

COMMONWEALTH OF MASSACHUSETTS
MASSACHUSETTS GAMING COMMISSION

PUBLIC MEETING #95

(VOLUME 1)

CHAIRMAN

Stephen P. Crosby

COMMISSIONERS

Gayle Cameron

James F. McHugh

Bruce W. Stebbins

Enrique Zuniga

RE: HOST COMMUNITY HEARING IN RAYNHAM

December 5, 2013, 4:06 p.m.

RAYNHAM MIDDLE SCHOOL

420 Titicut Road

Raynham, Massachusetts

P
R O C E E D I N G S

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2
3 MR. CROSBY: If I could call to meet
4 -- call to order, I think this is the 94th
5 (sic) meeting of the Massachusetts Gaming
6 Commission.

7 Good afternoon, and welcome. Today
8 is Thursday, December 5, 2013. This is a
9 public hearing before the Massachusetts
10 Gaming Commission relative to an -- to the
11 application for a Category 2 slots parlor
12 only gaming establishment submitted by
13 Raynham Park, LLC.

14 My name is Steve Crosby and I'm the
15 Chair of the Commission. The entire
16 Commission is present here today with me and
17 will preside over this hearing. I'm joined
18 by Commissioners Stebbins and Zuniga, and
19 Commissioner Cameron and Commissioner McHugh.

20 We are located at the Raynham Middle
21 School, 420 Titicut Road, in Raynham, Mass.

22 We are here in Raynham today because
23 this is the host community to the proposed
24 establishment. Meaning this is where the

1 slots parlor would be located if the
2 applicant is awarded the license by the
3 Commission, not in the school that is, but in
4 Raynham. As you may know, the Commission has
5 authority to issue only one Category 2
6 license for the entire state. There are two
7 other applicants under consideration as well.

8 The public support for this proposal
9 or lack thereof is a critical factor that the
10 Commission will evaluate in making the final
11 award for the license. Accordingly, your
12 presence here this evening and the written
13 comments you've submitted will play a pivotal
14 role in our decision. So, thank you for
15 being a part of this process.

16 Before we begin the public hearing,
17 I'd like to lay out the process and establish
18 the ground rules that we will follow. The
19 hearing, which is provided for by Section 17
20 of Chapter 23K of the Massachusetts General
21 Laws and Section 118.05 of the Commission's
22 regulations is intended to provide the
23 Commission with the opportunity to address
24 questions and concerns relative to the

1 proposal of the gaming applicant to build a
2 gaming establishment in Raynham.

3 The inquiry may include topics
4 related to the scope and quality of the
5 gaming area and amenities, the integration of
6 the gaming establishment into the surrounding
7 community, the extent of required mitigation
8 plans, and any other issues that have been
9 raised for -- by us or to us in our
10 deliberations.

11 Additionally, the Commission will
12 receive input from members of the public from
13 any impacted community by this establishment.

14 Hearings will begin with a welcome
15 from the Board of Selectmen Chair, Joseph
16 Pacheco, and then a presentation by the
17 applicant. Although we may change the order
18 a little bit here because of some -- some
19 travel delays. We will also allow
20 presentations to be made by representatives
21 of the host community of Raynham, as well as
22 representatives from each of the surrounding
23 communities and any impacted live
24 entertainment venues that choose to address

1 us.

2 After the presentations we will open
3 the floor to the public for comments and
4 questions. At the conclusion of the comments
5 and questions from members of the public, we
6 will afford the applicant an opportunity to
7 make any closing comments it would like to
8 make. Any Commissioner may at any time ask a
9 question of the applicant or of anybody else.

10 At the conclusion of the proceedings
11 today, the Commission will keep this hearing
12 open and continue this public hearing to a
13 further date to be determined. The meeting
14 cannot be closed until after all of the
15 surrounding community agreements have been
16 adhered to.

17 Notice will be provided to -- to the
18 city or town clerk of each host and
19 surrounding community as well as being posted
20 on our website, www.massgaming.com.

21 Is Selectmen Pacheco here? All
22 right. Would you like to start this meeting
23 off?

24 MR. PACHECO: Sure. Good afternoon,

1 Mr. Chairman and Commissioners. It's an
2 honor to see you here again, and an even
3 greater honor for me to welcome you to my
4 hometown, the town of Raynham, Massachusetts.
5 We are delighted to have you here at and have
6 an opportunity to hear from some of the
7 eighty-six percent of the people of Raynham
8 who voted in favor of this proposal.

9 I'm sure you'll have some questions
10 for us as we move on. In addition to my
11 colleagues on the Board of Selectmen, we'll
12 have department heads here as well if you
13 have any Raynham specific questions for us.

14 And I, at this time, will hold any
15 other comments to when I testify myself. But
16 again, we welcome you to Raynham, we thank
17 you for joining us here today and we look
18 forward to this exercise. Thank you.

19 CHAIRMAN CROSBY: Thank you very
20 much, Mr. Chairman. I understand that some
21 of your team are still a little late, is that
22 correct?

23 MR. APPLICANT: That's correct, Mr.
24 Chairman.

1 MR. CROSBY: Okay. What I think we
2 will do, and we do this sometimes anyway,
3 there are members of the House of
4 Representatives and the Senate with us, and
5 some of them would like to speak. They have
6 very challenging schedules with evening
7 events all the time. And sometimes out of
8 deference to them, we ask them to speak first
9 in any case. So, why don't we do that and
10 that will give your people some more time to
11 appear.

12 And I hope I don't miss anybody, but
13 I believe Senator Kennedy is here for
14 starters. Am I right? I just got a note.
15 Okay. No Tom Kennedy. Okay.

16 We have Representative Claire Cronin.
17 No, we don't. Representative Dan Murphy?

18 COMMISSIONER CAMERON: They're coming
19 in.

20 CHAIRMAN CROSBY: Are they out there?

21 COMMISSIONER CAMERON: Yes.

22 CHAIRMAN CROSBY: There we go.

23 There's a microphone down here. And who do
24 -- Representative? We decided to put you all

1 on first because you guys have busy
2 schedules.

3 MS. CRONIN: Thank you very much.
4 Good evening, Mr. Chairman and members of the
5 Commission. My name is Representative Claire
6 Cronin. I represent the 11th Plymouth
7 District, which consists of parts of Brockton
8 and Easton as well.

9 I'm all out of breath, I just ran in
10 here late to get started, but I want to say
11 that I'm here very enthusiastically in
12 support of this slots parlor for this area.
13 I have spoken to you before.

14 As a long-standing member of the
15 community of Brockton, I -- I grew up there.
16 I can say that some forty years ago the first
17 dollar I ever earned was babysitting for some
18 Brockton High teachers who all had night jobs
19 at the track and worked for Mr. Carney. So,
20 for me, there's a little emotional component
21 to this. But as a member of the Economic
22 Development Committee in the State House I
23 know how important this is to this area. The
24 amount of jobs that would be created and the

1 fact, not just the jobs that are created, but
2 the partnership that we will have with the
3 Carney family. They have consistently over
4 and over proven to be a very good neighbor
5 and good employer in the area.

6 And I think that as this process has
7 all evolved, we've seen some of the
8 instability of some of the other people who
9 are looking for casino licenses or slot
10 parlor licenses. But the one thing has never
11 been is any unwaveringness on the part of
12 this proponent for this slots parlor here.
13 We have, you know, I would liken it to a
14 tree, the old oak that is firm and steady in
15 the face of the storm.

16 So, as a member of the Economic
17 Development Committee, I have a great
18 interest in jobs in the region, but also for
19 the Commonwealth as well. So, when we are
20 putting forth our support for these casinos,
21 the slot parlors, we want to know that our
22 partners will be successful. And I think the
23 track record that has been proven in the
24 past, the past is a good reflection of the

1 future. We have a community that is strongly
2 in support of this. That's not true in many
3 other areas of the Commonwealth. We have a
4 workforce that's waiting and ready to work.
5 We have Bridgewater State University in the
6 area, Massasoit Community College, the
7 programs are there to provide the workforce.
8 The construction jobs that will be in the
9 area, I don't have to tell you that, I could
10 go on, and on, and on, and on.

11 But what I will say is the support
12 that this proposal has from this area and
13 from our legislative delegation in the area
14 it's important to Brockton, my community.
15 It's important to Easton as well, but the
16 region in general, and -- and to the whole
17 Commonwealth, because this will be a
18 successful slots parlor if we are given the
19 opportunity.

20 So, I thank you very much. I
21 appreciate your courtesy in letting me go
22 first.

23 CHAIRMAN CROSBY: Thank you,
24 Representative.

1 MS. CRONIN: Thanks.

2 COMMISSIONER CAMERON: Thank you.

3 CHAIRMAN CROSBY: Senator Kennedy, I
4 believe I'm told is here now. I keep getting
5 notes that he needs to speak so he can leave.
6 Is Senator Kennedy out there somewhere? All
7 right. And Representative Brady? All right.
8 How about Mayor Hoyer. Yes, sir. How are
9 you? From the City of Taunton.

10 MR. HOYE: Commission, nice to see
11 you again, members of the Commission, great
12 -- great to be here today. My name is Tom
13 Hoyer. I am the mayor of the City of Taunton.

14 As the mayor of a surrounding
15 community, I wholeheartedly support this
16 project. I strongly feel that the racing
17 component of Raynham Park never should have
18 been taken away, as there were so many
19 residents from not only Taunton but the
20 entire region that were employed at the
21 track. And it was certainly a vital part of
22 our local economy.

23 The potential jobs that will be
24 created as part of this new venture are

1 critical to our region. I don't think that I
2 need to remind anybody that Raynham is
3 located between the gateway cities of Taunton
4 and Brockton, two former industrial cities
5 without the industry of yesterday. But
6 certainly with the challenge of employment
7 and often the under -- or the overlooked
8 problem of underemployment.

9 With the potential of the Mashpee
10 Wampanoag Tribe building a world-class casino
11 in Taunton, many of you are probably
12 wondering, why are you here, Tom. But I feel
13 it would be the hypocritical of me not to
14 support the Raynham project, as it would
15 provide regional jobs just as our own resort
16 casino would.

17 Raynham Park will provide our local
18 tradesmen employment opportunity as well as
19 many permanent and part-time jobs within the
20 gaming facility.

21 As far as the City of Taunton
22 surrounding community agreement with Raynham
23 Park to deal with the potential adverse
24 effects in Taunton, which I feel mainly would

1 be traffic, I feel is extremely fair to both
2 sides. And it was in fact accepted
3 unanimately by the Taunton Municipal Council.

4 In closing, there has always been a
5 very strong relationship between this -- the
6 Carney family and the city of Taunton. They
7 have always been a charitable supporter of
8 many of our community organizations and
9 events. And I see no reason that this
10 longtime partnership will not continue, and
11 that Raynham Park should once again thrive
12 and be a vibrant part of our community.

13 Thank you very much for the opportunity here
14 this evening.

15 CHAIRMAN CROSBY: Thank you.

16 COMMISSIONER CAMERON: Thank you.

17 CHAIRMAN CROSBY: Mayor, before you
18 go, could I ask, how does your potential
19 partner here, casino operator, the Tribe and
20 its funders -- see the prospect of having the
21 slots parlor so nearby?

22 MR. HOYE: I have not had, to be
23 totally frank, I have not had that discussion
24 with them. It's been mentioned in passing,

1 but I -- I feel, as Mr. Carney has stated on
2 many occasions, I think the competition is
3 good for everyone. And I think that this --
4 this region, you know, especially where we
5 can tie Fall River and New Bedford in would
6 also benefit from the potential jobs. I
7 think this is a great opportunity that should
8 be taken advantage of.

9 I mean, in my opinion Raynham Park
10 never should have been closed for -- for dog
11 racing. I think that that was wrong, that
12 that decision -- when that vote was taken and
13 came down, it put a lot of people out of
14 business and out of -- out of work. So, I
15 think this is a good opportunity to right a
16 wrong so to speak.

17 CHAIRMAN CROSBY: Okay. Thank you.

18 MR. HOYE: Thank you.

19 CHAIRMAN CROSBY: Senator Kennedy
20 yet? Representative DeJulia (sic.) I just
21 saw him here. Former Mayor Jack Yunits. Oh,
22 there we go. I'm sorry. I mispronounced,
23 right?

24 MR. D'EMILIA: That's all right, Mr.

1 Chairman.

2 COMMISSIONER CROSBY: D'Emilia.

3 Sorry.

4 MR. D'EMILIA: D'Emilia. That's all
5 right.

6 COMMISSIONER CROSBY: Sorry. Go
7 ahead.

8 MR. D'EMILIA: Representative Angelo
9 D'Emilia from Plymouth. I represent
10 Bridgewater and Raynham. So, I want to thank
11 you and welcome you to my community here in
12 Raynham.

13 As you are well aware, even though
14 you mispronounced my -- my name, Mr.
15 Chairman, I'm one of the -- one of the two
16 house members that have been selected to
17 serve on the Gaming Policy Advisory
18 Commission. And I've had the opportunity to
19 attend multiple meetings with your commission
20 and see the stringent and -- and the
21 difficult process that these applicants have
22 had to go through. So, I want to concur with
23 the previous speakers that it shows the --
24 the ability that the applicants here in

1 Raynham from the Raynham Park, the Carney
2 family and his partners, they have the
3 ability to work within the community. And
4 they've proven that in the past. So, kudos
5 to the process that you oversee with -- along
6 with the other commissioners in making sure
7 that we have qualified applicants that are
8 going to best serve the Commonwealth when
9 they get the opportunity to come forward with
10 their -- their facilities.

11 This -- I'm now in my second term.
12 I'm serving on my second term. So this, I
13 had the honor to take part in the vote on the
14 Expanded Gaming Act. It had been around for
15 many, many years and was talked about. But
16 when I was running initially I think I had
17 the opportunity to bang on almost every door
18 in Raynham. And overwhelmingly, one of the
19 questions I got was what's your position on
20 the closing of the former track here in
21 Raynham. And they've, you know, what do you
22 think about the effect it had on our
23 community and the jobs that the Carney family
24 provided to -- to many of us here in Raynham

1 and -- and the surrounding communities.

2 And I told them, you know, if I had
3 the opportunity, after listening to and
4 talking to many of the people here in the
5 community I would vote in favor of the
6 Expanded Gaming Act.

7 Back in 2011, I got that opportunity,
8 so it's been very interesting to see this
9 process unfold, and how it's evolved. And I
10 think what you need to consider and as you go
11 forward and make your decision on who is
12 going to get this one slot parlor license is
13 the track record that the applicant has, and
14 what he's been able to do along with his
15 business partners here in the community when
16 it comes to providing jobs, and running a
17 gaming establishment, and integrate
18 themselves into the community. So, I think
19 it's very important.

20 So, you know, I've talked to, like I
21 said, a lot of different people and heard the
22 tremendous support for the Raynham location.
23 I think it's a good location. I have -- I
24 think they have a proven track record. And I

1 was pleased that when the referendum was
2 held, it, you know, what I've been saying all
3 along has been proven true. You know, over
4 eighty-six percent of our community is in
5 favor of getting those jobs back to here --
6 here in Raynham. And, you know, both the
7 City of Taunton, people from Taunton will
8 work there, Bridgewater, and other
9 surrounding communities.

10 It's important to realize the
11 residents have made it clear that we are
12 willing to see something back there at that
13 facility because like the Mayor said, the
14 Mayor Hoye from Taunton said I think it was
15 unjust that they had their business taken
16 away from them.

17 So, with that I'll leave you. I
18 thank you for the opportunity to speak and
19 keep up the good work.

20 COMMISSIONER CROSBY: Thank you.
21 Representative, before you leave, I just want
22 to return the compliment. Your constituents
23 should know that you have come to every
24 single one of our meetings of the -- of the

1 committee that you're on, the advisory
2 committee that you serve on. Most people in
3 your position send their staff and think
4 they're too busy to come to meetings like
5 this. But you've actually come and attended
6 each one, and sat there and worked with us.
7 And we appreciate that very much that you're
8 -- take it that seriously.

9 MR. D'EMILIA: Well, I've got to say
10 thank you, Mr. Chairman. I take it
11 tremendously seriously that I have been
12 blessed with the opportunity to serve the
13 people of Bridgewater and Raynham. And as
14 long as they'll have me I'll continue to come
15 up and take part. So, thank you again.

16 CHAIRMAN CROSBY: Great. Thank you.
17 Former Mayor Yunits of Brockton.

18 MR. YUNITS: Thank you, Mr. Chairman.
19 Jack Yunits, John Yunits of Brockton. I must
20 confess, before I begin, to a revelation that
21 I had when this Gaming Commission was first
22 announced by the Governor. I almost sent a
23 letter to his Excellency expressing my
24 interest. It was the best letter I never

1 sent.

2 Over the past several months I have
3 watched how tediously you have addressed this
4 issue. I never anticipated the hours and the
5 level of commitment that was going to be
6 required of you. And I can't compliment you
7 enough for great, hard work and the integrity
8 of the process that you provide to the
9 citizens in this Commonwealth. Whatever
10 happens, we know it'll be the right thing.

11 CHAIRMAN CROSBY: Thank you.

12 MR. YUNITZ: With -- with regard to
13 this present project, I don't think that of
14 the three proposals that are left before you
15 any one will have the economic impact on the
16 region that this one will. Mayor Hoyer has
17 already mentioned the impact that it would
18 have on the residents from as far away as
19 Fall River and New Bedford coming up to find
20 work.

21 For Brockton, it'll have even a
22 greater impact because the Carney family has
23 announced that they would like to bring
24 thoroughbred racing back to Brockton.

1 Thoroughbred racing in its grand days, about
2 a century ago in Brockton was a godsend for
3 our community. We built a baseball stadium
4 adjacent to the fairgrounds in Brockton with
5 the hope of rekindling an entrepreneurial
6 spirit in that part of the city that would
7 bring families back to Brockton for fun, for
8 celebration, and for jobs.

9 The stadium conference center has
10 been a success. Hundreds of kids have worked
11 there and gone on to college. A lot of
12 single mothers continue to work at our
13 conference center. And it's the difference
14 between survival and sending their kids off
15 to college.

16 This proposal will do not just great
17 things for the Raynham area, it'll help
18 Brockton, it'll help with the other gateway
19 cities south of Brockton. It certainly will
20 help Taunton.

21 And I think that the proven track
22 record of the Carney family, as
23 Representative Cronin has already stated is -
24 - is beyond doubt. They have been a huge and

1 significant part of our region, both in terms
2 of charity and jobs for an extended --
3 extended half a century.

4 You can't say enough about that, and
5 you can't say enough about the proposal they
6 put together. It's the cream of the crop.
7 But it will have not -- not only a huge
8 economic impact in terms of jobs, it'll help
9 change the character of our community in
10 Brockton. The idea of putting a mile track
11 at the fairgrounds to improve the statehouse
12 buildings, to do all the grand things that
13 Brockton has already dreamed of, and we did
14 try to do that during my administration.
15 George actually did bring back racing for a
16 while. But on less than a mile track it was
17 very difficult to make it work. They've
18 tried it and they haven't given up. And they
19 will continue to do the right thing. So, I
20 play -- pray and hope that you will consider
21 this, not just as an isolated proposal, but
22 as a huge regional investment, both in terms
23 of economy and changing the face of our
24 region in a positive way.

1 Thanks very much again for all your
2 efforts. You've done a tremendous job.

3 CHAIRMAN CROSBY: Thank you very
4 much, Mayor.

5 COMMISSION CAMERON: Thank you.

6 CHAIRMAN CROSBY: Senator Kennedy or
7 Representative Brady? Are your guests all
8 here now? Yes.

9 MR. RICCI: They are.

10 CHAIRMAN CROSBY: Welcome. We're
11 getting some elected officials who wanted to
12 speak. And I believe there is a selectmen
13 from Easton, Selectman Murphy. Please join
14 us.

15 MR. MURPHY: Thank you. Thank you
16 for having me, Mr. Chairman. I am happy to
17 say a few words on behalf of the -- this
18 proposal.

19 I do want to say at the outset
20 though, that my thoughts initially here today
21 are my own. I don't represent the Board or
22 the Town initially here.

