldest, 22-year-old son was this tall.
4 Plainridge came to town -- Charlie Smith, help
5 me out. Plainridge came to town 14 years ago.
6 By the way, the gentleman who named Plainridge
7 is sitting right there, Charlie Smith, former
8 selectman.

9 Plainridge from day one stepped up
10 to buy advertising, to sponsor teams, to hold
11 raffles that benefited youth athletics.
12 Plainridge allowed my son as a Boy Scout of
13 America, who is an Eagle Scout now, to collect
14 cans from the track for four solid years to
15 raise money for his Eagle project. Plainridge
16 has been a phenomenal neighbor.

17 Much like I assume Gillette Stadium
18 and the Kraft group has been a phenomenal
19 neighbor to the purses and pocketbooks of
20 Foxboro. However, we have an opportunity here
21 that is within our grasp, within sight and I
22 encourage you in the strongest manner to grant
23 this license to this group and this town in
24 February. Thank you very much.

1 COMMISSIONER CAMERON: Thank you.

2 COMMISSIONER ZUNIGA: Thank you.

3 COMMISSIONER MCHUGH: Thank you.

4 CHAIRMAN CROSBY: Marcia Benes,
5 Ellen DeAngelis, I think Jean Marchant already
6 spoke, Michael Rosenblatt. Oh, this is from
7 the planning board, welcome.

8 MR. DEANGELIS: Thank you, Ellen
9 DeAngelis, 10 Maple Terrace in Plainville,
10 Mass. I'm a Plainville resident. First of
11 all, Chairman Crosby, I want to say that I
12 listen to you whenever you are on Nightside
13 with Dan Ray.

14 CHAIRMAN CROSBY: Thank you.

15 MS. DEANGELIS: And I find it very
16 informative and educational. And because I
17 always come to all of these meetings, it helps
18 me understand more about what the Gaming
19 Commission is all about. So, I appreciate
20 that.

21 I want to speak to a couple of
22 comments that the opposing person took. I had
23 to take time off work to come here today
24 because it was a very important meeting. And I

1 didn't mind taking work off today because I
2 knew I needed to be here to speak in favor of
3 Penn National.

4 The other thing is that when that
5 person spoke about Penn National having to
6 shuttle their workers to the site when there is
7 too much traffic, the Wrentham Outlets, every
8 Black Friday shuttles their employees to the
9 Outlets. They cannot park at the Outlets and
10 there's a lot of parking up there. I know this
11 because I go to St. Martha's Church and they
12 actually have used our parking lot a couple of
13 years to let their employees park there. So,
14 that's not uncommon. I think it's great that
15 Penn National is taking the time to work with
16 the surrounding areas to let them use their
17 parking. It's very smart.

18 The other thing is that I live off
19 of exit 15, which is the Wrentham Outlet exit.
20 And I can't use that exit most of the time
21 during the summer, when there's long weekends,
22 holidays, big sales going on up there, Black
23 Friday. I always have to use Route 1. So, the
24 fact that Route 1 is actually going to be made

1 easier to get on and off of if Penn National is
2 granted this license makes me very happy
3 because at least I know I'll still have a way
4 to get home.

5 Just a couple of more, I want to let
6 Penn National know that I appreciate the level
7 of education that you've given to all of us in
8 the short time that you've been here. They had
9 to do a lot of ramp-up and so forth. We all
10 had a little of information, but now we have a
11 lot. And we were able to digest it and do a
12 lot of great thinking about it to be able to
13 come to our 76 percent vote just a few months
14 ago.

15 Then the last thing is so, I do go
16 to St. Martha's Church down in Plainville. And
17 we just had our church fair. And we get people
18 from all surrounding communities. A lot of the
19 comments that were going on through the day was
20 about Penn National. And I did not hear one
21 negative comment.

22 I heard everybody say how happy they
23 would be if Penn National could get the
24 license. How many people would either

1 themselves or have family members that would
2 apply for jobs at Penn National. And they
3 appreciated the fact that you didn't have to
4 come in with any formal training to the jobs at
5 Penn National that they actually would train
6 you in whatever job that you would be able to
7 get.

8 Some people actually said that they
9 would actually come up with a song and dance
10 just to have a job at Penn National right here
11 in their hometown. That's all I want to say.

12 CHAIRMAN CROSBY: Thank you very
13 much.

14 COMMISSIONER CAMERON: Thank you.

15 CHAIRMAN CROSBY: Charles Smith,
16 Michael Rosenblatt. Mr. Smith.

17 MR. SMITH: Good evening, members of
18 the Commission. My name is Charles Smith. I
19 am a former selectmen, and I'll give you a
20 little trivia. I was the chairman of the board
21 of selectmen when Plainridge came to town.

22 They approached me when they were in
23 Foxboro and said they had to move out and came
24 to me and said do you think they would accept

1 us in Plainville. You've got a large gravel
2 pit over there, 90 acres off of 495. My answer
3 to them then was tell me what you can do for
4 Plainville and then I'll tell you whether or
5 not I think you belong here.