23 I'm a longtime Easton resident, and
24 formerly before that Brockton that recalls

1 very fondly the days of a flagging operation
2 at Raynham Park. And that business was very
3 important to surrounding communities like
4 Easton in several ways.

5 But the most important, as people
6 have said before me, was jobs. And a job
7 does not have to be a six-figure job to be
8 important. I knew many people who paid
9 either their college tuitions or paid their
10 children's college tuitions by being
11 bartenders, program sellers, waitresses,
12 waiters at the track. Among them teachers,
13 police officers, firefighters.

14 The return of that type of economic
15 stimulus could be vital in this area. I
16 agree with Mayor Hoye, Representative
17 D'Emilia and whoever else has mentioned that
18 the ending of dog racing by a ballot
19 initiative in my opinion was a travesty, and
20 unfair to the Raynham Park and the Carney
21 family. But I am impressed by the efforts to
22 continue at the location and what they've
23 accomplished since that's happened to
24 maintain a business presence, and provide an

1 opportunity for this facility.

2 The key factor in this specific
3 proposal to me is the fact that the Carney
4 family will play a key role. Their track
5 record, no pun intended, in running a gaming
6 facility speaks for itself and provides a
7 level of comfort for my support.

8 I will say from a town perspective
9 that it's clear there'll be impact to the
10 Town of Easton. Fifty percent of the traffic
11 will flow into our streets. And because of
12 the way the legislation was written we are --
13 we have the opportunity to receive mitigation
14 for this impact. And we will -- we are
15 currently negotiating that. I -- we do not
16 currently have an agreement, but I will tell
17 you that talks are ongoing. They're very
18 positive, they're moving in the right
19 direction and I hope that we will have an
20 agreement very shortly.

21 So, in summary, I am very much in
22 support of the Carney family in this
23 proposal, both personally and from a town of
24 Easton perspective. Thanks for your time.

1 CHAIRMAN CROSBY: Thank you very
2 much, Selectman. And I believe there --
3 there are some elected officials from
4 Raynham, but we'll save those for the Raynham
5 presentation.

6 I think we're ready to switch to the
7 applicant, who's supposed to start off our --
8 with a presentation.

9 MR. RICCI: Yes. Thank you, Mr.
10 Chairman, Commissioners. I apologize for the
11 delay. We were grounded in the Philadelphia
12 airport and couldn't get out.

13 But I'm very happy to be here for
14 more than the obvious reasons. And it's very
15 nice to see our friends from Raynham again.
16 George and I are extremely grateful for the
17 resounding show of support you gave us in the
18 referendum. An eighty-six percent approval
19 rating is very, very compelling. And I
20 promise you that you will not be disappointed
21 in your vote.

22 With that, we'd like to move forward
23 with our presentation to talk about the
24 project and why it's the best proposal for

1 the Commonwealth. I'll speak about the
2 project. I have Eric Rahe, our architect to
3 talk about the design. Tom Erickson from
4 Tishman will speak about the construction
5 program. And Sandra Brock of Nitsch
6 Engineering will speak about the permitting
7 and the schedules that we have in the
8 construction time line.

9 So, to lead off, with respect to the
10 project and the proposal itself, we believe
11 that our proposal is the best for the
12 Commonwealth of Massachusetts. We offer the
13 best location in the state. We'll talk about
14 that a bit -- a bit later. We'll be the
15 first to market with our Phase 1 temporary
16 program. That will maximize the revenue to
17 the State.

18 We have the best team. We combine
19 the talents of Parx, which is the most
20 successful casino operator in Pennsylvania,
21 with the outstanding Carney team, who know
22 this market very well, and I heard some of
23 the testimonials as I walked in. And I
24 certainly agree with all of that.

1 We have the highest level of local
2 support among our competitors, with the
3 eighty-six percent approval rating I referred
4 to earlier. And I think that does reflect
5 the strong bond that George Carney and his
6 team have with this town.

7 Our -- our property will be an
8 elegant design, which will provide a
9 significant architectural, social and
10 economic boost to the region. And will
11 incorporate significant environmental
12 sustainability features.

13 We offer a safety net for the harness
14 racing industry, given the uncertain climate
15 in the event the Plainridge racetrack would
16 close.

17 And our one-hundred acre site offers
18 additional development options, particularly
19 with a designated station on the south coast
20 rail line that we have.

21 And lastly, I would say certainty of
22 execution is a very important consideration
23 in this decision. The Parx team has
24 successfully implemented this program in the

1 past. We have financial strength, and we
2 certainly have the operational resources and
3 expertise to present a very successful
4 program for the state.

5 I'd like to talk a bit about our
6 location. Obviously the people who live here
7 know it very well. But our property is
8 approximately thirty miles south of Boston,
9 with excellent highway access off of Route
10 495, 95 and Route 24. As I said earlier, our
11 site, which is once the most -- the -- the
12 largest greyhound track in the world, has an
13 existing infrastructure that will support the
14 casino traffic in the future. And again, as
15 I said earlier, it offers significant
16 development options since it is a hundred
17 acres large, it's not constrained in that
18 sense. And we have the south coast rail line
19 option to build around.

20 We have outstanding market
21 demographics, approximately 1.8 million
22 people, adults live within twenty-five miles
23 of Raynham Park. Existing zoning approval,
24 our grandstand facility creates expedited

1 time line for the casino opening, which is
2 why we will be first to market. And the
3 superior quality of this location as a gaming
4 facility has already been evidenced by the
5 significantly higher handle levels that were
6 experienced here at Raynham versus Plainridge
7 during the period 1999 through 2008 when both
8 properties were racing live, and the average
9 differential during that period was eighty-
10 six percent more handle here at Raynham than
11 at Plainridge during that period. And I
12 think that speaks to its potential as a slot
13 facility, too.

14 The next slide actually speaks to
15 that point. As you can see, earlier in the
16 early 2000, the range, the differential was
17 actually in the hundred percent range, and it
18 declined in the later years as live racing
19 program declined here at Raynham.

20 Talk a bit about the construction
21 program. It will be conducted in two phases.
22 There will be an initial Phase 1 which will
23 be to refurbish the existing racetrack
24 grandstand. We'll install 1,250 slot

1 machines within six months of the gaming
2 decision, the license decision. And our
3 projections at this moment in time assume an
4 August, 2014 opening, assuming a February
5 decision.

6 We will then move to Phase 2, where
7 we will construct a 175,000 square foot
8 casino that will include best in class
9 branded bars, restaurants, and a multipurpose
10 entertainment center. And that will offer
11 exciting live performances along with banquet
12 and conference facilities. The expected time
13 line for completion of the Phase 2 is
14 approximately eighteen months.

15 This is consistent with our
16 successful experience and approach at Parx in
17 Pennsylvania where we initially opened with
18 2,000 slot machines in our racetrack
19 grandstand in December of 2006. We
20 ultimately moved within -- and we did that
21 within five months. And we ultimately moved
22 into a permanent facility in December of
23 2009, and that housed 3,000 machines.

24 I do want to make a point with

1 respect to the temporary facility, and make
2 sure that everybody understands that this
3 will be a very, very attractive facility. We
4 understand very, very well that this is going
5 to be our first impression in the
6 marketplace. We want it to be a very good
7 one. We approached it the same way in
8 Pennsylvania when we opened in the racetrack
9 grandstand, it was a very, very nice
10 comfortable facility. The customers loved
11 it. And even while we were in that racetrack
12 grandstand, we were the number one casino in
13 Pennsylvania. That then positioned us to
14 transition to the permanent casino where we
15 gave an even better experience to our
16 customers. We do plan to implement the same
17 approach here.

18 The construction budget for the two
19 phases, we estimate that we will spend
20 approximately \$31,000,000.00 on the temporary
21 facility, and then while -- another
22 \$137,000,000.00 toward the permanent
23 structure, for a grand total of
24 \$168,000,000.00 toward construction efforts.

1 In addition to that, there will be a
2 100 -- a \$25,000,000.00 license fee. We
3 budget \$5,000,000.00 for financing fees,
4 another thirteen for preopening expenses.
5 10,000,000 for working capital, and a
6 \$6,000,000.00 loan for Brockton Racing to
7 conduct a harness meet, for a grand total of
8 \$227,000,000.00 of capital requirements.

9 And based on our revenue projections,
10 the casino will generate approximately
11 \$131,000,000.00 of annual gaming tax revenue
12 for the Commonwealth.

13 Assuming that we are the first to
14 market, and we open one year before the other
15 facilities, that means that we will generate
16 an additional \$130,000,000.00 than any of the
17 other proposals.

18 We also believe there are additional
19 revenue benefits associated with our proposal
20 because our location is better, and we do
21 believe we will generate more revenue. And
22 with the state earning forty-nine percent of
23 that, it will be significantly more revenue
24 at this location than the others. We also

1 believe there is a benefit to positioning the
2 casino here if a -- indeed a casino would
3 open in Taunton, because there would be a
4 potential for us to pick up some of that
5 business at a much higher tax rate to the
6 state at forty-nine percent versus the
7 seventeen percent that would be realized in
8 Taunton.

9 The next slide talks about the number
10 of jobs we expect to generate here in both
11 phases. During Phase 1, we expect to employ
12 603 people with an average salary of
13 approximately \$42,000.00. In Phase 2,
14 approximately --

15 CHAIRMAN CROSBY: Excuse me. Salary
16 or compensation?

17 MR. RICCI: Salary. Average annual
18 salary of \$42,000.00.

19 CHAIRMAN CROSBY: So, that's not
20 exclusive of benefits?

21 MR. RICCI: Correct. That is
22 correct.

23 In Phase 2 we would employ 804
24 people, a slightly higher salary of 42.7

1 thousand per year. And I would like to point
2 out that we offer an outstanding benefits
3 package. We do believe that in order to
4 achieve a level of high customer service,
5 loyalty and satisfaction, you must have
6 happy, motivated and engaged employees to
7 deliver that service. And toward that end,
8 we pay our employees very, very well. We
9 give them the best benefits in the industry,
10 and it reflects in our customer service
11 scores and also in our employee engagement
12 scores. We do better than any of our
13 competitors.

14 The economic impact in the
15 construction phase will be \$313,000,000.00 as
16 total GDP throughout the state. We'll create
17 1,400 jobs, \$97,000,000.00 of worker payroll
18 and \$25,000,000.00 of tax revenue during
19 construction.

20 For ongoing operations, we will
21 generate \$402,000,000.00 of total annual
22 economic output; 1,778 new jobs;
23 \$73,000,000.00 of worker payroll;
24 \$138,000,000.00 of new tax revenue.

1 We also have, as I mentioned earlier,
2 a proposal to support the harness racing
3 industry. Raynham Park, its members have
4 formed a new entity, Brockton Racing, LLC.
5 This entity has received a license from the
6 Racing Commission to conduct a race meet at
7 the Brockton Fairgrounds in 2014. One of the
8 conditions of this license is that obviously
9 Raynham Park receives the casino license and
10 that Plainridge Race Course would close. Not
11 that it's something we hope will happen, but
12 in the event it did, we would be there to
13 offer that safety net.

14 We will provide, as Raynham Park, a
15 \$6,000,000.00 loan to Brockton Racing in
16 order to create the necessary capital
17 improvements to the fairgrounds and to
18 actually conduct the meets.

19 So, lastly, I -- I'd like to point
20 out again with respect to our location, I
21 think we have again certainty of execution,
22 as I mentioned earlier. But we are so
23 perfectly situated, particularly when you
24 consider that this will be the first license

1 issued for probably a substantial period of
2 time. Where we're situated, we can cut off
3 all that traffic that flows from
4 Massachusetts into Connecticut, into Rhode
5 Island at Twin River. And I think that's a
6 very compelling element in consideration for
7 our proposal. It also speaks well, as I
8 mentioned earlier, the population density in
9 the Massachusetts region really sits between
10 Boston and Raynham, and it's a straight shot
11 here. This is where most of the people live,
12 this is an outstanding location.

13 That concludes my portion of the
14 presentation. I would like to now turn it
15 over to Eric Rahe who will cover the design
16 elements of the program. Thank you.

17 MR. RAHE: You want me over there, or
18 you want to just flip --

19 MR. RICCI: You want to just go
20 through, I'll flip.

21 MR. RAHE: Okay. Great. Good
22 afternoon. We appreciate the opportunity to
23 speak with you.

24 We've had the opportunity to work

1 with the Carney family and Parx for over a
2 year and-a-half in studying this site. We've
3 looked at a number of different options. In
4 the interest of time, we will not go through
5 all of those options tonight. But it's fair
6 to say that there's been a very thorough
7 analysis of this site. And we think that the
8 proposal that we have come up with is a very
9 effective way to take advantage of the
10 existing facilities, and at the same time use
11 this site to create a world-class casino that
12 not only will be in its -- at its completion,
13 a very fine amenity. But will be situated
14 such that there is ideal opportunities for
15 future expansion. I'll talk a little bit
16 more about that in a minute.

17 The drawing that you see on the
18 screen represents what we call the Phase 1
19 casino. The area that is in light blue is,
20 for those of you familiar with the facility,
21 is the clubhouse and central knuckle building
22 of that facility. After looking at a number
23 of different options about where to place the
24 new casino, the Phase 2 casino, we concluded

1 that the existing grandstand, which is
2 centrally located on the site, is the right
3 location. So, it may be a bit faint for
4 those in the back of the room, but there's a
5 light dashed blue line that represents the
6 outline of what will be the new casino.

7 In this Phase 1 casino, we will have
8 a fully operating casino; fully operating
9 parking facility, surface parking that is.
10 And also all the traffic improvements that
11 are required for this facility will occur in
12 Phase 1, which will be a signalized
13 intersection in the center of the site.
14 There is a lot of detail on the next few
15 slides. And I just want to make the point,
16 as Tony earlier indicated, that while this
17 may be called a temporary casino, it is not a
18 building where we are just going to move
19 slots in and put up some paint. This is a
20 full renovation of this existing facility.
21 The -- starting with the main entry, which
22 will be completely remodeled to include new
23 elevators and new grand stair entry. The
24 purple color represents the slot portions of

1 the facility. We are looking at the lower of
2 two floors of this building. To the right
3 you see the existing what we call back of
4 house, that are employee facilities, loading,
5 all the support necessary. And on this level
6 we will also have a full café and bar.

7 In addition, we are making a number
8 of important improvements, both in terms of
9 the life safety systems of the building and
10 even the basic necessities such as toilets,
11 so that we are fully compliant with current
12 Massachusetts codes.

13 This drawing represents the second or
14 upper floor of the facility. Again, the
15 purple color represents the new slot areas.
16 The green represents an important amenity on
17 this site, and that is the existing
18 simulcast, which will continue to remain in
19 operation during the construction.

20 And then finally, this is a rendering
21 of the Phase 1 casino. And you can see that
22 we are fully enveloping the exterior of the
23 building with new facades. A combination of
24 the -- what we call the Mondrian pattern,

1 which is part of the Parx brand, and then
2 additional elements that provide a certain
3 energy and engaging experience.

4 We want the buildings, both the Phase
5 1 and the Phase 2 casino to reflect that this
6 is an entertainment venue, that this is a fun
7 and an engaging place to be. And we believe
8 the architecture reflects that.

9 This drawing represents the site plan
10 of the Phase 2 casino. The dashed red line
11 represents the Phase 1, which would
12 ultimately be demolished, and then the
13 provision of a new centrally located Phase 2
14 casino which will include a number of
15 amenities. Not only the 1,250 slots, but two
16 food and beverage venues that are 8,000
17 square feet. Currently we envision one of
18 these would be a food court, and the other
19 would be a specialty restaurant. Parx is
20 talking to several partners about that.

21 One of the unique elements that we
22 believe separates this from -- go back one
23 second -- separates this facility from some
24 of the others is -- is the provision of the

1 15,000 square foot special event space.
2 That's the red rectangle that you see towards
3 the rear of the property. Immediately
4 adjacent to the casino, but separated enough
5 that independent activity could happen in
6 there.

7 We think this will be a very
8 synergistic amenity with the casino. And was
9 an important investment that Parx is going to
10 make.

11 This just represents the lower level
12 that shows that we will continue the
13 simulcast operations on the site in the light
14 green. And then a very abundant amount of
15 employee and surface -- service areas, not
16 only for employees, but storage and all the
17 things that are necessary to allow this to
18 operate at the highest level.

19 This is a rendering of the exterior
20 of the Phase 2 casino. And again, a
21 combination of very strong materials, and a
22 strong architecture. We're looking to make a
23 very vibrant, very engaging facility.

24 This is the elevation as you look at

1 it from the entry. And the quality of
2 materials that are being proposed here
3 really, I think, go beyond a lot of regional
4 facilities. We're talking about a stone,
5 metal and glass entry facade. And then you
6 see the two large illuminated active signs,
7 the orange color.

8 The side elevations are a combination
9 also of stone and glass, as well as an
10 interesting product called phenolic resin,
11 which allows you to work in a variety of
12 different patterns. Again, carrying this
13 idea of fun and -- and energy across all
14 facades of the building. You might also note
15 that we've made a point of including a lot of
16 natural glass at the restaurants and the
17 employee facilities, both to engage the
18 outside and to help the building be more
19 sustainable.

20 The gaming industry has changed a lot
21 in the last ten to fifteen years, and as
22 resorts have given way to more regional
23 facilities, I think it's fair to say that a
24 lot of the regional facilities, partially due

1 to tax situations, partially due to just a
2 desire not to go too far with their finishes
3 have provided facilities that don't have the
4 level of finish that what you'd find in major
5 resorts. Our firm has had the opportunity to
6 work on both gaming facilities regionally but
7 also major resorts. And I can say with
8 confidence that Park -- Parx has not followed
9 that trend. The level of finish that they
10 have provided at Parx in Bensalem and what
11 they are proposing to provide here at Raynham
12 is really resort quality. These are high-end
13 interior finishes. And I think it's going to
14 make a tremendous experience for the user and
15 the guest.

16 This just represents, these next few
17 slides represent existing facilities or
18 existing amenities rather, at the Parx
19 Bensalem facility. And I think as you can
20 see, these are really high-end quality
21 materials.

22 And then finally, one of the things
23 that's very appealing about this site is not
24 only its size, but the opportunity to take

1 advantage of the South Coast railway which we
2 understand is moving forward, and the fact
3 that this site is a designated stop. And
4 while the final layout of future expansion
5 could vary from what you see here, there is a
6 tremendous opportunity to not only expand the
7 gaming and entertainment facility with more
8 retail, but possibly a hotel. And then have
9 that connect back to the rail station with
10 possibly additional retail or farmers'
11 market. There are a number of ideas that are
12 being considered.

13 This future expansion is beyond the
14 current application, but the land certainly
15 provides this opportunity.

16 As noted, there are some really
17 unique and -- and we think distinguishing
18 factors to the site. It's already intensely
19 developed. The amount of development that
20 we're actually providing on this site will
21 reduce the amount of pavement macadam on the
22 site. The infrastructure that exists on the
23 site today will support the Phase 1 casino.
24 This is true in terms of water, sewer, power.

1 The infrastructure to the site leading to the
2 site boundaries will not only support the
3 Phase 1 but will support the Phase 2 casino.

4 The amount of traffic that we are
5 proposing, we're going to talk about that in
6 a minute in a little more detail, is actually
7 less than what the site handled at its high
8 point of Greyhound racing. So, it's
9 certainly set up to accommodate that.

10 As I previously noted, it's been
11 master-planned to allow for future expansion.
12 And then our redevelopment will actually
13 green this site. Approximately twenty-five
14 percent more green will exist on the site
15 when we're finished then does today.

16 And on that note, I just want to
17 speak a minute about the sustainability
18 features that Tony alluded to. We are
19 committed to a LEED silver building. For
20 those of you that do not know, LEED is a
21 national building standard for
22 sustainability. It is our goal to hit LEED
23 gold, which is even more significant. And we
24 intend to do that through a variety of -- of

1 different features, including more energy-
2 efficient equipment, photo -- cells on-site,
3 and a long list of amenities that probably we
4 don't have time to get into today. But
5 needless to say we were confident that we can
6 do that, and pleased that our client agrees
7 to pursue that.

8 The Gaming Commission asked us
9 specifically about how we came up with our
10 parking counts. And the numbers that you see
11 on the screen may be difficult to read, but
12 needless to say our parking counts were
13 established by using the Raynham code
14 standards for things that do exist in
15 Raynham, whether it be hotel, restaurant,
16 meeting or assembly space. And then
17 naturally there are not casinos in
18 Massachusetts, so there was no standard. So,
19 we worked with our client to establish what
20 we believe are very reasonable number of
21 parking spaces for the amount of slots and
22 the simulcast facility.

23 What you see on here are four
24 different phases of development, Phase 1 and

1 building. We have developed a critical path
2 schedule that is summarized here and it's a
3 six-month construction project from award.

4 There's really three main areas of
5 focus for us. Terrific opportunities to
6 preconstruction planning that's underway
7 right now. So, working with Eric's group,
8 we're looking at -- we're performing
9 exploratory work, studying materials, program
10 procurement and every opportunity we have to
11 enhance the critical path, and, you know,
12 mitigate risk and timing.

13 But also, and really focused on this
14 building are the code upgrades, life safety
15 upgrades, mechanical, electrical, basically
16 an infrastructure project.

17 Eric mentioned the new entry and the
18 ADA compliance. So, this is a full
19 renovation, it is a building that's going to
20 have significant interior improvements. And
21 when you look at it on a dollars per month
22 basis for six months, you're talking at a
23 little over \$3,000,000.00 a month put in
24 place, which is a reasonable number. You

1 know, we're accelerated, we're moving quickly
2 through this renovation. But \$3.3 million
3 per month put in place is a reasonable number
4 for such a project.

5 The primary casino, Phase 2, follows
6 -- the construction start follows the MEPA
7 process, the MEPA permit. And as Tony
8 mentioned, is an eighteen-month project from
9 award. We're looking at a sixteen-month
10 construction schedule.

11 With the additional time we have
12 early for planning, we're doing the same
13 thing. Again, intense preconstruction effort
14 looking at materials, prepurchase, modeling
15 the building using the latest technologies.
16 Basically building it on paper, so that when
17 we are in position from the permitting
18 standpoint to begin that construction, we
19 absolutely hit it hard. And we're going to
20 blow through the foundations, and the
21 structure and the standing facade and get to
22 the high-end finishes that are described.

23 It is -- the preconstruction is a
24 significant opportunity for us. The sixteen-

1 month schedule is very realistic. So, really
2 in summary between the two, Phase 1 is six
3 months and Phase 2 at eighteen months from
4 award or sixteen-month build is something
5 we're very comfortable with.

6 MR. RICCI: Thank you, Tom. I think
7 I would add that we will have the drawings in
8 place. We were, as Tom mentioned, we've
9 already advanced those, so that we will be in
10 the position when the decision is made, in
11 fact, we've -- we've advanced the drawings to
12 the point where they will be submitted to
13 MEPA in this month. And when -- we will have
14 the drawings submitting for permit around the
15 time that the Commission makes its decision.
16 So, we will be in the position to move right
17 away.

18 MR. ERICKSON: That's correct. Thank
19 you.

20 MR. RICCI: Thanks, Tom.

21 MR. ERICKSON: Thanks.

22 MR. RICCI: Our next presenter will
23 be Sandra Brock, who is the chief engineer
24 for Nitsch Engineering. She'll give you an

1 update on the permit status.

2 MS. BROCK: Thank you very much. As
3 you know, as part of the Phase 2 for the
4 license for the -- for the Gaming Commission,
5 we went through the ENF process which is the
6 Environmental Notification Form through MEPA.
7 And coming out of that we were given a
8 certificate with basically a list of things
9 to look at, do additional studies, prepare
10 additional materials. And what we've had the
11 advantage of doing is giving the notice to
12 proceed with all of that work so we can
13 actually submit the -- what's called a draft
14 EIR, or the draft Environmental Impact Report
15 at the end of December.

16 This will allow us to actually move
17 forward with the permitting process. It is a
18 critical path and we are hard at work at
19 that. And that includes many components such
20 as doing a greenhouse gas emissions study,
21 which is currently ongoing. Looking at some
22 environmental issues dealing with Blanding's
23 Turtle and the ACEC, that also is currently
24 in process.

1 The next slide. Also as part of the
2 effort to go through the draft EIR, we're
3 actually looking at twelve additional
4 intersections through the comments from Mass
5 DOT, also the comments from the Town of
6 Easton. We have looked at twelve additional
7 intersections. Many of those intersections
8 are in the town of Easton, and that is in
9 response to some of their concerns. We've
10 already done the traffic counts on that and
11 we're in the middle of again updating our
12 traffic study to basically address comments
13 that were in the ENF, also to address
14 comments from the surrounding communities,
15 and also the Town of Easton.

16 And of course, one very critical
17 component is working with the Town of Raynham
18 in looking at the site development, both for
19 Phase 1 which is the temporary casino, which
20 is actually a use by right, which actually
21 helps the process. It will be a melior
22 renovation, and it's not a lot of changes to
23 the actual site itself. And then once we get
24 to Phase 2 it's a much more intense

1 permitting process.

2 I have appreciated the availability
3 and the responses that I've gotten from the
4 Town of Raynham. They've been extremely
5 helpful and we're continuing that dialogue.
6 And in fact, we have a complete
7 interdepartment meeting set up in a couple of
8 weeks to really get into the, you know, the
9 nuts and bolts of the process for both Phase
10 1 and Phase 2.

11 So, on the design side we are very
12 much committed to moving this critical path
13 of permitting along. There's a lot of moving
14 parts to it. I'd be more than happy to
15 answer any of those questions. There's a lot
16 of activity going on right now. There's a
17 lot more work to do. And we look forward to
18 working with the Town of Raynham and also the
19 surrounding communities, to give them updates
20 and actually continue along that permitting
21 process in addition to just submitting the
22 environmental impact report at the end of
23 December.

24 MR. RICCI: Thank you, Sandy. In

1 conclusion, I know this is a condensed
2 presentation, so I'd just like to make one
3 last point because I think it is very, very
4 important.

5 This -- we have a lot of confidence
6 in this plan because it's something we've
7 done before. And we are -- actually be
8 better at this as you always are when you've
9 had some experience, you learn from some
10 mistakes. We're very, very comfortable and
11 confident in our ability to deliver both on
12 the -- in both phases of the construction
13 time line, and in our ability to deliver on
14 the projections that we've given for revenue
15 and taxes. Based on our experience we see
16 many, many similarities to the experience in
17 Pennsylvania.

18 Thank you very much and we are
19 available for any questions you may have.

20 CHAIRMAN CROSBY: Great. Thank you.
21 We will have questions. But before we do
22 that, I do believe that Senator Kennedy and
23 Representative Brady are here, and I know
24 they do have other appointments. So, if

1 Senator Kennedy would like to start.

2 This is going to be his last chance.

3 There we go. Welcome, Senator.

4 MR. KENNEDY: Thank you. Excuse me
5 for the delay.

6 CHAIRMAN CROSBY: No problem.

7 MR. KENNEDY: I had to do all of my
8 little buttons and gizmos here to get myself
9 situated.

10 First of all, I appreciate having the
11 opportunity to speak in front of all these
12 other good people. I don't mean to step in
13 front of them for any other reason that I
14 have several other events tonight that fill
15 my normal calendar. So, I do appreciate and
16 I hope these folks can understand.

17 Also -- I also want to say to you a
18 hearty appreciation for what this Commission
19 is all about, and all the work that you have
20 gone -- that's gone into it from you. The
21 public will little realize how much the
22 yeoman type effort you have put in, and have
23 done and will continue to put into until the
24 final result is finished. But we in

1 government and we who were involved in this
2 -- these proposals do realize it. And I give
3 you the collective tip of the hat for this
4 service, and offer you my thanks and my
5 praise.

6 CHAIRMAN CROSBY: Thank you.

7 MR. KENNEDY: I specifically want to
8 talk today about obviously two things with
9 the Raynham/Taunton and Carney family.

10 One is about the harness racing which
11 will bring not only additional recreational
12 opportunities but new jobs to my community.
13 This is music to our ears as Brockton
14 officials and Brockton residents. And even
15 better news for the people across this
16 region.

17 Harness racing is an old and
18 honorable, and popular to a number of folks
19 that are involved in the racing industry.
20 And the spinoff extends beyond my city of
21 Brockton. As a State Senator, I have seven
22 other communities that cut across Bristol and
23 Plymouth County. And a number of them are
24 rural areas where literally there are farmers

1 that raise hay, board horses, raise feed and
2 the like. And the prospects of having the
3 racing industry disappear to them is
4 absolutely a nightmare. And thankfully, this
5 harness racing proposal would keep that
6 industry alive and keep -- keep with the open
7 space prospects of our region that much more
8 brighter. So, I -- I think that that's a big
9 plus for this proposal from Raynham/Taunton,
10 a big plus for the City of Brockton, and a
11 big plus of course for the environmental and
12 agricultural areas of our state.

13 And when it comes to the gaming
14 issue, not only will the benefits extend
15 beyond the jobs that will be realized should
16 something come -- the award be given to
17 Raynham/Taunton, it also has an automatic
18 chain reaction spinoff. They'll need the
19 plumbers, contractors, electricians, the wide
20 array of vendors across this region will be
21 greatly benefitted by such a facility being
22 operated.

23 I know firsthand, growing up in
24 Brockton all my life, the small companies

1 the fact that this is a local family owned
2 Massachusetts business speaks volumes to the
3 type of credibility, corporate responsibility
4 and the type of security that this -- this
5 operation will have. They're not a bunch of
6 outsiders from God knows what part of the
7 world, but they're local, they're our
8 homegrown group. We all know them; we all
9 respect them; we all hold them in the highest
10 -- highest degree because they have proven to
11 be dependable, to be worthy and to be solid
12 individuals. And I don't think we can ask
13 much more from any walk of life or any
14 business venture.

15 So, I leave it to the wisdom of this
16 Commission. And I thank you again for all of
17 your work and all of your efforts, and for
18 your patience in allowing me to speak.

19 CHAIRMAN CROSBY: Thank you, Senator.

20 COMMISSIONER CAMERON: Thank you.

21 CHAIRMAN CROSBY: Representative
22 Brady.

23 MR. BRADY: Thank you, Mr. Chairman
24 and members of the Committee. I want to

1 convey the words that our good friend and my
2 fellow colleague in the city, Senator Tom
3 Kennedy said. We are -- have gone through
4 some very difficult times not only in
5 Brockton, but in the South Shore with the
6 obviously loss of the dog racing at the
7 Raynham track. It had a devastating impact
8 on our community with jobs. On top of that,
9 we dealt with the economic downturn that we
10 have been facing. And it has had a dramatic
11 devastating impact on the South Shore
12 communities.

13 I am a state representative from the
14 City of Brockton. I also serve on the state
15 committee which encompasses all the cities
16 and towns in Bristol and Plymouth Counties
17 like our good friend, Senator Tom Kennedy
18 mentioned. Prior to that -- and I'm serving
19 my third term on that. I also served on the
20 Committee of Economic Development. The
21 number one priority I heard from my
22 constituents has been jobs, jobs, jobs. And
23 people are hurting out there. And prior to
24 that I served fourteen years on the City

1 Council of Brockton representing an area
2 right along the railroad tracks -- I'm sorry,
3 the Raynham -- the Brockton Fairgrounds. And
4 I want to say that the owners of the
5 fairgrounds, the Carney family and the owners
6 of the Raynham Track have been nothing but
7 professional in their endeavor over the many,
8 many years helping a lot of constituents of
9 mine, people that have second jobs, helping
10 them pay their mortgages, or first time jobs.
11 And it has had a very difficult impact on our
12 community when the loss of the Raynham track
13 with the racing. And if -- as the Senator
14 mentioned, if you can find it in your wisdom
15 to support the slots at the Raynham track as
16 well as, you know, this is tied hand-in-hand
17 with the harness racing at the Fairgrounds.
18 I've had overwhelming support of my
19 constituents, not only in Brockton, but all
20 over the South Shore in favor of the Raynham
21 track.

22 And every day people continue to come
23 to us saying what's going on, when are the
24 slots coming, etcetera. I try to explain to

1 them we have to go through a process. And I
2 thank the Commission for all of your
3 patience. You've had hearings all over the
4 state and Brockton, and other parts of the
5 Commonwealth. And I think you've done a
6 great professional job. But we had to put
7 laws in place to make sure we do do the right
8 thing, so we don't make the mistakes. We've
9 hopefully learned from other states across
10 the country that we do the right thing in
11 this whole process. And it does take time,
12 because you want to make sure you do the
13 right thing.

14 But I want to thank you for all your
15 patience and all the hearings across the
16 Commonwealth that you've had to deal with.

17 I will say that the owners of the
18 Raynham track and the Fairgrounds in Brockton
19 have done nothing but yeoman's work helping
20 out a lot of constituents with jobs in the
21 area. And this will be a great benefit to
22 us, not only in Brockton but the whole South
23 Shore for job creation.

24 And I also served as a committee

1 member of Ways and Means, and I'm also vice-
2 chairman of Public Safety. And as I
3 mentioned, I don't want to be repetitive but
4 I've heard nothing but support across the
5 South Shore for slots at the Raynham track.
6 And I know that they would, if it moves
7 forward in the right direction, that they
8 would do nothing but a professional job.

9 And also our construction industry
10 that has been devastated by this economic
11 downturn, it will help create jobs in the
12 South Shore of the Commonwealth.

13 So, if I can be of any help with
14 anything further, please don't hesitate to
15 contact my office. And I ask you if you can
16 consider moving this favorably at tonight's
17 hearing and in the near future. And again, I
18 know that we'll have a first-class operation
19 down here. Thank you.

20 CHAIRMAN CROSBY: Thank you very
21 much, Representative. Okay. There are some
22 other folks from surrounding communities,
23 officials, but we'll get to them. There's a
24 place on the agenda for the representatives

1 from some of the surrounding communities.

2 Commissioner Zuniga, do you want to
3 start again with questions?

4 COMMISSIONER ZUNIGA: Sure. Thank
5 you.

6 You -- excuse me. You mentioned
7 briefly, the high level, the schedule, and I
8 was particularly interested in whether you
9 had accounted for a transition time between
10 the temporary facility and the permanent
11 facility, and whether the casino would be --
12 the operations would be closed for some
13 period. If you can expound a little bit on
14 --

15 MR. RICCI: Certainly.

16 COMMISSIONER ZUNIGA: -- on -- and --

17 MR. RICCI: Yes, we have. And as I
18 said earlier, we've done this before. When
19 we transitioned from our temporary in
20 Pennsylvania to our permanent facility, we
21 moved 3,000 slot machines. We were closed
22 for two days. We believe we can do this in
23 one day, with a one-day shutdown. But we
24 know how to do it, we've done it before, and

1 we were only closed for two days. So, we'll
2 -- we'll employ the same drill. We know the
3 drill, we know how to do it and it was very
4 successful.

5 COMMISSIONER ZUNIGA: Also, some of
6 the other questions that you -- relate to the
7 financial aspects of the application.

8 Have you -- do you normally operate
9 with leasing to third parties as part of the
10 food and beverage, do you -- do you plan on
11 running that yourselves? What can you tell
12 us --

13 MR. RICCI: Right. Not in Phase 1,
14 not in the temporary location. But as we
15 move to the permanent facility, we -- we have
16 had conversations with several best in class
17 branded operators. We have Chickie's and
18 Pete's in our facility in Pennsylvania which
19 ESPN has named the number one sports bar in
20 North America. They're very interested in
21 coming here. We've had conversations with
22 Wolfgang Puck about a restaurant. So, we
23 haven't finalized anything yet.

24 It's very difficult to get into

1 serious discussions with people when you
2 don't have a license. But it will move very
3 quickly once we know.

4 And yes, I think it helps both the
5 stature of the property, and it's something
6 that has some cache. And it's something the
7 customers both appreciate and are drawn to
8 when you have a brand-name in your facility.
9 So, we would move to that.

10 But we would also operate the bar
11 ourself and probably the food court.

12 COMMISSIONER ZUNIGA: Okay. Thanks.
13 And could you also tell us relative to the
14 times of the year or the times of the week
15 that you envision that you would be at full
16 capacity. How do you plan to deal with that
17 from an operational standpoint and --

18 MR. RICCI: Right.

19 COMMISSIONER ZUNIGA: -- if you could
20 also speak a little bit about the difference
21 between temporary facility and a permanent
22 facility relative to this maximum occupancy.

23 MR. RICCI: Right. Both facilities
24 will be able to accommodate the same number

1 of people. And typically you'll see that the
2 major volumes occur during the weekend
3 periods, starting with Friday evening and
4 into Sunday afternoon.

5 But given the fact that there is a
6 convenience factor here, you'll see that
7 there is steady volume through the week
8 unlike a destination resort. People are
9 amazed when they come to our property that in
10 the middle of a weekday afternoon it's pretty
11 busy. I mean it's not overwhelming or
12 anything, but if you went to an Atlantic City
13 or Vegas casino it would be dead in the
14 middle of the day.

15 So, you will see that dynamic here.
16 But nevertheless the flows for a business
17 will be more toward the weekend period. And
18 what you do is you set your schedules
19 accordingly to make sure you have
20 satisfactory levels of staff for both service
21 levels but security, cleaning, parking
22 maintenance and security there, too. And
23 that's what we do now in Pennsylvania. We do
24 it with a much larger facility. With 1,250

1 slots we will have no trouble doing that.
2 It's really a matter of setting your
3 schedules right to make sure that you have
4 adequate staffing.

5 COMMISSIONER ZUNIGA: Thank you.

6 CHAIRMAN CROSBY: Commissioner
7 Stebbins.

8 COMMISSIONER STEBBINS: Good evening.
9 Some of my questions are relative to economic
10 development, the jobs, the local vending
11 opportunities.

12 You've provided us with FTE counts
13 for employees, and I would ask whether you
14 kind of gauge your projections as
15 conservative, realistic or aggressive.

16 MR. RICCI: They're realistic. And
17 they're based on our experience in the
18 facility we operate today.

19 COMMISSIONER STEBBINS: The follow-up
20 to that is, as you know, if we issue a
21 license, we have the ability and the
22 authority to attach conditions to that
23 license. If we were to require you to
24 maintain a certain FTE level as a condition

1 of that license, is that something you'd be
2 amenable to?

3 MR. RICCI: I think that's a very
4 slippery slope with that -- that type of
5 conversation. I could tell you that we could
6 do it, but it's a promise that I probably
7 couldn't keep. Because if the revenue isn't
8 there, I couldn't afford to keep the
9 employees on. So, even if I told you I could
10 do it, in reality if circumstances were
11 different than I had anticipated, then I
12 wouldn't be able to afford the employees.
13 Our business to be in trouble if we had to
14 maintain those staffing levels. And that
15 would be a problem for everyone.

16 In addition, I think we'd have
17 trouble actually maintaining employees if the
18 business volumes were different. Many of the
19 positions are tip positions and people are
20 not going to want to then work in a facility
21 where they don't earn tips. So, we would
22 actually have difficulty, if our business
23 volumes were not in the range that we're
24 forecasting, maintaining staffing levels at

1 those levels.

2 And I think lastly, it would be
3 irresponsible of a manager to commit to an
4 expense level regardless of his revenues to
5 his shareholders and even to the industry in
6 that sense, because it would be, we would be
7 in a -- that's how you get into financial
8 difficulty.

9 So, I -- I think I could tell you in
10 that -- to that answer what you would like to
11 hear, but I'd rather be honest that even if I
12 told you I could do it, I couldn't do it if I
13 didn't have the revenue.

14 COMMISSIONER STEBBINS: I appreciate
15 the honesty.

16 Address your -- your company's
17 approach or strategy with respect to full-
18 time versus part-time employees, and -- and
19 the difference in how both of those are
20 managed, you know, benefits proportions, you
21 know, workforce hours, training,
22 opportunities, etcetera.

23 MR. RICCI: Well, we -- we set our
24 schedules -- following up the earlier

1 question about business volumes. You set
2 your schedules to match your business flows.
3 So, with respect to salary and management
4 employees, typically they're full-time
5 employees for, you know, ninety-nine percent
6 of those employees are your full-time
7 employees.