6 I take that same perspective tonight
7 when I look at and listen to Penn National.
8 Like Doug Flutie, I'm a lifelong Massachusetts
9 resident. I came to Plainville when I went to
10 work for Texas Instruments in 1980 and
11 purchased a home and I've been here ever since.
12 My concern is for the town and the people of
13 this town. And even though I served in the
14 planning board in the 80s and as selectmen in
15 the 1990s, and because of a commitment to my
16 family, I did not serve beyond the six years as
17 a selectman. And my daughter who is now in
18 college appreciated that.

19 But I never lost my concern, my
20 commitment for this town. When I retired from
21 Texas Instruments in 2000 after 20 years, I
22 went into a partnership in a Chinese restaurant
23 in Attleboro, which takes up a great deal of my
24 time. Alluding to your diversity statement

1 earlier, our restaurant operations is two-
2 thirds minority. I being the only Caucasian.

3 And I'll offer tonight to Penn to
4 use our facility. We have an 8,000 square-foot
5 place. We have a big conference and function
6 room there. If these folks want to come down
7 and use it as a place to meet and plan and
8 discuss and so forth, they are entirely welcome
9 free of charge.

10 What I say to you is the day that I
11 stood up at the hill at 495 with the people who
12 were the entrepreneurs who put Plainridge in
13 place, we stood there and we looked around. It
14 was a huge gravel pit with 495 and Route 1.

15 And across the way was a mountain
16 that use to be the landfill. And that was
17 Plainville's source of income for years. And
18 that landfill dried up. I turned to them and
19 they said Charlie, are there any markers, any
20 features any landmarks here? I said all we've
21 got is a plane ridge looking down over this
22 gravel pit. And that's how the name came
23 about. And here we are today.

24 So, if anybody is mad about

1 anything, they should blame me because I'm the
2 guy that started the ball rolling back there in
3 the 90s.

4 CHAIRMAN CROSBY: I am going to
5 remember you said that when people talk to us.

6 MR. SMITH: I understand. Yes,
7 sure. I can take a beating. And I wish Doug
8 Flutie would have stuck around, because he was
9 always accused of not being tall enough. If he
10 stood next to me, he would have felt real tall.
11 So, come on back, Doug.

12 What I'm saying to you is to me, and
13 I wrote a lot of editorials in the Sun
14 Chronicle, and a lot of authored pieces over
15 the years. And I used to always allude to the
16 importance about revenue and jobs in a small
17 town like Plainville.

18 And I made a reference one time, I
19 said a town without jobs and revenue is a bird
20 without wings. We don't want to be a bird
21 without wings. We need something here. We
22 need development in this town. And I always
23 fought for that all of the years I was in
24 office. And I will fight to it as long as I

1 live.

2 And what I think at this point in my
3 judgment, and I know this prevails throughout
4 the town, we feel this is a town of great
5 people. It's a great little town. I think
6 we've got a group here from all I've read and
7 heard and seen, and I've followed this and this
8 is the first time I've come forward and spoke,
9 but I've followed this whole process. And in
10 my mind, Plainville and Penn National are a
11 match made in heaven. And I urge you to
12 consider them and certainly bring them to our
13 town. And we'll work together to make this a
14 better town, a better state and everybody will
15 prosper. Thank you.

16 COMMISSIONER CAMERON: Thank you.

17 CHAIRMAN CROSBY: Thank you then
18 much. On my list I have the name of a
19 gentleman from the planning board, Stanley
20 Widak. You are the last speaker, I think, Sir.

21 MR. WIDAK: Stanley Widak,
22 Plainville planning board chairman. We gave
23 the original decision to Ourway Realty. First
24 of all, Jack is a newcomer to me in the town of

1 Plainville. Where Plainridge was as Charlie
2 expressed, it was a gravel pit. I used to ride
3 horses there before 495. So, I'm a little
4 familiar with the area.

5 The only thing that concerned me
6 tonight was the fact that Gayle asked if the
7 DOT would not approve the bypass. And I was a
8 little nervous to hear the DOT would not
9 approve that. And I'm just hoping that the
10 Commissioners use their strength to make sure
11 that DOT approves that because that would take
12 less traffic off of our local roads. Thank
13 you.

14 CHAIRMAN CROSBY: Thank you, Sir.
15 Anybody else? I think I mentioned earlier we
16 will not adjourn this meeting formally. We
17 have to wait until we get all of the
18 surrounding community agreements in. We will
19 then reconvene probably here in town and we're
20 not quite sure what the format will be. But we
21 will not conclude the meeting until then.

22 In the meantime, I would like to say
23 on behalf of the commission -- I'm sorry I
24 apologize. Thank you. The applicant -- I'm

1 sorry that's two things I skipped. I'm sorry.
2 We have the town of Plainville had a chance to
3 make their presentation, Town Manager Fernandes
4 if you would like to, and also the applicant
5 had its chance to make a closing. My
6 apologies, thank you.