8 When you look at the hourly
9 workforce, you set your schedule based on
10 business volumes. Typically with the
11 business volumes on the weekend, it's
12 difficult to create forty hour shifts for
13 everyone. So, what we start with is how --
14 as many forty hour shifts as we can create.
15 Within that schedule we -- we strive to
16 create, because we do want people to be
17 engaged and motivated, and feel connected to
18 our company. But because of the nature of
19 the business it does lend itself to part-time
20 employment on the weekends. And that works
21 for those people, too.

22 Typically our experience in
23 Pennsylvania, people were school teachers,
24 etcetera, are happy to work on the weekends

1 and pick up some extra money. So, it really
2 works for everyone.

3 We -- we figure that we'll probably
4 have about seventy-five percent of our
5 requirements for staff covered by full-time
6 employees, with the rest part-time.

7 With respect to benefits, as I
8 mentioned in the presentation, they will
9 receive the best benefit package in the
10 industry. And it will also be within the
11 guidelines established by the state of
12 Massachusetts, which I understand sixty-four
13 hours a month, any employees who work that --
14 that frequently would be entitled to a
15 certain level of benefits. And we would
16 certainly comply with that. Anybody with
17 thirty hours or more would receive full
18 benefits.

19 COMMISSIONER STEBBINS: Your -- your
20 application anticipates some future level of
21 competition from a full-service destination
22 casino in Massachusetts, or maybe even one of
23 our neighboring states, but certainly in your
24 projections in Massachusetts. How will you

1 manage potential staff reductions as the
2 level of competition increases? If you have
3 to go that route.

4 MR. RICCI: Right, right.

5 Fortunately or unfortunately we had some of
6 that experience in Pennsylvania where new
7 players came into the market. And not
8 necessarily as close -- we may have a longer
9 distance in between casinos in this state
10 than we had in Pennsylvania. What we ended
11 up with -- with attrition is typically
12 how it will decline. You'll see that some of
13 the employees will leave to go to the new
14 casinos. In many cases people who couldn't
15 get full-time employment would then leave to
16 go to work at the new casino. So, that
17 really ended up taking care of itself. We
18 didn't have to have any mass layoffs as a
19 result of that. And I expect the same thing
20 will happen here.

21 If it didn't, we would still strive
22 to do it through attrition.

23 COMMISSIONER STEBBINS: The -- you
24 made commitments in your application to hire

1 locally. It certainly was an important focus
2 of the statute, hire locally, spend locally.
3 This is going to sound like a simple
4 question, but define local for us.

5 MR. RICCI: Sure, sure. In our view
6 it starts with the host community, the town
7 of Raynham. Then it extends into the
8 surrounding communities. And we're in the
9 process, we're not all the way there yet, but
10 we -- we will have agreements with the
11 surrounding communities. Then the next level
12 would be residents of the state.

13 COMMISSIONER STEBBINS: The statute
14 also focuses on incorporating minority
15 business enterprises, women owned business
16 enterprises and even veteran owned business
17 enterprises, which is somewhat of a new
18 phenomenon. Commitments in the design,
19 construction and operation of the facility.
20 With respect to construction, is it going
21 to be your approach that your contractor will
22 be responsible for that?

23 MR. RICCI: No, we'll retain the
24 ultimate responsibility. Obviously we'll

1 work with them and will be part of our
2 construction agreement that they'll have to
3 maintain those minimum levels. And we'll
4 obviously try to improve upon them. But it
5 ultimately is our responsibility.

6 COMMISSIONER STEBBINS: In
7 Pennsylvania, or have you had experience,
8 again I mention that veteran owned businesses
9 are a relatively new phenomenon.

10 MR. RICCI: Yes, they are, they are.

11 COMMISSIONER STEBBINS: What approach
12 or what strategy would you take to kind of
13 identify veteran owned businesses?

14 MR. RICCI: We'd be very active.
15 There's obviously in our area there are many,
16 many veterans. And we've worked very closely
17 with the Bucks County Veterans Association.
18 We actually have sponsored their -- their ID
19 card program. We offer discounts to veterans
20 who come into our facility as customers. And
21 we also work together with them for job and
22 vendor opportunities.

23 You're correct that it is an emerging
24 type of enterprise. And I can think of two

1 off the top of my head that we've worked with
2 so far. But it's something that is -- and
3 I'm very, just on a personal level, I have a
4 strong affinity for veterans, and I -- and I
5 feel we should do whatever we can to support
6 them for what they've sacrificed for us.

7 We worked with our town in Bensalem
8 for a vendor fair in May, and we'll do it
9 again next year to create a job fair and to
10 create vendor opportunities with us. So,
11 it's something that we would hope to
12 replicate here because I'm sure there's a
13 strong veteran representation here also.

14 COMMISSIONER STEBBINS: There is
15 certainly some -- some targets in terms of
16 minority and women business participation in
17 the construction phase as required by the
18 statute. But how do are you going to measure
19 your success?

20 MR. RICCI: The same way we do in
21 Pennsylvania. We will require reporting, and
22 we'll monitor the progress and make sure that
23 in the construction phase that the contractor
24 is meeting those minimum targets. And we'll

1 work together to try to improve on them as I
2 said earlier.

3 Once we open up for operations, we'll
4 do the same thing. We report on a quarterly
5 basis to the Pennsylvania Gaming Board on our
6 -- on our status and it's something that we
7 monitor on a regular, regular basis.

8 COMMISSIONER STEBBINS: The statute
9 asks applicants for their best efforts to
10 higher the unemployed, and as we know the
11 ever present population of what we call
12 underemployed. Some folks may need to have
13 some basic skills enhanced or updated before
14 they could be brought on board or into a
15 training program. How do you plan to assist
16 with these recruitment and training efforts?

17 MR. RICCI: Very good question
18 actually, because these are -- being a new
19 industry to the state, there are many, many
20 people would like to have jobs there but
21 don't have the specific skills associated
22 with the casino industry. So, we partnered
23 with the Massachusetts Career Training
24 Institute to give the people who would like

1 to have opportunities in our industry the
2 training they need to get the jobs. We'll
3 commence that as soon as we hopefully receive
4 the license, because there is a short
5 turnaround in terms of the opening schedule.

6 But probably it won't take more than
7 a month for the training, so it's not an
8 overwhelming obstacle.

9 COMMISSIONER STEBBINS: Okay. Do you
10 expect -- obviously retention rate of any new
11 business is important. Obviously people come
12 in and they realize hey, maybe this job isn't
13 for me and they leave, and retention rates
14 are often higher at the start of a new
15 business. Do you have any expectations for
16 what the retention rate would be at your
17 Massachusetts facility? And then what do you
18 do to try to limit the turnover in the
19 operation --

20 MR. RICCI: Sure, sure.

21 COMMISSIONER STEBBINS: -- employee
22 rate as you go forward?

23 MR. RICCI: In the beginning the
24 retention levels, the turnover levels will be

1 a little higher, because you have people who
2 come into the industry who had some
3 expectations, and then they learn that it's
4 really not for them. They might not like the
5 twenty-four/seven aspect of the business. We
6 -- we have experienced that ourselves when we
7 first opened.

8 But once you work through that and
9 you find, you know, the people who actually,
10 the majority of them actually love working in
11 this environment. We actually have a very,
12 very low turnover ratio. Ours in total is
13 about nineteen percent versus thirty percent
14 for the industry. And that's heavily
15 influenced by table games.

16 I would say on the slot side it would
17 be closer to low teens, because table --
18 table games dealers do have a high turnover
19 level. It's a tip position and it does turn
20 over much more frequently than the slot
21 business.

22 What we do to keep our employees is
23 something I mentioned earlier. We -- we pay
24 them well; we give them great benefits; we

1 give them great training. We try to make
2 sure they're happy, motivated and engaged.
3 We listen to them, we include them in our
4 decision process, and we've accomplished that
5 where we have outstanding customer/employee
6 engagement scores in our facility. And it's
7 no -- really it's -- it's not a surprise then
8 that that translates into high customer
9 service scores, which is the ultimate goal.
10 And that does in the end keep turnover down.
11 So, everybody wins.

12 COMMISSIONER STEBBINS: Just one last
13 question. Since your application was filed
14 in October, is there any update you have with
15 respect to proposed labor harmony agreements
16 from your project?

17 MR. RICCI: We've had several
18 discussions with several different unions.
19 And we -- we, at Parx have a long tradition
20 of both building with union labor. All of
21 our construction projects are managed that
22 way.

23 Tishman, the construction company
24 contractor is again a strong track record

1 with union construction.

2 On the operation side we have sixteen
3 different union collective bargaining units
4 with twelve different unions, so we're very
5 familiar with dealing with unions and we're
6 very confident that we will have labor piece
7 agreements executed.

8 COMMISSIONER STEBBINS: Thank you.

9 MR. RICCI: In due course.

10 COMMISSIONER STEBBINS: Thank you.

11 CHAIRMAN CROSBY: Commissioner
12 McHugh.

13 COMMISSIONER MCHUGH: Thank you, Mr.
14 Chairman.

15 My questions have, like all the
16 others, have been provided to you in advance.

17 MR. RICCI: Yes.

18 COMMISSIONER MCHUGH: And we've split
19 up --

20 MR. RICCI: Appreciate that.

21 COMMISSIONER MCHUGH: -- as you know,
22 the responsibility for looking at the various
23 sections of the application. And so my
24 questions, because I'm looking at the

1 building and site design aspect of it will
2 focus on that.

3 And I wonder if, in that regard, we
4 could go back to the first of the plot plans
5 that we looked at there.

6 MR. RICCI: Certainly.

7 COMMISSIONER MCHUGH: While we're
8 doing that, there are three slides showing
9 plot plans that we looked at tonight. Of the
10 third described -- that's the one I'd like to
11 start with.

12 MR. RICCI: Sure.

13 COMMISSIONER MCHUGH: The third --
14 the third of the three described Phases 3 and
15 4, and I understand that those are not phases
16 to which you are committing at the moment.
17 They'll be determined by the --

18 MR. RICCI: Correct.

19 COMMISSIONER MCHUGH: -- income level
20 and we'll see somewhere down the line if in
21 fact those are done. So, I'm going to stick
22 my questions or limit my questions to the
23 first two slides.

24 And I wonder if we could just take a

1 look at some features here and -- and get an
2 explanation for some of the lines that we're
3 looking at. This -- there it is. This --
4 this red line in the back, is that -- is that
5 the boundary of the site, or if not, what is
6 it?

7 MR. RAHE: It's the river front
8 boundary. The site boundary is the darker
9 blue line that is above that and circles the
10 site.

11 COMMISSIONER MCHUGH: Okay. And the
12 blue building -- blue area here is -- are the
13 existing buildings. And they're going to be
14 the Phase 1 facility; is that right?

15 MR. RAHE: That is correct.

16 COMMISSIONER MCHUGH: And is the --
17 is the grandstand area right here going to be
18 part of the Phase 1 facilities?

19 MR. RAHE: It is not. It will be
20 demolished and make room for the footprint of
21 the Phase 2 casino.

22 COMMISSIONER MCHUGH: So, that as
23 part of the Phase 1 process will be a
24 demolition project?

1 MR. RAHE: That is correct.

2 COMMISSIONER MCHUGH: All right. And
3 then this black line outlines the Phase 1
4 parking, I take it?

5 MR. RAHE: That is correct.

6 COMMISSIONER MCHUGH: There's a green
7 line that is there. And what does that --
8 what does that represent? This line right
9 here.

10 MR. RAHE: The green line represents
11 --

12 COMMISSIONER MCHUGH: It's straighter
13 than my little dot.

14 MR. RAHE: Yes, I understand. We
15 have both a parking limit, and we have what
16 we call a construction limit. And that was
17 the opportunity to show the portion of the
18 site that would be separated, so that we
19 could begin to explore how construction
20 operations for Phase 2 would access the site.

21 COMMISSIONER MCHUGH: Okay. And then
22 the new construction, and we'll get to that
23 in a second, for the permanent facility is
24 right in this area here; is that right?

1 MR. RAHE: That's correct.

2 COMMISSIONER MCHUGH: Now, you said,
3 if I understood you correctly in your
4 remarks, that all of the traffic improvements
5 would be part of the Phase 1 construction; is
6 that right?

7 MR. RAHE: That's correct. It
8 involves both curb widening and a new
9 signalized intersection right at the center
10 of the site.

11 COMMISSIONER MCHUGH: And that's all
12 down in this area here?

13 MR. RAHE: That's correct. And then
14 coming up into the site.

15 COMMISSIONER MCHUGH: This area here?

16 MR. RAHE: That's correct.

17 COMMISSIONER MCHUGH: That -- that's
18 all -- that would be new construction or
19 improvements on existing construction?

20 MR. RAHE: That is correct. And it
21 would be new improvements that would serve
22 both the Phase 1 and the Phase 2 casino.

23 COMMISSIONER MCHUGH: Right. Okay.
24 And then one last question with respect to

1 this plan before we move to the next one.
2 These buildings are also in blue and in the
3 -- well actually, two questions. And in the
4 main -- they remain in Phase 2. Do they
5 perform some function with respect to the
6 slots parlor?

7 MR. RAHE: They do not. They're
8 existing buildings owned by the Carneys. And
9 I think that further discussion will need to
10 take place as to when they are removed.

11 COMMISSIONER MCHUGH: Okay. The
12 final question on this slide then really is
13 there are some other buildings outlined in
14 red here, do they come down during the phase
15 --

16 MR. RAHE: Yes, every building
17 outlined in a dashed red line is to be
18 demolished.

19 COMMISSIONER MCHUGH: Okay. Thank
20 you. That's -- that's helpful. So -- so,
21 that's the Phase 1 process, or the outline
22 for the Phase 1 process.

23 Now, if we drop down two slides,
24 three slides I think, we get to the Phase 2.

1 There we are. And we now have the buildings
2 that were part of the Phase 1 process are
3 demolished at some point, presumably after
4 the move.

5 MR. RAHE: Yes.

6 COMMISSIONER MCHUGH: And we have
7 this as the Phase 2 facility; is that
8 correct?

9 MR. RAHE: That is correct.

10 COMMISSIONER MCHUGH: And then we
11 have expanded parking that goes with the
12 Phase 2 facility, expanded on this side,
13 expanded down in this side and some other
14 areas; is that right?

15 MR. RAHE: That is correct.

16 COMMISSIONER MCHUGH: Okay. The same
17 number of slots remain and you've given us a
18 calculation for both the Phase 1 and Phase 2
19 parking requirements.

20 MR. RAHE: Right.

21 COMMISSIONER MCHUGH: And I'm
22 grateful for that, that's in some detail.
23 But part of the Phase 1 project will require
24 completion of the MEPA process, does it not?

1 And let me say that's an acronym, and -- and
2 that stands for Massachusetts Environmental
3 Protection Act process that's an evaluation
4 process, that one has to go through before
5 going for various permits that are necessary
6 for the project. So, the part of the Phase 1
7 requires completion of that MEPA evaluation
8 process, right?

9 MR. RAHE: That is correct. And I
10 can allow Sandy to expand. But that is why
11 we are pursuing the submission of that in a
12 matter of weeks.

13 COMMISSIONER MCHUGH: All right. And
14 -- and your anticipation is that that process
15 will be completed by April; is that right?

16 MR. RAHE: That is correct.

17 COMMISSIONER MCHUGH: And does
18 construction start before April?

19 MR. RAHE: Demolition starts before
20 April.

21 COMMISSIONER MCHUGH: Doesn't --
22 demolition doesn't require the completion of
23 the MEPA process?

24 MR. RAHE: We don't believe so.

1 COMMISSIONER MCHUGH: I see. April
2 is, would you agree, an aggressive approach
3 to the MEPA process?

4 MR. RAHE: I'll let Sandy speak to
5 that.

6 MS. BROCK: I would say it is an
7 ambitious schedule.

8 COMMISSIONER MCHUGH: Okay.

9 MS. BROCK: We have a few things
10 going for us on this particular site. And
11 some of the things include the fact it's a
12 very heavily developed site.

13 COMMISSIONER MCHUGH: Right.

14 MS. BROCK: So, a lot of the things
15 that we're doing and a lot of the
16 environmental issues on the site such as the
17 ACEC, there are some habitat, there is also
18 some flood plain, those type of environmental
19 impacts --

20 COMMISSIONER MCHUGH: Right.

21 MS. BROCK: -- there's going to be a
22 pretty significant improvement. And if you
23 read through the ENF certificate, they
24 recognize the removal of impervious areas

1 near the ACEC. And I should just say ACEC is
2 area of critical environmental concern. So,
3 that's been identified and that's the
4 Hockomock Swamp. So, there's a whole
5 process. And what we're doing right now is
6 working with Natural Heritage for the
7 environmental side for the -- actually it's
8 the Blanding's Turtle that is the rare
9 species in the area.

10 So, we're going through the process
11 of doing studies to respond to the questions
12 in the ENF. And the biggest advantage we
13 have in going through this process is the
14 existing site, it is a redevelopment and we
15 can demonstrate very clearly significant
16 improvements to not only the buffer areas
17 that will have restoration work done on it,
18 but the improvements to the storm water
19 system and the improvements to water quality
20 going into the ACEC, the swamp has -- is
21 significantly better. So, we have the
22 advantage of, from my perspective as a civil
23 engineer on the site, on doing the
24 redevelopment we have a lot of opportunity to

1 make huge improvements to the environment and
2 to the critical areas associated with some of
3 the resource areas on the site.

4 COMMISSIONER MCHUGH: And is what --
5 thank you for that comprehensive description.
6 Is what you've just described to me and to
7 the audience the -- the MEPA request for an
8 alternative site approach?

9 MS. BROCK: The -- in the ENF
10 certificate, and they discuss the
11 alternatives analysis --

12 COMMISSIONER MCHUGH: ENF is
13 Environmental --

14 MS. BROCK: Notification form.

15 COMMISSIONER MCHUGH: -- Notification
16 Form. That's the piece of paper that starts
17 this whole process?

18 MS. BROCK: Correct. And which we've
19 gone through the initial process.

20 COMMISSIONER MCHUGH: All right.

21 MS. BROCK: We've been issued a
22 certificate. In that certificate it
23 describes that, and also in discussion with
24 the MEPA reviewer and the alternatives and

1 analysis is looking at additional ways to
2 reduce the amount of imperviousness and so
3 forth. And that's a balance with the number
4 of parking spaces required. And that's the
5 process that we're doing right now.

6 So, what it is about looking at the
7 site, we've gotten to a point where we've
8 reduced the amount of imperviousness on the
9 site by twenty-five percent. We've actually
10 moved through the imperviousness and created
11 a buffer to all of these wetland resources
12 and environmental resources. And so, they've
13 asked us to go further, to look at other
14 options, and we are in the process of doing
15 that.

16 It mainly has to do with again, MEPA
17 is the environmental impacts has to do with
18 those resources, and looking at ways we can
19 further reduce imperviousness, and work also
20 with the town through that process.

21 COMMISSIONER MCHUGH: And by
22 imperviousness, we're talking about the
23 asphalt and other materials that are in the
24 parking area that prevent water from seeping

1 down into the ground?

2 MS. BROCK: That's -- that's part of
3 it. And all of the -- the existing pavement
4 on the site directly discharges into the
5 wetlands without any treatment.

6 COMMISSIONER MCHUGH: Right. And is
7 this -- is this site plan the plan that is --
8 that's in response to the MEPA request, or is
9 this been modified further and submitted to
10 them?

11 MS. BROCK: This has not been
12 modified. My assumption is that the end of
13 December. So, some of the conversations we
14 would be looking at, on all our phasing we
15 have additional parking that's required.
16 We've included, you know, more than what's
17 the minimum required. So, we have to look
18 at, kind of get down to the critical
19 component as far as the parking spaces. And
20 a lot of that is discussion with the Town and
21 making sure that we have the flexibility to
22 accommodate the appropriate number of parking
23 spaces while balancing and maximizing the
24 improvements associated to both the wetlands,

1 whether it's the river front or the ACEC.

2 COMMISSIONER MCHUGH: And I
3 understand your optimism that this will all
4 work its way through by April. But it's
5 true, is it not, that if it doesn't and it
6 takes longer, then the Phase 1 opening is
7 pushed back on an almost day for day basis?
8 On the six-month, you can make up some of the
9 -- some of the sixteen-month construction
10 period --

11 MS. BROCK: Yeah.

12 COMMISSIONER MCHUGH: -- but it would
13 be hard to make up the six-month; isn't that
14 true?

15 MS. BROCK: Yeah, the Phase 2 we
16 don't think would be any issue.

17 COMMISSIONER MCHUGH: Right.

18 MS. BROCK: The Phase 1, as I said,
19 it was ambitious. And the critical path of
20 that is the improvements to Route 138,
21 putting in a new signalized intersection at
22 the entrance. So, that component is tied
23 very closely as you know to go through the
24 MEPA process, that is how you get your state

1 permits.

2 COMMISSIONER MCHUGH: Right.

3 MS. BROCK: And the key one that we
4 need is to the Mass DOT, Mass Department of
5 Transportation.

6 COMMISSIONER MCHUGH: Right.

7 MS. BROCK: For those improvements.

8 COMMISSIONER MCHUGH: Right.

9 MS. BROCK: So, those two are tied.
10 As we go through the MEPA process, we will
11 also be discussing the roadway improvements
12 with Mass DOT, so we don't have to -- they're
13 concurrent, so we have the ability to kind of
14 go and do both at the same time. But yes, if
15 there is a delay the process through the EIR,
16 there would be a delay on the potential.

17 There's not a lot of slippage.

18 There's definitely a little bit in there, so
19 it's not a total one to one, but yes, if for
20 some reason that process is delayed
21 significantly, then yes, the opening would be
22 delayed.

23 COMMISSIONER MCHUGH: Okay. Thank
24 you. EIR is another piece of paper that is

1 -- comes at some point during this process,
2 right?

3 MS. BROCK: It's -- yes, it's
4 Environmental Impact Report, and there's
5 actually two of them. There's a draft, which
6 would be done at the end of December. And
7 then there's the final EIR, which we hope to
8 do shortly after the comment period is
9 completed.

10 COMMISSIONER MCHUGH: Let -- let me
11 -- thank you very much. Let me ask now a
12 couple of questions on another subject.

13 We are -- and we are prone to and
14 have experienced an -- increasing numbers of
15 severe storms in this area as well as
16 throughout the country. What, if any,
17 capacity will this facility have to serve in
18 emergencies if power is out or there are
19 other severe storms in the area that require
20 assistance for the population?

21 MR. RICCI: We -- it's something that
22 we dealt with last year with Hurricane Sandy.
23 Since we have fully redundant systems, you
24 know, and a -- and a large facility, and

1 we're part of the neighborhood, both in
2 Atlantic City and both -- both in Atlantic
3 City and in Bensalem we made our facilities
4 available for anybody who had issues. And we
5 worked together with the town to get that out
6 there.

7 We were fortunate in the Bensalem
8 area, it wasn't as bad as others. But
9 definitely in the Atlantic City area we
10 actually had residents there. It was set up
11 shop for a -- for communities to actually
12 stay there for a while. It was a shelter for
13 about a week. So, yeah, it's something that
14 these facilities are naturally lent to doing
15 difficult times because they -- they're the
16 last ones to shut down. So, we would
17 certainly be open to that.

18 MR. RAHE: I might add we believe the
19 special event space, which is a large open
20 15,000 square foot space, it would certainly
21 be easier to stage people in than a casino.
22 So, we think that's an added opportunity to
23 take care of that type of situation.

24 COMMISSIONER MCHUGH: All right.

1 Thank you very much. Question four on the
2 list of questions in this area and question
3 five deal with a technical areas. And I'd
4 just as soon have a written response from
5 you, rather than -- than burden the audience
6 with more acronyms. Could we get a --

7 MR. RICCI: We have provided --

8 COMMISSIONER MCHUGH: -- provide
9 that, a written response to those questions
10 by --

11 MR. RAHE: Yes.

12 COMMISSIONER MCHUGH: -- perhaps the
13 beginning of next week?

14 MR. RICCI: We have it now.

15 COMMISSIONER MCHUGH: Okay. A
16 written response?

17 MR. RICCI: Yes.

18 MR. RAHE: Yes.

19 COMMISSIONER MCHUGH: Okay. That
20 would be great. The final question then that
21 I have is -- has to do with the parking area
22 again, but this time focusing on charging
23 stations for electric vehicles.

24 Would you describe your approach to

1 that currently and your projections for the
2 future because that is something that is
3 going to grow for us all.

4 MR. RAHE: Sure. I understand.
5 Well, as I mentioned earlier, we are
6 committed to LEED silver. And for those that
7 are familiar with the LEED process, you
8 achieve those levels through a combination of
9 what they call prerequisites and points.

10 Prerequisite would be for example
11 that you achieve a certain level of energy
12 efficiency above and beyond the code. And
13 then there's a series of points.

14 As it relates to site sustainability,
15 one of the points that we plan to achieve is
16 for what they call a low emitting or energy
17 efficient vehicles. And we intend to provide
18 five percent of the total parking, and it's
19 to be preferred parking dedicated for low
20 emitting vehicles. And I want to make the
21 distinction, that doesn't necessarily mean
22 electric. That could be a Prius, something
23 along those lines. The portion of the low
24 emitting vehicles that will be provided with

1 the opportunity for electric charging
2 stations is still in discussion.

3 We think that as much as one percent
4 of the total parking would be provided with
5 the power, the infrastructure for those
6 charging stations. We're not yet resolved on
7 how many stations would actually be provided
8 from day one.

9 The second part of your question
10 dealt with a variety of different types of
11 charging stations. And we think we want to
12 understand the market a little more before
13 committing to a particular quantity of each
14 type of charging station.

15 COMMISSIONER MCHUGH: All right.
16 Thank you very much.

17 CHAIRMAN CROSBY: Commissioner.

18 COMMISSIONER CAMERON: Good
19 afternoon, team. I'm of the Mitigation
20 Committee, and I know we've forwarded you two
21 questions there. The first dealing with
22 hosting, you know, special events at the --
23 at the -- at the facility. Could you
24 elaborate a little bit on what you anticipate

1 there.

2 MR. RICCI: It will -- it's a traffic
3 related question.

4 COMMISSIONER CAMERON: Yeah.

5 MR. RICCI: It's more than -- yeah,
6 why don't you take that.

7 MS. BROCK: Sure. So, we've gone
8 through the process of having initial traffic
9 study which was submitted with the ENF. Here
10 we go with the alphabet soup again. And, you
11 know, that has been asked to be updated and
12 certain components of it looked closer at it.
13 And we were looking at more intersections.
14 But as far as the peak time, you know, the
15 peak use of the site, that's also included in
16 the traffic study. In looking at ways to
17 accommodate that, and the traffic signal is a
18 key component of that. There is sufficient
19 parking on the site for those peak times. In
20 fact, when you look at the site and what was
21 previously stated, the size of the site,
22 there's a lot of flexibility with the amount
23 of parking that's needed. And we'll get into
24 the conversations with the Town when we go

1 through the permitting process.

2 You know, where we can use flex space
3 and -- and -- for these events. But the
4 parking that's provided accommodates, based
5 upon occupancy of the special events,
6 sufficient parking on the site. So, that's
7 -- that's that.

8 And then those timing of that, all
9 those events would typically be off-peak
10 hours, which still impacts the surrounding
11 roadways, but not during peak hours which
12 tend to be seven to eight in the morning,
13 four to six in the afternoon. So, both have
14 been looked at and if you need more detailed
15 numbers and so forth, we'd be more than happy
16 to provide those.

17 COMMISSIONER CAMERON: Thank you.
18 Speaking of special events, I was calling it
19 a multipurpose room, but I think you're
20 calling it a special events room. Could you
21 -- could you elaborate more --

22 MR. RICCI: Multipurpose is accurate.

23 COMMISSIONER CAMERON: Multipurpose.
24 Could you elaborate a little bit on the use

1 for that facility.

2 MR. RICCI: Well, it'll be primarily
3 live shows, starting with music, comedy acts.
4 We -- what we find is that boxing and even
5 MMA events are very popular with casino
6 patrons. So, that would be the next level of
7 show. We would also host banquets for our
8 best customers. We would invite them, have a
9 band, things like that. And then conduct it
10 for conferences and meetings if businesses
11 wanted to utilize them, which, you know, we
12 get quite a bit of requests for that at our
13 facility. Maybe about 100 people say they'd
14 like to have a meeting in our conference in
15 our facility and make a nice day of it.

16 So, those are the kind of options for
17 that facility. But it'll start with and be
18 most frequently used as a -- as an event
19 center for a show.

20 COMMISSIONER CAMERON: Okay. So, you
21 have the ability to change the size of the
22 room --

23 MR. RICCI: Correct.

24 COMMISSIONER CAMERON: -- and staging

1 --

2 MR. RICCI: Correct.

3 COMMISSIONER CAMERON: -- and
4 whatnot?

5 MR. RICCI: Correct.

6 COMMISSIONER CAMERON: Okay. Thank
7 you. To get back to your aggressive time
8 frame with permitting and we -- it was
9 pointed out that DOT, that was one of the
10 areas that you were concerned that had to
11 happen in a timely manner in order to open on
12 time. How would that effect your schedule
13 for racing if you were to be awarded the
14 license?

15 MR. RICCI: With respect to Brockton
16 Fairgrounds?

17 COMMISSIONER CAMERON: Yes, because I
18 know that that was supposed to --

19 MR. RICCI: It would have no impact.

20 COMMISSIONER CAMERON: No impact.

21 MR. RICCI: No.

22 COMMISSIONER CAMERON: So, that that
23 month after opening would not apply if there
24 were delays?

1 MR. RICCI: No.

2 COMMISSIONER CAMERON: So, you would
3 open -- you would open racing even if you had
4 delays --

5 MR. RICCI: That's a -- I misspoke.
6 I did -- misspoke. Yeah, because last time I
7 did say that. You're right. That would
8 affect that because we wouldn't have purse
9 revenue to generate for the horsemen.

10 You know, I -- I think we'd be
11 willing to start knowing that we would, right
12 around the corner, open the casino, but I
13 think the problem would be that there
14 wouldn't be any purse revenues to distribute
15 to the horsemen. So, it's something we'd
16 have to look at that point in time, try to
17 mitigate the issue.

18 I wouldn't say we wouldn't open if we
19 knew within the next couple of weeks that we
20 would be opening our casino. It's hard to
21 anticipate every scenario.

22 So, we take a view that if we knew we
23 were going to be opening within a couple of
24 weeks or a month I wouldn't let that drag

1 that out. I'm sure we could work something
2 out with the horsemen to front end some purse
3 money and then recapture it.

4 But what's driving the whole purse
5 distribution is this casino fund. So, that
6 was part of that comment, that it would be a
7 month later because we were assuming there
8 would then be monies generated to distribute.

9 COMMISSIONER CAMERON: So, there
10 seems to be some uncertainty around opening
11 in six months. Is that -- when you say
12 you're -- you're optimistic about being able
13 to do that, you know, your conversations have
14 advanced enough, the meetings you had --

15 MR. RICCI: Right, right. There's
16 always uncertainty. Because we don't control
17 everything in this, but in our experience
18 what we see is that once that license is
19 issued and this conversation about
20 uncertainty is then behind us, there is a
21 certainty that there will be a casino, we
22 will move heaven and earth. And generally
23 what we find is because now there is a
24 decision and people are in support of this

1 and want to see it happen, people move.
2 Obviously you want to make sure that you do
3 things correctly, but we -- we found, and as
4 I said earlier, we did this in Pennsylvania
5 in five months. And it was a larger
6 facility. So, I -- we had -- I don't expect
7 to see a different response here in
8 Massachusetts once that decision is rendered.

9 But yes, we don't control everything.
10 I have to acknowledge that.

11 COMMISSIONER CAMERON: Thank you.
12 Last question. One of the other areas in
13 which the Mitigation Committee is paying
14 attention to are the surrounding community
15 agreements.

16 Could you give an update on those
17 agreements. I know there are a number of
18 them that are outstanding.

19 MR. RICCI: We've got five out of
20 nine so far. We've got four left, and I know
21 we had a representative here this evening
22 already from Easton who spoke about the
23 progress on that one. We are very optimistic
24 that we will get these resolved in the near

1 term. We're very, very close on all of them,
2 I believe. And sometimes in these things a
3 deadline helps both sides.

4 CHAIRMAN CAMERON: Thank you. That's
5 all I have.

6 MR. RICCI: One thing I would like to
7 add with respect to the -- to the timing
8 issue is -- is I do believe that there are
9 some things we can do to help to make that
10 happen. And we will do everything we have to
11 do to make that happen. But on the flip
12 side, I think all these questions and
13 concerns that apply to us apply to other
14 people, too. Those uncertainties also apply
15 to the other proposals. So, if we get
16 extended, then I -- I would contend that so
17 will they. They -- they must face the same
18 issues we do. Because ours is a much more
19 simple approach than anybody else's.

20 COMMISSIONER CAMERON: But you have
21 the most aggressive time line of the three.

22 MR. RICCI: Yeah, because it's just a
23 simple fill out of an existing structure, and
24 it's again based on our experience. So, we

1 would think that if they get extended, if I
2 was building a new building from scratch,
3 that would take quite a while if I can't --
4 if I have to wait until MEPA gives me that
5 approval.

6 COMMISSIONER CAMERON: Okay.

7 MR. RAHE: I want to add though that
8 I think it's not just a hope that we can get
9 done in six months, there's been a lot of
10 work done in looking at the schedule. And
11 Tom, from Tishman spoke about that. It's
12 always difficult to know how much detail to
13 present at a public hearing.

14 But there are detailed schedules
15 starting with design and procurement that
16 show a realistic schedule and scenario that
17 we can get done. As Tony said, we can't
18 control permitting, but we don't think that
19 we are optimistic without some hard work
20 behind the analysis.

21 MR. RICCI: We've done it before.

22 MR. CARNEY: Can I just add one thing
23 to it.

24 Coming from Massachusetts, I

1 understand the political system a little bit
2 better than these fellows, they're outsiders.
3 If we're fortunate enough to get the license,
4 we'll be fortunate enough to get the work
5 done because like I say the legislature and
6 the State needs the money so desperately
7 they're not going to let somebody diddle
8 daddle around holding up a permit here or
9 there. If I can't help get it done then I'm
10 sitting in the wrong seat. If we can get
11 open and six months, I got news for you,
12 we'll be open in six months. There won't be
13 any dillydallying around with Carney. We'll
14 get somebody to help us. The difference,
15 these fellows are from out-of-state. I know
16 how things work in Massachusetts. I'll be
17 very happy to lend my reputation if we're
18 fortunate enough to be granted a license, I'm
19 not going to let grass grow while we've got
20 an opportunity to make money. I've been
21 sitting here for twenty-five years. It's
22 been a long, long time. And you people look
23 back twenty-five years from today and say
24 Jeez, -- talking about twenty-five years, I

1 never thought it would go by so fast.

2 Believe me, I won't disappoint you.

3 COMMISSIONER CAMERON: Thank you.

4 MR. CARNEY: It will happen.

5 CHAIRMAN CROSBY: That's the George
6 Carney we know and love.

7 MR. CARNEY: I almost was going to
8 sit here and I says jeez, I can't do that,
9 I'm --

10 CHAIRMAN CROSBY: I had a couple of
11 quick questions. I wanted to follow-up on
12 the horse racing that Commissioner Cameron
13 was talking about.

14 What's -- what is your notion here,
15 do you -- do you believe, and I don't know
16 whether this is for Mr. Ricci or Mr. Carney,
17 or both. Do you believe that with the
18 increased allowance for purses that you can
19 turn the racing into a profitable business?

20 MR. CARNEY: I can answer that one
21 better.

22 CHAIRMAN CROSBY: All right.

23 MR. CARNEY: Because I -- I'm around
24 here, and believe me when I say this, I have

1 great respect for my partners. But harness
2 racing, when I was in -- my family was
3 involved in harness racing up at Rockingham
4 Park when it first started harness racing up
5 there many, many years ago. I know how to
6 get it done. I know 150 days at -- harness
7 racing needs to be brought back to run good
8 horse racing, to run good racing. Have a
9 nice facility like we're planning in
10 Brockton, it might take us two or three years
11 to do what I want to do and run it in a
12 first-class operation. It's been neglected,
13 it's been kind of treated as a stepchild.
14 Everybody just ran harness racing with the
15 idea of getting a slot parlor. There was no
16 efforts -- no effort put in running a decent
17 operation.

18 I've followed along, I understand
19 what has to be done, I know how to promote it
20 to get it done. As far as the thing is
21 concerned, we've got a great location in
22 Brockton. If we're given the opportunity to
23 go there, like I said I didn't put in we
24 could run a hundred days this year because I

1 know with the construction I wanted to put in
2 forty days. As far as the thing is
3 concerned, I think very much that we can work
4 out something with the horsemen where we up
5 front the money until the money comes in from
6 the -- that's the same way we did with the
7 dog men at the capital improvement fund and
8 like that. I really believe that we can work
9 that out with them because they're very
10 anxious to come. They're very anxious to
11 have a place with good racing that's
12 conducted with good racing officials. And
13 believe me, we'll run a first-class
14 operation. Because I know how it should be
15 done and you'd be very proud of it when it
16 gets done. Thank you.

17 CHAIRMAN CROSBY: And you're -- you
18 think that it can be made profitable?

19 MR. CARNEY: Absolutely.

20 CHAIRMAN CROSBY: That this isn't --
21 that this isn't a --

22 MR. CARNEY: There's no reason. I
23 watched -- I watched harness racing. I
24 watched it deteriorate when I was involved in

1 Suffolk Downs, we ran it for twenty-four
2 days.

3 I'll be very honest with you. What
4 ruined harness racing was one EM Lowe was
5 forced through the legislature with the dates
6 to run with the racing, he didn't -- the
7 place -- the place was never -- was never
8 warm. It was always cold. The horses were
9 treated as a second -- it was just a second
10 operation. He did -- didn't run the
11 operation the way it should have been. I
12 watched it deteriorate from day one as far as
13 the thing was concerned.

14 And then on top of that, then he had
15 a lot of horsemen that moved over there.
16 They all lived in houses or cabanas, or
17 whatever you want to call them, trailer
18 parks. And then the decent horses didn't
19 want to ship in because they didn't want to
20 be part of a bad run operation.

21 MR. RICCI: George was on a roll, I
22 didn't want to interrupt.

23 MR. CARNEY: I know, but I -- like I
24 say, I can understand, I know harness racing

1 and I know what it can be. I -- I used to go
2 to Foxboro in the summertime when EM Lowe
3 owned the place, when they used to shut it --
4 shut down the -- they brought all the people
5 over there. If you give them good food
6 they're going to come and run a good
7 operation with good, good, clean racing.

8 MR. RICCI: I don't pretend to match
9 George's experience, but we do have a lot of
10 experience in racing also.

11 I think if your question relates to
12 the horsemen, obviously the money that's
13 created from this fund will increase the
14 purse sizes and certainly be a boon to the --
15 to the -- to the horsemen, as it has been in
16 Pennsylvania.

17 It's a bit of a challenge for the
18 operator though, and I think one of the
19 things that everybody should, if they're
20 looking for profitability on the -- on the
21 operator side it will be to scale back the
22 number of days as George was describing, so
23 that you're not thinning out the distribution
24 of purses. Because nobody's thinking about

1 the customer in that scenario. The customers
2 will want to come to something that's a good
3 quality race as George mentioned.

4 Then if you have something to market
5 that's a bit of an event, you will see people
6 come out. And you can make money doing it.
7 So, it's -- it's sort of changing the
8 paradigm a bit, and the approach.

9 CHAIRMAN CROSBY: The -- our statute
10 requires that if you're an applicant that has
11 a racing license, a condition of getting your
12 gaming license would be to keep racing. Are
13 you -- what is the nature of your commitment?

14 MR. RICCI: We will -- we will
15 continue to race.

16 CHAIRMAN CROSBY: Period. That will
17 be a condition of your license that you'll
18 continue the racing throughout the term of
19 your license.

20 MR. RICCI: We'll accept that, sure.

21 COMMISSIONER CAMERON: Well, they're
22 not an existing licensee now. They would not
23 be required to.

24 CHAIRMAN CROSBY: I know but I'm --

1 but they're volunteering apparently to take
2 the same commitment -- make the same
3 commitment that a -- that a licensee would
4 have. That's what I'm asking.