7 COMMISSIONER MCHUGH: Mr. Fernandes
8 made his.

9 CHAIRMAN CROSBY: He made his?

10 COMMISSIONER MCHUGH: Yes.

11 CHAIRMAN CROSBY: All right. When I
12 was out?

13 COMMISSIONER MCHUGH: Right.

14 CHAIRMAN CROSBY: Okay. So, I'm
15 going to take this from the top. Everything I
16 said, forget it. I was just kidding. Next up
17 on the agenda is the closing remarks from our
18 applicant. My apologies.

19 MR. SCHIPPERS: Thank you, Mr.
20 Chairman, members of the Commission. We have
21 nothing to rebut.

22 We really appreciate and want to
23 thank all of our supporters and opponent who
24 came out tonight to talk about this important

1 issue to the town of Plainville.

2 It's hard for us to say it any
3 better than what you heard tonight from the 30
4 plus supporters who spoke in favor of not just
5 Penn National, but in favor of this project and
6 what it means to the harness racing industry,
7 what it means to the taxpayers, what it means
8 to the seniors, what it means to one half of
9 the turkey lovers in this community.

10 It really is a humbling experience
11 for us to be here to listen to that. We
12 appreciate your time, your energy, your
13 investment that you've put into this process.
14 This is a herculean task that you have before
15 you. We just look forward to continue to work
16 with you as this process unfolds. So, thank
17 you and thank you everybody for being here.

18 COMMISSIONER CAMERON: Thank you.

19 COMMISSIONER MCHUGH: Thank you.

20 CHAIRMAN CROSBY: Now I would like
21 to say thank you very much. This is a
22 difficult process. The stakes are big. We
23 care tremendously what you all think. And we
24 deeply appreciate all of you people who came

1 out, pro and con. And we understand that the
2 hour is taxing. Before I close, let me see if
3 any other Commissioners had anything to say.

4 COMMISSIONER CAMERON: Thank you,
5 Mr. Chair. I don't want to hold things up.
6 But I did want to clarify that I did not say
7 that DOT would not approve. We were just
8 asking about if anything changes was there a
9 contingency. And that question was answered.
10 I just didn't want it out there that I'm saying
11 that that's the case. Thank you.

12 CHAIRMAN CROSBY: Other comments?

13 COMMISSIONER STEBBINS: We have got
14 to get you a better script.

15 CHAIRMAN CROSBY: I'll say. Who
16 wrote my script anyway? I am just going to
17 leave it at this, thank you all very much for
18 coming. Good night.

19
20 (Meeting suspended at 7:30 p.m.)
21
22
23
24

1 SPEAKERS:

2 Penn National Gaming

3 James Baum, Sr. Vice President Project Development

4 Eric Schippers, Sr. Vice President Public Affairs

5 Jay Snowden, Sr. Vice President Regional Operations

6 Carl Sottosanti, VP Deputy General Counsel

7 Timothy J. Wilmott, President and CEO

8 Doug Flutie, Penn National Gaming Partner

9
10 The Great and General Court of Massachusetts

11 Betty Poirier, State Representative

12 Steve Howitt, State Representative

13 Richard Ross, State Senator

14
15 Members of Host and Surrounding Community Town

16 Governments

17 Joseph Fernandes, Plainville

18 Mark Fisher, North Attleboro

19 William Ross, Mansfield

20 William Ketcham, Wrentham

21 Andrea Soucy, Plainville

22

23

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1 Members of the Public
2 Bill Abdelnour, New England Amateur Harness
3 Drivers Club
4 Lenny Calderone, Plainville
5 Ellen DeAngelis, Plainville
6 Gerard Dhooge, Seafarers International
7 Collin Earnst, Foxboro
8 James Howard, Norfolk
9 Jack Lank, United Regional Chamber of Commerce
10 Tom Lawler, Plainville
11 Mark McEvoy, Plainville
12 Tom Mello, Rainbow Turkey Farm
13 Edward Merrick, Plainville
14 Chris Murphy, Plainville
15 Constant Poholek, Jr., Plainville
16 Arthur Roy, Plainville
17 John J. Shepardson, Jr., Plainville
18 Charles Smith, Plainville
19 Stanley Widak, Plainville
20
21
22
23
24

C E R T I F I C A T E

I, Laurie J. Jordan, an Approved Court Reporter, do hereby certify that the foregoing is a true and accurate transcript from the record of the proceedings.

I, Laurie J. Jordan, further certify that the foregoing is in compliance with the Administrative Office of the Trial Court Directive on Transcript Format.

I, Laurie J. Jordan, further certify I neither am counsel for, related to, nor employed by any of the parties to the action in which this hearing was taken and further that I am not financially nor otherwise interested in the outcome of this action.

Proceedings recorded by Verbatim means, and transcript produced from computer.

WITNESS MY HAND this 6th day of December, 2013.

LAURIE J. JORDAN	My Commission expires:
Notary Public	May 11, 2018