5 MR. RICCI: We wouldn't commit to a
6 hundred days a year.

7 CHAIRMAN CROSBY: No, not a hundred
8 days a year --

9 MR. RICCI: Which is in -- which is
10 in the statute.

11 CHAIRMAN CROSBY: Yeah, okay. But
12 you would commit to keep some amount, whether
13 it be for --

14 MR. RICCI: And that's -- and that's
15 the basis for our proposal, yes.

16 CHAIRMAN CROSBY: Yeah.

17 MR. RICCI: I mean we fundamentally,
18 we have no problem with that commitment
19 because we know there's going to be purse
20 money available to the horsemen. There's
21 really no point in -- in spending the money
22 at Brockton and creating this racetrack if we
23 don't want to continue doing it.

24 CHAIRMAN CROSBY: Right. Okay. One

1 of the other applicants told us that their
2 average salary would be 30,000. Compensation
3 was forty but salary was thirty. Can it be
4 right that you pay thirty-three percent more
5 on the whole for folks, or is there a
6 methodology problem here?

7 MR. RICCI: It's probably a
8 combination of the two. It's probably not
9 one thing, but as I said earlier we do pay
10 our employees well. We try to get the best
11 employees. We want to retain them; we don't
12 want to lose them. We want to offer great
13 service. And, you know, it's been a very
14 successful formula. But that's similar to
15 our experience in Pennsylvania.

16 CHAIRMAN CROSBY: And that you -- do
17 you -- you pay at a higher pay scale in
18 Pennsylvania from --

19 MR. RICCI: Yes.

20 CHAIRMAN CROSBY: -- comparable
21 places?

22 MR. RICCI: Yes.

23 CHAIRMAN CROSBY: All right. And
24 when you say salary, does that include the

1 tips?

2 MR. RICCI: It does not.

3 CHAIRMAN CROSBY: It does not include
4 tips, okay. And just the last question, you
5 talked a couple of times about the dramatic
6 competitive advantage that the Raynham
7 location has over the Plainville location.
8 And I don't quite get that. It's equidistant
9 to Boston, they're not very far from one
10 another, they're both close to Rhode Island.
11 What -- what is the nature of the --

12 MR. RICCI: I'm sure my friend should
13 speak to it, but I think the numbers speak
14 for themselves. Forgetting the location,
15 when they were competing head-to-head like
16 that for wagering, there was no comparison.
17 And I think you know, George has explained it
18 to me, I'll let him explain it to you.

19 CHAIRMAN CROSBY: No, you were
20 talking -- okay, if that was location. That
21 was due to the location you're saying?

22 MR. RICCI: Yes.

23 CHAIRMAN CROSBY: Oh, all right.
24 Okay.

1 from.

2 On top of that, talking about when --
3 we're not going to draw that much from the
4 Rhode Island line. We're going to draw from
5 Brockton, Abington, Whitman. We've got a
6 great nucleus of people. We've got Taunton,
7 is a lot of customers out of the Taunton,
8 Fall River area. So, we have a lot of -- we
9 had a built in -- built in customers coming
10 from the Boston area. They used to come
11 down, believe it or not, they used to come
12 down to Raynham rather than going to
13 Wonderland. They didn't want to go through
14 the tunnel. It's the same way as far as the
15 -- with the -- with the traffic coming, the
16 roads we have, the network is so that we have
17 a tremendous amount of people come from the
18 Cape Cod believe it or not in the wintertime
19 and the fall. We got -- we got some in the
20 summertime we used to get because we used to
21 put brochures in motels and things like that
22 down there. And but a lot of customers we
23 did a huge business off of Cape Cod. Right
24 up 495, it was a straight shot and it's just

1 we got -- I'm not saying this because it's
2 mine, but we have just a super location.
3 We've got a great road network. And it was
4 always been very, very successful. But we --
5 we drew more customers than -- when I took
6 over, Wonderland was the biggest dog track in
7 the world. Before we got through, they were
8 wind up way behind us. So, I mean it's one
9 of those things, it just a nice area, the
10 people in our area make up the money would
11 they make with their higher income, which is
12 very important also for the overall picture.

13 You give them good food, good service
14 and a good price, and you'll have plenty of
15 customers.

16 MR. RICCI: And I think the map that
17 was in my earlier presentation, it had a heat
18 map for population densities, you do see --
19 it really supports what George is saying.

20 I asked George the same question as
21 we were assessing this. And it's clear to
22 me, that it makes sense, it's logical that
23 you can see straight down to Boston. You can
24 go straight down to Raynham and that's where

1 the people are. So, yes, it's not that far
2 apart, but it's more convenient.

3 CHAIRMAN CROSBY: Okay. Any others?
4 Yes.

5 COMMISSIONER ZUNIGA: Yeah, I
6 actually forgot to -- skipped over one of the
7 questions I had.

8 Can you tell us a little bit more
9 about your strategy in terms of marketing and
10 entertainment spend, especially relative to
11 years three and four. I believe specifically
12 in your projections you did not seem to
13 reflect much impact in terms of competition
14 in those years in years three and four --

15 MR. RICCI: Years three and four.

16 COMMISSIONER ZUNIGA: Years three and
17 four, would your marketing and entertainment
18 spend change as a result of competition?

19 MR. RICCI: Yeah, the marketing
20 approach will -- will evolve over the course
21 of time. When we first open, obviously we'll
22 be the only casino in the state, and we'll
23 invest quite a bit of money in advertising
24 and -- and partnerships to build awareness

1 and get people to try us out.

2 Obviously there's a building base of
3 business here in the state of people who
4 already go to Connecticut and Rhode Island.
5 And it was similar to our experience in
6 Pennsylvania where people were frequenting
7 the Atlantic City casinos already when we
8 opened. So, there wasn't the situation that
9 you had to create gamers because the gamers
10 existed. But it was a -- the mission then is
11 to make them aware of your property to make
12 sure, you know, that they're aware of all of
13 the benefits of your property. And then once
14 they come and try it, then you try to get
15 them into your database and market them
16 directly. Then you're moving away from mass
17 marketing and more targeted direct marketing.

18 But in the first few years, you're
19 continuing to hit the market, it's a big
20 state. We'll be the only casino in it and,
21 you know, we'll be looking in other states,
22 too. But we probably won't need to with only
23 1,250 slots. So, it will be constantly
24 messaging the benefits of our property in the

1 first few years.

2 And as I said, that will then move
3 over to more targeted direct marketing,
4 promotions to the database that we have. And
5 we'll do mass of the messaging. Particularly
6 when the other casinos come on because
7 curiously there is a bit of a synergy. When
8 they began to market, too, then you're
9 creating awareness that there are casinos in
10 the state and you don't have to spend as much
11 on the awareness dollar as you do on more
12 cold action spending. So, you actually spend
13 a little less on messaging once the
14 competition comes in. It might sound
15 counterintuitive, but we'll have a head start
16 on all of them.

17 At that point then we can -- we'll
18 have a database that will be substantial
19 after a few years. And that's the big reason
20 why we think -- well, we will be, you know,
21 impacted in some respects. We will then
22 mitigate that because we will have after
23 three years, a very real satisfied customer
24 base that we're marketing to directly. And

1 for last.

2 CHAIRMAN CROSBY: Thank you very
3 much.

4 MR. RICCI: When George Carney wanted
5 to say something.

6 CHAIRMAN CROSBY: He already did.

7 MR. CARNEY: Quit while you're ahead,
8 George.

9 CHAIRMAN CROSBY: Yeah. Next is a
10 presentation by representatives of the host
11 community. Mr. Chairman, do you want to take
12 the lead on this?

13 MR. BRADY: Again, thank you all for
14 joining us today. And I'm joined by my two
15 colleagues on the board, Marie Smith and Dick
16 Schiavo, who I think would appreciate a quick
17 minute or two following me to speak.

18 CHAIRMAN CROSBY: Sure.

19 MR. BRADY: I've had an opportunity
20 of talking with some of you independently
21 over the course of the past year. And I had
22 told the judge in October at the convention
23 center I did not envy the position any of you
24 are in. I give you, as past speakers, a

1 tremendous amount of credit for the
2 transparency that you've projected throughout
3 this process. And I have every belief as
4 Mayor Yunits said, that whatever decision you
5 make will be the best one for the
6 Commonwealth.

7 But with that being said, I am
8 obviously partial to Raynham. I have now
9 been a selectmen for seven years. I was
10 elected my senior year of college, and I am
11 the fourth generation in my family to serve
12 the people of Raynham. My great-grandfather
13 was one of the first police officers. My
14 grandfather from scratch started the Park and
15 Rec. Department. Now, I am my father's boss
16 as he is the police captain. So, like my
17 family having a long history here in Raynham,
18 so, too does the Carney family. And that is
19 one of the many reasons why I think you saw
20 such a tremendous amount of support from the
21 people of Raynham. It's because the Carney
22 family are part of the town of Raynham.

23 We have fire trucks that the Carney
24 family has helped us pay for. In addition to

1 supporting charities and other causes, the
2 Carney family are part of the Raynham family.
3 And that's something I know they're proud of
4 and I think that I can say confidently we are
5 proud of.

6 We have been looking for a number of
7 years to get this open. I know that when I
8 campaigned seven years ago this was the
9 centerpiece of my campaign, doing everything
10 I could in my power to work with the
11 Commonwealth to make sure that Raynham Park
12 was awarded a license.

13 Hundreds of jobs, Raynham residents,
14 Taunton residents, and surrounding
15 communities were lost when Greyhound racing
16 ended. It was a travesty. To this day we
17 still have people waiting and hoping that
18 Raynham Park will again be awarded a license
19 so they can get back to work.

20 My colleagues and I in Raynham
21 government recognize that. In our agreement,
22 we not only sought to protect the people of
23 Raynham, but the people who lost their jobs
24 when Greyhound racing closed. It's because

1 we recognize what they did for our community
2 working with the Carney family.

3 I want to hit upon a few other things
4 as well. In terms of permitting, it's my
5 firm belief, I stand with Tony and with
6 George, we expect that they can be open
7 within six months. I can tell you my staff
8 at town hall will do everything while
9 maintaining the letter of the law to get them
10 up and running in six months. We are having
11 a preplanning session on December 19th. Our
12 new planning director John Charbonneau is
13 here if you have more specific questions.
14 But he is under every instruction to make
15 sure this is done again within the letter of
16 the law, but to get people back to work.
17 That is our priority in Raynham to get people
18 back to work. And then secondary to that is
19 to generate tax revenue or not just Raynham,
20 but the Commonwealth.

21 And in terms, Mr. Chairman, of
22 geographics, I want to take a minute to brag.
23 We have two companies in the town of Raynham
24 that after, in one case Johnson & Johnson, a

1 nationwide search chose Raynham. And in the
2 other case, Electrochem, a worldwide search
3 chose Raynham. Raynham is an extremely
4 special place. It's why my family's been
5 here for over a hundred years. It's why I
6 believe the Carney family has chose to stay
7 here for so long, and it's why business after
8 business chooses to locate in Raynham out of
9 anywhere else because we're a phenomenal
10 place. You see the school that we're in
11 today, this is a community that understands
12 what it means to be a community, who invests
13 in themselves and who helps each other out to
14 move forward.

15 It is my firm belief, my sincere
16 belief that if the Commission gives a license
17 to Raynham, you will be served proud and the
18 Commonwealth will be well represented in the
19 gaming field.

20 And all I can say at this point is
21 again, thank you for your time. We, as a
22 town are available to the Commission as you
23 might see fit to utilize us.

24 And I also want to commend you on the

1 hiring of John as the ombudsman. I can tell
2 you he has been a privilege to work with.
3 Sometimes Raynham has the small community
4 syndrome where we felt left out. John's done
5 anything but that, he's been receptive; he's
6 been honest; he's been candid. And most
7 importantly to us, he's an respectful. So, I
8 thank you for that as well. Thank you.

9 CHAIRMAN CROSBY: Thank you very
10 much.

11 COMMISSIONER CAMERON: Thank you.

12 CHAIRMAN CROSBY: We appreciate that.
13 We like John, too. Mr. Schiavo, do you want
14 to speak?

15 MR. SCHIAVO: Thank you, Mr. Chairman
16 and Commissioners. It's -- it's a privilege
17 and an honor to be able to say a few words to
18 you.

19 I know a lot -- a lot of comments
20 have been made tonight, so I'll confine my
21 remarks to just a few on behalf of the Town.

22 Three communities are clearly
23 competing for the slot casino license. We
24 know that. And each community has merit. We

1 understand that. But only one community is
2 not only situated along 495 and 95, and a lot
3 of comments have been made regarding our
4 location. But we really cannot underestimate
5 the value of our close proximity to Route 24.
6 That is really the critical difference
7 between us and the other communities that
8 have been mentioned.

9 You go north on 24, you go straight
10 to Boston on 93. You bring up in all of that
11 work from Quincy, all the people from
12 Weymouth. These are large population
13 communities that have direct access -- access
14 to us through Route 24.

15 Coming from the south, you have New
16 Bedford, you have Fall River, you have
17 Providence. So, Route 24 -- and by the way,
18 it's -- it's important to note that we have
19 not one, but two exits off of Route 24,
20 either one of them are a mile on either side
21 of the proposed park. It can't get any
22 better transportation wise than that.

23 Only one community has successfully
24 hosted a gambling establishment for seventy

1 years. Now, the other community that we
2 talked about has been around for fourteen or
3 fifteen years. I submit to you experience
4 counts. Experience counts. Seventy years of
5 operating a successful gaming -- gambling
6 establishment has to count for a lot. In my
7 world experience does count.

8 And we talked about the unanimous
9 support of the community, and it's been
10 quoted as eighty-seven percent. Let me just
11 clarify that, it was 87.1 percent, so I feel
12 very good about the fact that we have that
13 extra .1 percent that -- that's been talked
14 about.

15 I know we've talked a little bit
16 about the aggressive plans to be operational
17 within six months. And -- and Mr. Ricci made
18 a very good point when he said, you know,
19 some of this is relative, because dealing
20 with MEPA and dealing with DOT, and I do some
21 of that in some of my other work, we know
22 that that's going to affect everybody. So, I
23 think that point was well made.

24 But I do want to emphasize something

1 that perhaps is obvious. But we have a
2 tremendous advantage in the partnership of
3 two very, very experienced people. I don't
4 think any of the other communities can boast
5 of having a Carney or a Greenwood Racing and
6 the success of both of them. The synergistic
7 value of bringing these two together, I think
8 we have to allow for that synergy. And to
9 me, that's a critical component in the
10 potential that we are offering.

11 So, Raynham is, you know, the Carney,
12 you know, the partnership, you know, Raynham
13 is the only one that offers all of these
14 things.

15 Lastly, I do want to thank you for
16 your active consideration of our application.
17 We know that the decision is not an easy one.
18 I think everybody has spoken to that. But I
19 believe at the conclusion of your due
20 diligence and at the conclusion of your
21 vetting process you will see that Raynham is
22 the one that can most successfully deliver
23 against the standards and the template which
24 you have set for this establishment and for

1 this operation. In fact, I believe we will
2 exceed those standards. So, on behalf of the
3 Town of Raynham, I -- I humbly submit that we
4 would be the best choice of any of the
5 communities. Thank you.

6 COMMISSIONER CAMERON: Thank you.

7 CHAIRMAN CROSBY: Thank you. Ms.
8 Smith.

9 MS. SMITH: Thank you Mr. Chairman
10 and members of the Board. Well, I guess that
11 Mr. Pacheco and Mr. Schiavo have really
12 nailed everything that we stand for in
13 Raynham. And there's not much left to say.

14 Everyone that got up here today spoke
15 of Mr. Carney and the Carney family, and what
16 they have contributed to their communities.
17 Well, let me tell you, Mr. Carney has
18 contributed a lot. He has been a great
19 neighbor for the town of Raynham and we are
20 all very pleased that he has decided to put
21 forth and do such a thing as this.

22 Parx Management has given you a great
23 presentation. I think this is a wonderful
24 project. Mr. Schiavo has told you all about

1 the ins and outs of Raynham, how to get here
2 and how it will work. I can see no other
3 place than Raynham for a place like this. I
4 really cannot.

5 This will open up to southeastern
6 Mass. that little economic engine that
7 everybody talks about, because we do need the
8 jobs. And this will provide all the jobs
9 that we will need, not only in Raynham but in
10 Brockton and in Bridgewater.

11 So, I thank you very much for coming
12 and I do hope that you will give careful
13 consideration to the Parx, and Mr. Carney and
14 to the Town of Raynham. We are willing and
15 we're open for the challenge. Thank you.

16 CHAIRMAN CROSBY: Thank you.

17 COMMISSIONER CAMERON: Thank you.

18 CHAIRMAN CROSBY: Mr. Buckner, town
19 administrator. Is he here?

20 MR. BUCKNER: I have nothing to add.

21 CHAIRMAN CROSBY: I'm sorry?

22 MR. BUCKNER: I have nothing to add.

23 CHAIRMAN CROSBY: Okay. Thank you.

24 Mr. Gordon Luciano is an elected member of

1 the Board of Assessors. He said he would
2 like to speak.

3 MR. LUCIANO: Thank you, Mr.
4 Chairman, members of the Committee. Excuse
5 me. Welcome to Raynham.

6 For over twenty years I've been a
7 local official here in our community, served
8 on the Board of Selectmen. I survived as a
9 member of the School Committee, and I
10 currently now serve as an elected member to
11 the Board of Assessors. One of the things
12 when this proposal first came forward is the
13 assessors took the position of neutrality,
14 and did not endorse the project, so that all
15 of the numbers that we would analyze, and
16 evaluate, and be asked our opinion of, would
17 be presumed as being fair and accurate to
18 each and every question posed before us.

19 And in a careful analysis of what's
20 been presented we are able to verify many of
21 the facts that have been put forward to our
22 community and to you as far as revenue for
23 the community.

24 When we take a look at, for example,

1 the financial impact to the town of Raynham
2 and what does it mean, utilizing our fiscal
3 year '14 value for the community as we have
4 just finished up our classification for that
5 fiscal year and set our tax rate just this
6 past Tuesday, using conservative numbers, for
7 example, if at full build-out for the
8 facility at Phase 2 it comes in at
9 \$125,000,000.00 of assessed value, at our
10 current tax rate of \$21.63, that would mean
11 over \$2,703,000.00 to the town of Raynham.
12 Additional dollars currently not derived.

13 When you add to that right off the
14 top the mitigation figure of \$1,000,000.00,
15 that the figures being thrown about between
16 three and \$4,000,000.00 to the Town are
17 accurate based on the presentation of the
18 facility and the mitigation money as provided
19 in the contract.

20 What does that mean to each
21 individual? It's very important that every
22 Raynham resident is considered a stakeholder
23 in this project, and must have the ability to
24 benefit from this. Because it is a community

1 project. The average house in Raynham is
2 currently at 294,100. That would be an
3 average savings for every million dollar
4 impact of over \$170.00 per household.
5 Amitorizing that out to the 3 to 4,000,000.00
6 figure, that is a significant savings,
7 significant value to each resident of our
8 town, each homeowner.

9 What does it mean to the overall
10 value of the town? You hear at times that it
11 could potentially bring values down. The
12 mere fact they've added \$125,000,000.00 to
13 our value equates to over a 7.2 percent
14 increase in the overall town value, a
15 significant increase in what the town's worth
16 becomes.

17 As we move forward as this project
18 goes on, a team has been put in place, and
19 it's the same team we've used for twenty
20 years. It's our financial team that
21 carefully analyzes each and every dollar that
22 comes into our community. And I believe we
23 have been good stewards of those dollars. As
24 this additional money comes in no promises

1 have been made, no commitments have been made
2 except that the voters, the people, the
3 residents of Raynham would be the first voice
4 that those of us that are elected and
5 appointed officials who are involved in the
6 financial aspect of our community will be
7 heard.

8 One of the things that we have always
9 done is taking great pride in providing town
10 services. That is a very important factor
11 when you open up the facility that will bring
12 thousands of people, hopefully, daily into
13 your community. Those services mean
14 something to those people as well. When they
15 come into our community, and they have a
16 medical emergency, the hope of their families
17 is that this town can immediately provide a
18 service of quality that is second to none.
19 We have a full fire department, paramedics,
20 we run two ambulances full-time. We have new
21 and upgraded equipment, state-of-the-art fire
22 apparatus and protective gear.

23 We have a ten year capital plan that
24 makes sure that every member of our public

1 safety force is fully outfitted with all that
2 is needed to provide the services required
3 today for our residents, and also for our
4 visitors. The visitors to this track,
5 to this facility would be included in that.
6 They would be able to have a comfort level of
7 knowing that in the case of an emergency
8 their needs would be addressed immediately.

9 Security, we have a full-time police
10 force that's first-rate in our training and
11 in our facilities. We've done this through
12 the values of the community over the past
13 twenty years by establishing a capital plan,
14 a financial projection plan to make sure that
15 every dollar that is raised is spent
16 adequately at a level that meets the needs of
17 our community and -- and is not wasted.

18 We also have over four percent of our
19 annual operating budget currently in a
20 stabilization account for unforeseen
21 emergencies. Our general fund does not pay
22 for capital items, because if you commit to a
23 capital item without sustainable reoccurring
24 revenues, years down the road where does that

1 come after. You pay the bond on the fire
2 truck, you may have to lay off the employee.
3 What we have done is through our capital plan
4 is all of our projects are paid with one-time
5 monies that come in that are unanticipated.
6 Such as new growth or free cash at the end of
7 the fiscal year that is certified of money we
8 didn't spend. We use those type of resources
9 for the one-time expenditures so as not to
10 have to impact our daily operational expense
11 of the community.

12 These are important factors I believe
13 when considering this proposal for approval.
14 Because the Town commits to all the residents
15 not only here will derive the benefit and be
16 considered stakeholders and part of the
17 benefit package, but also the visitors as
18 well. They will be treated appropriately in
19 any in any type of situation, respected and
20 welcomed here in our community.

21 So, with that I want to assure the
22 Commission that the plan is in place. It is
23 long-term, it is ongoing and it will make the
24 Commission proud down the road to see how

1 Raynham handles the additional dollars if we
2 are so privileged to have provided to us.
3 Thank you.

4 CHAIRMAN CROSBY: Thank you.

5 COMMISSIONER CAMERON: Thank you.

6 COMMISSIONER STEBBINS: Thank you.

7 COMMISSIONER ZUNIGA: Thank you.

8 CHAIRMAN CROSBY: Let's see. There
9 was a consultant from Raynham, Mr.
10 Birmingham, that wanted to speak or
11 Birmingham.

12 MR. BIRMINGHAM: Mr. Chairman,
13 Commissioners, pleasure to be here. I am B,
14 the Birmingham in B & S Consulting. We were
15 retained by the Town of Raynham on April 9th
16 to conduct an impact analysis of what the
17 casino proposed by the Carneys and Parx would
18 bring to the town.

19 We began an in-depth series of
20 interviews and analysis of the town
21 infrastructure, its housing, its
22 unemployment, its school system, street
23 system and traffic conditions, and the site.
24 We met with the developer; we met with Ms.

1 Brock and at least half of the -- of the
2 existing facility, as well as town hall
3 staff. And conducted three public forums.
4 We appeared on talk radio. We appeared on
5 the local access TV network to garner
6 comments and input into our public forums.
7 And I should say our conclusion after all of
8 that is that the proposal will not have a
9 negative impact on the town economically as
10 you've heard by many speakers so far, there
11 will be a positive economic impact on the
12 community from jobs, as well as spinoff
13 economic development purchases of business
14 services, that sort of thing.

15 But one of the comments we received
16 over and over again was traffic. Many people
17 are concerned about the impact on 138. We,
18 in partnership with our own traffic
19 consultants, F.A. Hesketh, Incorporated, from
20 Bloomfield, Connecticut, who have, as well as
21 myself, over twenty years of experience
22 working with gaming facilities in
23 Connecticut. I myself was a past director of
24 planning and economic development for the

1 Mashantucket Pequot Tribe, the developers of
2 Foxwoods since its inception in 1991. So, we
3 have a good handle on what the community
4 impacts might be from not only economics, but
5 as I said traffic from F.A. Hesketh.

6 He analyzed the reports from Nitsch
7 and came up to the conclusion that they were
8 being overly conservative. We concur with
9 their recommendations for the channelization
10 of traffic in front of the facility, and for
11 the improvements to the various intersections
12 in Taunton and the one or two in Easton.

13 There's one additional intersection
14 that we studied on Old North Main Street that
15 we concur it needs some upgrading as well.

16 But bottom line is where we think
17 that there will be minimal negative impact.
18 We assisted the Board of Selectmen,
19 participated in the negotiations sessions
20 with the developer and the Board to develop
21 the existing host community agreement. I
22 think it's a good agreement and you should
23 review it. All of the sixteen points that
24 the Act requires to be dealt with are indeed

1 covered in the Act. If there are things that
2 are not suitably analyzed at this point in
3 time that come up through the MEPA process
4 and so forth, the Carneys and the developer
5 have committed to fund those improvements as
6 they are identified during the Phase 2
7 permitting process.

8 So, I think the impact on the
9 community will be negligible from a financial
10 standpoint. There certainly will be some
11 issues that need to be dealt with as time
12 goes on, site policing and so forth. But
13 that's a discussion that'll be ongoing, as I
14 understand it, between the local police, the
15 Massachusetts State Police and your own
16 gaming inspectors. I know that those are
17 issues that are going to be beyond the
18 control of the Town. But again, the
19 developer has committed to deal with those
20 costs and paying for whatever shifts are
21 required to be implemented on the property as
22 time goes forward.

23 I did review this application to --
24 to the Commission. All the boxes are

1 appropriately responded to in my opinion.
2 And I do have some experience in negotiating
3 agreements in the State of Connecticut in the
4 second round compact. I was part of the
5 project team on the part of the Tribe with
6 the State of Connecticut. So, all those
7 issues, this is completely aside for you for
8 one second.

9 You've been complimented vociferously
10 tonight, and I'd like to compliment the
11 legislative team who wrote the Act. I have,
12 from my experience in Connecticut, there's
13 nothing like that in -- in the compacts or
14 the negotiated compacts between the tribes
15 within Connecticut as you find in the -- the
16 Act. You've covered the bases.

17 My experience is with the towns is
18 yes, there's some social impacts. Yes, there
19 are some crime issues to deal with. Yes, the
20 economic impact sometimes may not be not be
21 quite so fruitful as is anticipated initially
22 because frankly we are in a declining market.
23 And that's what we have to deal with. But
24 the Act and the implementation of the Act

1 through the commitments of the developer, I
2 think adequately provide a framework for
3 dealing with those issues as you move
4 forward.

5 So, I think Massachusetts is
6 benefitted by the Act that you have and your
7 due diligence in implementing it through --
8 through these proceedings and issuances of
9 the license and conditions to the licenses
10 that is in your discretion to implement. And
11 I encourage you to think about what they may
12 be.

13 Thank you very much for your time.
14 Any --

15 CHAIRMAN CROSBY: I do. Anybody
16 else? You apparently, if I understood
17 correctly, it sounded like Mass DOT thought
18 the niche traffic study was too limited in
19 scope, and there were twelve other
20 intersections that should to be attended to.
21 You, on the other hand, found the niche study
22 overly conservative. So, do you disagree
23 with Mass DOT?

24 MR. BIRMINGHAM: No, no, no, no, my

1 purview as you understand was for the Town of
2 Raynham. We didn't extend our review into
3 the Town of Easton where these new
4 intersections that Mass DOT are asking --
5 interviewing --

6 CHAIRMAN CROSBY: Oh, I thought some
7 of them were in Raynham. Was -- am I wrong
8 about that?

9 MR. BIRMINGHAM: North Main Street,
10 beyond that?

11 MS. BROCK: Yes, there's a couple
12 others in Raynham on the other side of 495
13 that's also being studied.

14 MR. BIRMINGHAM: Now, our comments
15 are based on this, twenty years of study of
16 traffic volumes at Foxwoods and Mohegan Sun
17 have -- and generated a per gaming station
18 traffic generation factor in our review that
19 the -- the conduct uses now in evaluating
20 traffic impact from gaming facilities in
21 Connecticut. When you look at the combined
22 -- combined trip factor for the restaurant,
23 the gaming station, the entertainment venues
24 that occur on the casino site, that reduces

1 the overall impact of traffic to a facility
2 for an our view, in our -- in our empirical
3 studies that we've had over the years. So,
4 that's the basis for believing niche, and
5 perhaps even Mass DOT are a little
6 conservative in summing all the kinds of uses
7 that are going to be on the property and into
8 additional factors for each individual use,
9 like I said restaurants, the gaming
10 facilities themselves and entertainment
11 venues, so in our analysis we think that the
12 niche is being conservative. Are there other
13 impacts in the Town of Easton, I'll leave
14 that to Mass DOT to determine.

15 CHAIRMAN CROSBY: No, that's a
16 different question.

17 MR. BIRMINGHAM: Right.

18 CHAIRMAN CROSBY: Right. Okay.

19 Thank you.

20 MR. BIRMINGHAM: You're welcome.

21 CHAIRMAN CROSBY: Thank you. Okay.

22 I think that's all the representatives of the
23 host community. Am I right, Mr. Pacheco?

24 MR. PACHECO: No, our fire chief.

1 CHAIRMAN CROSBY: I'm sorry, I don't
2 see his name on here but --

3 MR. PACHECO: Chief Januse.

4 MR. JANUSE: Good evening, Chair,
5 Commission.

6 CHAIRMAN CROSBY: Good evening.

7 MR. JANUSE: I just would like to
8 tell you that the fire department is --

9 CHAIRMAN CROSBY: Excuse me. Can we
10 just have your name, please.

11 MR. JANUSE: Chief Janus, Raynham
12 Fire Department.

13 CHAIRMAN CROSBY: Januse. J?

14 MR. JANUSE: J-A-N-U-S-E.

15 CHAIRMAN CROSBY: Thank you.

16 MR. JANUSE: The fire department is
17 strongly in support of the Carney family on
18 this project.

19 And talking about the Carney family,
20 and Joey -- Selectmen Pacheco hit on it, not
21 only donated to our fire truck, a tower truck
22 that we bought six years ago, but they also
23 built us a brush truck. And I think all my
24 people have worked at the Raynham Park one

1 time or another. I know he's put a lot of
2 kids through college up there. My dad worked
3 there, I worked there, my son worked there.
4 And we've had a great relationship and look
5 forward to working with them on this project.
6 And hopefully we can get going soon. Thank
7 you.

8 COMMISSIONER CAMERON: Thank you.

9 CHAIRMAN CROSBY: Thank you. Is that
10 it?

11 MR. PACHECO: I believe so, Mr.
12 Chairman.

13 CHAIRMAN CROSBY: Thank you. All
14 right. Okay. We have some guests and
15 representatives from surrounding communities
16 who -- official representatives. Let me see,
17 that would be Peter Colombotos from the
18 Bridgewater Town Counsel. Is he here? Or
19 Sherry, I can't read the handwriting, from
20 the Taunton City Council. Okay. And is
21 there anybody else? Are there other
22 surrounding community elected officials or
23 town administrators? Okay.

24 Are there any representatives of live

1 entertainment venues? I don't believe so.

2 Then we will move on to
3 representatives of the public. It is now
4 twenty of seven. We are hoping not to be
5 here too long, but we are hoping to hear from
6 everybody. If you will do us all the favor
7 of keeping your comments as brief as you can,
8 particularly if you have something new to
9 say, we're interested in that. If you just
10 want to support what's been previously said,
11 that's fine, too. And it would be helpful if
12 you could do that as briefly as possible
13 because there are quite a few names here on
14 the list. I'm just going to take them as
15 they came in.

16 Let's just start out with Ethan Snow
17 from Unite Here, and Chris Cooney and William
18 Smith will be teed up next if they're here.

19 MR. SNOW: Thank you, Chairman and
20 Commissioners for the opportunity. My name
21 is Ethan Snow. I'm a resident of Pembroke.
22 I'm the political and communications director
23 of the New England joint board, Unite Here.
24 Have a few of our members here today, I just

1 want to introduce one of the members.

2 MS. CAROL: Good evening. My name is
3 Carolyn Carol, I'm a food service worker at
4 Bridgewater State University.

5 CHAIRMAN CROSBY: Welcome.

6 MR. SNOW: So, as you know, Unite
7 Here represents food service workers at
8 Bridgewater University nearby, in addition to
9 thousands of hospitality workers in Boston's
10 hotels and over a hundred thousand gaming
11 workers in Las Vegas, Atlantic City, and many
12 other gaming markets including Twin River in
13 Rhode Island.

14 The gaming industry is really our
15 industry. We know that gaming jobs can be
16 good family sustaining jobs when there is a
17 partnership between Unite Here and the gaming
18 employer. And the benefits go beyond good
19 wages and excellent benefits.

20 As you know, we have experience
21 operating joint labor management training
22 centers that provide free entry-level
23 training to people seeking jobs in our
24 industry.

1 Mr. George Carney has been very
2 receptive to talking with our union, but to
3 date Raynham Parks operating partner,
4 Greenwood Racing has not signed a labor
5 harmony agreement with our union and our
6 coalition partners, the Teamsters in the
7 operating --

8 We're surprised that Greenwood has
9 not signed with us, given that we are the
10 hospitality workers union nationally and here
11 in Massachusetts. We've represented the
12 gaming hospitality workers for over seventy
13 years.

14 We wonder about Greenwood's
15 commitment to creating sustaining -- family
16 sustaining jobs stable here in Raynham. As
17 residents of the Commonwealth, we want to
18 bring our union standard of high wages and
19 excellent benefits to the gaming industry in
20 Massachusetts. Unite Here members working in
21 casinos earn a living wage.

22 Las Vegas cooks and housekeepers earn
23 \$18.00 an hour. Unite Here members in Las
24 Vegas, Atlantic City and in Boston hotels

1 have a defined benefits pension and
2 affordable family health care. Unite Here
3 wants gaming jobs in Massachusetts to
4 maintain these high standards. But without a
5 commitment to live in harmony, we're doubtful
6 that a casino at Raynham Park will provide
7 the quality -- quality jobs anticipated by
8 the Act. Thank you.

9 CHAIRMAN CROSBY: Thank you. Maybe
10 that would be something Mr. Ricci could
11 address with his remarks at the end of the --
12 at the end of the day.

13 Mr. Cooney or Mr. Smith, is either of
14 you here? Ted Burgess from West Bridgewater?
15 Scott Ferrigno, Mike Venisky, Sister Helen
16 Ianauskas, if you all want to come up so we
17 can move -- move along quickly. Welcome.

18 MR. BURGESS: Good evening, my name
19 is Ted Burgess. I am the general manager of
20 Burgess Pest Management, a veteran owned
21 company locally. I have the unique
22 perspective to talk about my relationship
23 with the Carneys as a former employee and
24 current vendor.

1 I'm going to reiterate a lot of
2 comments that have been here tonight, so I'll
3 be very brief. Obviously this opportunity
4 will create a number of jobs for the
5 community, providing stability with those
6 jobs for the workers and their families.

7 Support of local vendors, my company
8 has had a relationship with the Carneys for
9 over twenty-five years. Loyalty obviously is
10 something that's not easily found these days.
11 But the Carneys have gone out of their way to
12 show that to the local vendors. There's of
13 course a trickle-down effect that these local
14 vendors will have the opportunity to hire
15 within the community to support the needs of
16 once again this opportunity.

17 A family owned and operated company,
18 the Carneys have done nothing other than
19 operate a first-class operation. I can speak
20 personally that my days as an employee of the
21 Carneys, I did not go a single day without
22 face time with one of the owners asking me
23 whether or not there was something I needed
24 day to day. And of course, their community

1 investment, charitable contributions to
2 various organizations and youth programs.
3 And lastly, the support of the community,
4 particularly the local vendors, my family and
5 on behalf of my father, a former state
6 representative, we are in full support of
7 this Carney venture. Thank you.

8 CHAIRMAN CROSBY: Thank you very
9 much.

10 COMMISSIONER CAMERON: Thank you.

11 MR. FERRIGNO: Good evening, my name
12 is Scott Ferrigno. I'm part owner of Sign
13 Design, Incorporated, in Brockton, Mass. And
14 we are in our twenty-fourth year, and I'm
15 happy to say have had a business relationship
16 with the Carney family for all of those
17 years. And they really have treated us like
18 family. And I've known him all my life, and
19 I'm proud and privileged to be here to
20 support their efforts. Thank you.

21 CHAIRMAN CROSBY: Thank you very
22 much.

23 COMMISSIONER CAMERON: Thank you.

24 CHAIRMAN CROSBY: Thank you for your

1 brevity. Mr. Venisky or Sister Helen.

2 MR. HAYDEN: My name's Alfred Hayden,
3 I'm speaking for Mike Venisky. He had to
4 leave.

5 CHAIRMAN CROSBY: Okay.

6 MR. HAYDEN: And we apologize for
7 that.

8 CHAIRMAN CROSBY: That's all right.

9 MR. HAYDEN: Yeah, my name's Alfred
10 Hayden. I live in Brockton. And I live
11 about a mile away from the -- the
12 fairgrounds. And I think a horse track would
13 be great there. And I live about five miles
14 away from Raynham. And I used to go to the
15 Raynham Dog Track, and I thought it was a
16 pretty -- pretty nice place. They always
17 kept it up and it was always very nice, very
18 comfortable place to go to.

19 We're from the Wheels of Time. And
20 we've been associated with George Carney for
21 about twenty years or so. And he's always
22 been there to help us with our charities
23 because we are a charity organization. And
24 he's been a real supporting member of that.

1 And we'd be comfortable with the, you know,
2 the gaming and the horse track. Thank you.

3 CHAIRMAN CROSBY: Okay. Thank you
4 very much. Wendy -- oh, I'm sorry.

5 MR. WINTERS: Excuse me.

6 CHAIRMAN CROSBY: Go ahead, please.

7 MR. WINTERS: I'm George Winters, I'm
8 from Brockton, I've been -- and the Wheels of
9 Time. I think Carney's done a lot for us in
10 a lot of different areas all throughout.
11 I've known him probably for a long time. And
12 they've always been very fair to everybody
13 that I've known. I don't know anybody that
14 doesn't have -- and I think that the gaming
15 and dog track would be a great thing for the
16 town -- all the towns around. Thank you.

17 CHAIRMAN CROSBY: Thank you.

18 COMMISSIONER CAMERON: Thank you.

19 MR. LYNCH: Good afternoon.

20 CHAIRMAN CROSBY: Good afternoon.

21 MR. LYNCH: Good afternoon, Chairman
22 and Commission, my name is David Lynch. I
23 personally know Mr. Carney, God bless him and
24 his family.

1 What I want to start with real quick
2 is the president of our Brockton Police
3 Department. I'm from the City of Brockton.
4 I'm the town mechanic and the contractor for
5 24 and 495 for the State Police. Our
6 president, who was sitting behind me, from --
7 representing Brockton Patrolmen's Union was
8 sent here tonight in 100 percent support of
9 the harness racing and the fairgrounds. So,
10 he told me to give you nothing but love.

11 CHAIRMAN CROSBY: Thank you. What's
12 his -- what was his name?

13 MR. LYNCH: His name is -- I'm
14 nervous because I'm standing here. Bill
15 Healy, Bill Healy, yes.

16 Real quick, my parents are born and
17 raised right by the Brockton Fairgrounds. I
18 am a resident. I live around the corner from
19 Mr. Carney's personal home. I can't say
20 enough about him. The man just does
21 everything for everybody. I've never heard
22 him say no. With everything going on, when
23 my parents are sick, he still checks in on
24 them. The guy, I -- I don't even know what

1 else to say. He -- just everything we could
2 possibly see for him that we can possibly do,
3 please give this man a chance and his family,
4 he deserves it. Thank you very much.

5
6 COMMISSIONER MCHUGH: Thank you.

7 COMMISSIONER CAMERON: Thank you.

8 CHAIRMAN CROSBY: Thank you very
9 much.

10 COMMISSIONER CAMERON: Mr. Chair,
11 Sister Helen.

12 COMMISSIONER MCHUGH: I think Sister
13 Helen.

14 CHAIRMAN CROSBY: Oh, Sister Helen,
15 good. Thank you. Thank you.

16 SISTER IANAUSKAS: Thank you for this
17 opportunity. On behalf of Lithuanian
18 Children's Relief, I want to say thank you,
19 aciu, to Mr. Carney and his wonderful staff
20 for the help they have provided these past
21 five years.

22 Lithuania, a small Balkan country in
23 Europe was under communism for fifty years.
24 Lithuania was the first country to dare to

1 stand up to the Soviet Union and declare her
2 independence.

3 LCR was founded when Lithuania
4 declared her independence to help support the
5 country. Mr. Carney provided the use of his
6 Brockton Fairgrounds for the storage. And
7 with his men when we sent over containment,
8 they're there with their lifts lifting the
9 things. We have sent about 175 forty-foot
10 containers, and we have been with Mr. Carney
11 for the past five years. And I'm really
12 speechless to -- to properly thank him and
13 his wonderful, wonderful workers for all the
14 help that has been given. And in Lithuanian
15 the whole world speaks Lithuanian every time
16 they sneeze, aciu, it says thank you. So,
17 aciu, aciu, and God bless you. Be assured of
18 our prayers for you.

19 CHAIRMAN CROSBY: Thank you very
20 much.

21 COMMISSIONER CAMERON: Thank you.

22 MS. KRUCZEK: Hello, my name's Wendy
23 Kruczek. I've worked for the Commonwealth of
24 Massachusetts for thirty-six years, providing

1 supports to people with disabilities. And in
2 1997 when I partnered with the track, I
3 didn't know I was partnering with the Carney
4 family, too. They embraced us and we are
5 thrilled. It's hard enough to get a job
6 today without having disabilities, too. And
7 one of the key factors is natural supports.
8 And with the first day we started, the
9 natural supports just began. And it filtered
10 it from the top all the way down to
11 everybody, and they made our people feel
12 welcome with dignity and -- and respected.
13 And it wasn't uncommon to see Mr. Carney come
14 through and take the time to give words of
15 encouragement to our people. They were
16 devastated when they had to leave, thirteen
17 years they worked for Mr. Carney. And with
18 the promise of employing our people again
19 should the gaming come back, so I hope that
20 you do give him the permit, and -- and
21 whatever it takes to make that happen because
22 we are excited that that might happen again
23 for our community. Thank you.

24 CHAIRMAN CROSBY: Thank you very

1 much.

2 MR. SOLERO: Hi, my name is Kevin
3 Solero. I work for the Commonwealth of
4 Massachusetts. I -- I accompany Wendy. And
5 just to reiterate, I am the director of
6 vocational services for the southeast region
7 of the Department of Developmental Services.
8 And we do want to commend Mr. Carney on his
9 commitment to hiring people with
10 disabilities.

11 I know there's a lot of mandatory
12 commitment for veteran owned businesses,
13 minority owned businesses. But there is no
14 mandatory for hiring people with
15 disabilities. And the Carney family has
16 stepped up and made his -- his operations
17 welcoming to anyone who wants a job. He has
18 made a commitment if he does receive this
19 licensing, he will promote hiring people with
20 disabilities. And I really want to commend
21 Carney and his operations for being so
22 welcoming to -- to everyone. Thank you.

23 COMMISSIONER CAMERON: Thank you.

24 CHAIRMAN CROSBY: Thank you. Mike

1 Harrigan (sic); Jake Bettencourt; Stephen
2 Bernard.

3 MR. HERRIGAN: Mr. Chairman,
4 Committee members, thank you for the
5 opportunity. I'm the general manager of the
6 Taunton Municipal Lighting Plant for
7 municipal lighting plant that serves Taunton,
8 Raynham, Berkeley, Dighton --

9 CHAIRMAN CROSBY: Excuse me, are you
10 Mr. Harrigan?

11 MR. HERRIGAN: Herrigan.

12 CHAIRMAN CROSBY: Herrigan, sorry.
13 Okay.

14 MR. HERRIGAN: That's okay. We serve
15 Berkeley, North Dighton, parts of Lakeville,
16 and little parts of Bridgewater. We've
17 served Raynham Dog Track since its inception.
18 Back in '78 we did a big expansion to the
19 facility. And I think it was an electric
20 heat track that was put in to be able to run
21 the dates during the winter. And the
22 facility, over the years had run its day
23 rates, its races as well as its night races,
24 etcetera with, you know, the traffic volume

1 the energy audits throughout the years. He's
2 taken the initiatives to do the energy
3 efficiency programs. And when the ISO which
4 we are all member of, is the independent
5 system operating New England, had their
6 stressors at different times, the generation
7 that Carney has on-site, we were able to
8 cooperate with him very easily to have him
9 run his generation to reduce the stress to
10 the system, to keep the New England public
11 power pool in place.

12 In addition to that, we look forward
13 to working with him and his development team,
14 and coming to the final implementation of
15 both the initial phase as well as the second
16 phase. And it'll be just an additional load
17 to our system, and, you know, being a
18 municipal light with local control, we have
19 the staff and the knowledge, local knowledge
20 and they will respond to the issues that may
21 occur in the system to ensure they have their
22 reliability and good low-cost electricity.
23 Thank you.

24 COMMISSIONER MCHUGH: Thank you.

1 COMMISSIONER CAMERON: Thank you.

2 CHAIRMAN CROSBY: Thank you.

3 MR. BERNARD: My name is Steve
4 Bernard. I think first I'd like to say thank
5 you to the Commission, Mr. Chair, members of
6 the Committee, Commissioners, presenters.

7 I bring greetings from Ron Caufield,
8 the presenter to you on November 7th. He was
9 presenting for the Mass Gaming Diversity
10 Coalition members. That included the Center
11 for Women and Enterprise; the Greater New
12 England Minority Suppliers Development
13 Council; Hispanic American Chamber of
14 Commerce; Massachusetts Minority Contractors
15 Association; Minority Business Development
16 Agency; NAACP, New England Area Conference;
17 and the Urban League of Eastern
18 Massachusetts.

19 I am the president of the Brockton
20 area NAACP. Our service area includes
21 Raynham Park and nearby cities and towns.
22 The National Association for the Advancement
23 of Colored People is the largest and the most
24 effective civil rights organization in the

1 country.

2 Economic sustainability is among our
3 top priorities. The unemployment rate in the
4 nation is 7.2 percent. The unemployment rate
5 among African-Americans is nearly doubled,
6 exceeding thirteen percent. The labor force
7 participation rate in the African-American
8 community is sixty percent. From today's
9 news columns, articles speaking on income
10 inequality, I'd like to give you some quotes.

11 "Income inequality is riskier than
12 you think. Economists consensus, extreme
13 economic inequality of the type the United
14 States is experiencing impedes economic
15 growth. Income inequality limits upward
16 mobility. Studies show we trust each other
17 less when there is greater inequality.
18 Inequality is bad for democracy." And lastly
19 "inequality screws up the economy and society
20 in general. So, even if you are not worried
21 about inequality, or opportunity, you ought
22 to be."

23 Looking at what Raynham Park gaming
24 brings to the area, it brings job

1 opportunities. Job opportunities. It brings
2 marketing opportunities, information
3 technology opportunities, finance, economy,
4 human resources, food and beverage, security,
5 regional entertainment, to name a few
6 opportunities.

7 Potential internship at high school
8 -- from high schools and colleges, curriculum
9 changes to facilitate the gaming industry at
10 local colleges. How are these opportunities
11 facilitated? Raynham Park is partly owned by
12 a local businessman and a local businessman's
13 family, that being the Carney family. George
14 is an avid supporter of the work ethic. As
15 he works every day, even today, and tonight,
16 as we all sit -- sit and listen to the
17 comments.

18 He is committed and dedicated to the
19 business and the people who work to make the
20 businesses a success. George has
21 enthusiastically asked to work with the
22 Diversity Commission to develop partnership
23 and implement employment opportunities at
24 Raynham Park.

1 I've known George for the greater
2 part of my life, and I believe that the
3 community surround -- surrounding Raynham
4 will positively -- positively benefit
5 financially, socially, equitably from the
6 many establishments and opportunities that
7 the slot -- a slot parlor at Raynham Park
8 will facilitate.

9 Thank you very much for the
10 opportunity, and thank you, George, and your
11 partners for offering us this wonderful
12 opportunity for both.

13 CHAIRMAN CROSBY: Thank you very
14 much.

15 COMMISSIONER CAMERON: Thank you.

16 CHAIRMAN CROSBY: I didn't -- I
17 didn't mention Jason Machado and -- go ahead,
18 sir.

19 MR. BETTENCOURT: Hi, Jake
20 Bettencourt, Colonial Wholesale Beverage. A
21 very simple acronym for the business we
22 represent is B-E-E-R, beer.

23 Had the -- have the opportunity, our
24 organization Colonial Wholesale Beverage has

1 worked with the Carneys for well over forty
2 years. Mr. Carney is one of the most
3 integrity-based gentlemen I've had the
4 opportunity to work with.

5 I have to meet with Mr. Carney and
6 his team every year to discuss opportunities
7 at the Brockton fair. First and foremost,
8 his concern is always for community, and that
9 means a lot. It's not about profit, it's
10 about community. And the Brockton Fair has
11 faced many challenges in the environment that
12 it's in. And every time I've gone to bat
13 with Mr. Carney, that's their first concern.
14 So, I've got to tell you, I read your banner
15 up there and it says successful and ethical,
16 and that's that man sitting right there. And
17 if I could give any more support to that man
18 for what he's done for his community, this
19 community, I would do it. Thank you for your
20 time.

21 COMMISSIONER CAMERON: Thank you.

22 CHAIRMAN CROSBY: Thank you very
23 much. Other names, Bill Lenahan, Kevin
24 Salera (sic), Alfred Hayden, George Winter.

1 Forgive me if I mispronounce.

2 MR. SKIEBER: Skieber.

3 CHAIRMAN CROSBY: Skieber, well, I
4 was close.

5 MR. LENAHAN: Good evening. My
6 name's Bill Lenahan and I am from Quality
7 Beverage, the local Anheuser-Busch wholesaler
8 located in Taunton, Mass.

9 I stand behind everything that Jake
10 just said. In the trade, Jake and I are
11 competitors, we sell against each other, our
12 products, his products. But we stand
13 unified in our support for the Carneys and
14 this Raynham Park endeavor. So, on behalf of
15 Quality Beverage, we fully support the
16 Carneys and Parx in this movement. Thank
17 you.

18 CHAIRMAN CROSBY: Thank you.

19 COMMISSIONER CAMERON: Thank you.

20 MR. SKIEBER: Hi, my name's Kevin
21 Skieber. I'm here tonight with my partner,
22 Walter Collins. We own the Great American
23 Pub. We're located on Route 138, a quarter
24 mile south of the -- the track. We support

1 the slots 100 percent, and Mr. Carney as
2 well. Thank you.

3 COMMISSIONER CAMERON: Thank you.

4 CHAIRMAN CROSBY: Thank you.

5 COMMISSIONER STEBBINS: Want to see
6 if our person needs to take a break?

7 CHAIRMAN CROSBY: I'm sorry?

8 COMMISSIONER STEBBINS: Want to see
9 if our person needs to take a break?

10 CHAIRMAN CROSBY: Yeah. Are you --
11 do you need a break? Or you don't? Are you
12 dying? Do you want to take a quick -- you're
13 all right?

14 THE STENOGRAPHER: Yeah, I'm fine.

15 CHAIRMAN CROSBY: All right. Thank
16 you. Our transcription editor, whatever the
17 title is at our Leominster meeting stayed
18 unmoving for five and-a-half hours. And did
19 this taking down of the transcript. So, we
20 will have a word for word transcription, and
21 this woman here is doing yeoman work. And
22 thank you very much.

23 Dennis -- Dennis Machado, there's
24 also a Jason; Bill Hessley or is that -- Bill

1 Hessley, maybe Healy? Frank Howard; Dominic
2 -- I'm sorry, I can't quite read it.

3 MR. TIGANO: Tigano.

4 CHAIRMAN CROSBY: Tigano.

5 MR. HOWARD: Good evening. My name's
6 Frank Howard. I'm a vendor to the Brockton
7 Fair and also the Raynham Dog Track. I'm
8 also a resident of Brockton for forty years.
9 And during that time I just want to say I've
10 been a customer at both places, the Brockton
11 Fair and the Raynham Dog Track. I just want
12 to remind you that give attention to detail
13 in running these two entertainment places is
14 impeccable. Even during challenging economic
15 times, they didn't waiver on cleanliness,
16 offering value for the customer, safety.
17 It's a place that you'd always want to go.
18 And I just want to say that I feel very
19 confident if they were to get this license
20 you'd be very proud. And I think Brockton
21 and Raynham would also be very proud also.
22 Thank you very much.

23 CHAIRMAN CROSBY: Thank you.

24 COMMISSIONER CAMERON: Thank you.

1 MR. TIGANO: Good evening. My name's
2 Dominic Tigano. And I'm a resident of East
3 Taunton.

4 I've been playing very close
5 attention to how the gaming legislation has
6 affected my community. In short, I am
7 appalled and disgusted. While I don't want
8 to speak in depth about the Mashpee
9 Wampanoag's proposal to build their casino in
10 my local area, in fact four doors down for
11 me, I do want to highlight the enormous
12 difference in sentiment and comments with
13 this proposal.

14 I regrettably have not paid close
15 enough attention to the developments proposed
16 in my neighboring town of Raynham. I did
17 however have the pleasure to come to the last
18 meeting regarding this proposal held at
19 Oliver Ames High School in Easton. Now, I
20 don't know Mr. Carney from a hole in the
21 wall. I didn't know anything about Greenwood
22 Racing either. But I'm no fool, and I've
23 done a little bit of my own suitability
24 research.

1 Everyone I talk to has -- either has
2 nice things to say about Mr. Carney, or they
3 say something to the effect of I don't know
4 him, but I just heard he's a great guy. And
5 I've heard a million different stories about
6 why. More -- more so than you've heard here
7 tonight.

8 As you heard at the last meeting from
9 municipal officials from both Raynham and
10 other surrounding communities, he's been an
11 integral part of this community. He's one of
12 us. He's invested in this community, and
13 through his actions he shows he is committed
14 to this community.

15 And the research I did about
16 Greenwood, I did find them to be a standup
17 company and I think that they will fit well
18 into this community as they have in places
19 like Bensalem.

20 But so far as community support, I
21 take offense to the fact that so many people
22 say that my community voted overwhelmingly in
23 support of a tribal casino at sixty-three
24 percent. When the truth is the local

1 precincts voted overwhelmingly against it.
2 And the same word overwhelmingly is used to
3 describe the outcome of the vote in Raynham,
4 where they voted over eighty-six percent,
5 86.1 percent in favor of the slots parlor.

6 Even with such a majority vote, and
7 great support already from community leaders,
8 Mr. Carney has forged an agreement with my
9 community voluntarily and will be providing
10 substantial mitigation to my city. In
11 addition to that, he has agreed to non-
12 tangible things like hiring preferences for
13 local residents and job fairs at the start of
14 construction and operation.

15 He has also agreed to support town's
16 businesses through a voucher rewards program.
17 This is not simply a quiet down town here's
18 your money kind of agreement. This is an
19 agreement forged by Taunton and with someone
20 who cares about this community.

21 Commissioners, I'll finish with this.
22 If Taunton voted overwhelmingly at sixty-
23 three percent, then I guess Raynham voted
24 unanimously at eighty-six percent. I urge

1 you by year's end, humbly urge you by year's
2 end to award a slots license to the applicant
3 before you tonight. If by some chance you
4 possess any concern at all that the Taunton
5 tribal casino deal could have negative
6 effects on revenue for this slots parlor or
7 the Commonwealth, that I stand before you
8 today with this message, the Mashpee
9 Wampanoag Tribe will never get land in trust,
10 and as such should be a non-factor in this
11 decision and any decision regarding Region C
12 or the rest of the state going forward.

13 Thank you all for your time. Have a
14 Merry Christmas, and happy holiday.

15 COMMISSIONER CAMERON: Thank you.

16 CHAIRMAN CROSBY: Thank you. Michael
17 McRae and David Shamille, maybe. The last
18 two names I have here. Are there other folks
19 who would like to speak? Come right up.

20 MR. UPHREGE: Mr. Chairman, my name
21 is Jim Uphrege. I'm a thirty year resident
22 of Raynham. Raynham is a wonderful community
23 and it would be a great host community for
24 the slots parlor. I grew up in Brockton, not

1 too far from the Brockton Fair. It was a
2 great place to go for kids. I used to see
3 Mr. Carney working there. He worked at -- he
4 actually worked there. He just didn't own
5 it, he worked there. I saw him out there
6 picking up rubbish. That's the kind of guy
7 he is.

8 I've been to three meetings. The
9 first meeting was at the Town Hall, I was
10 impressed with their presentation. I went to
11 the second meeting at the track, I was even
12 more impressed, and I met Mr. Ricci. He is
13 an outstanding man. He knows what he's
14 doing. The two men will make a great
15 combination. Please do not deny them the
16 opportunity to bring this facility to
17 Raynham.

18 Mr. Chairman, could I ask you a
19 question?

20 CHAIRMAN CROSBY: Depends.

21 MR. UPHREGE: This is your third
22 experience with contenders. How does our
23 presentation compare to the other two?

24 CHAIRMAN CROSBY: Your presentation

1 has much more praise for Mr. Carney.

2 MR. UPHREGE: Beyond that. Do they
3 have their programs developed to the degree
4 that Mr. Carney and Mr. Ricci do?

5 CHAIRMAN CROSBY: You're -- you'll
6 see us discussing this in public in a few
7 weeks when we --

8 MR. UPHREGE: So, you cannot answer
9 my question then?

10 CHAIRMAN CROSBY: I'm afraid I'm not
11 going to answer your question.

12 MR. UPHREGE: Okay. Well, thank you
13 for the opportunity. This is the best place,
14 believe me. It is a wonderful community and
15 it will be a great host. Thank you.

16 CHAIRMAN CROSBY: Thank you.

17 COMMISSIONER CAMERON: Thank you.

18 CHAIRMAN CROSBY: One more?

19 MR. MCELHINNEY: Good evening. My
20 name is Brian McElhinney. I'm the president
21 of Teamsters Local 653 in Easton,
22 Massachusetts. And I'd like to speak for a
23 minute about the Carney family, as my
24 brothers and sisters from Unite Here spoke a

1 little bit about union relationships. Mr.
2 Carney has two union contracts and his family
3 with Local 653, and we've had a long
4 relationship and a very profitable
5 relationship with the Carney family. I
6 anticipate that going forward that he would
7 be a great employer for the region. I'm also
8 a resident of the town of Bridgewater, and I
9 was a resident of the town of Brockton. My
10 wife worked for the Carney family, and many
11 of my friends and family have worked for the
12 Carney family over the years.

13 So, this would -- this project would
14 have a great impact on my membership of
15 approximate 2,000 members on the South Shore.
16 Not only the members that we may potentially
17 have at the casino, but also our members in
18 beer and liquor, Frito-Lay, UPS, that have
19 all taken a great hit since the Raynham Dog
20 Track has been closed. As most of you know
21 up there, but some of you may not know in the
22 audience, UPS delivers the lottery tickets
23 which was a big hit when they closed the dog
24 track with the -- to full operation. Also,

1 our beer and liquor distributors took a big
2 hit, and our Frito-Lay and some of our other
3 distributors also took a big hit. So, it
4 would be a great day for the South Shore
5 Teamsters and all the members of all the
6 locals on the South Shore to see an operation
7 back here on the South Shore, not only for
8 the people that would be working at that
9 location, but for all of our other members
10 that serve that location. So, I'd just like
11 to make sure that the committee takes that
12 into consideration and make sure -- we would
13 like to see this operation down here on the
14 South Shore and benefit all of our struggling
15 members. And all of the people lost their
16 jobs, my wife being one of them, when
17 somebody foolishly legislated dog racing out
18 of Massachusetts. Thank you very much.

19 COMMISSIONER CAMERON: Thank you.

20 CHAIRMAN CROSBY: Thank you. One
21 ahead of you, and then you. And that will be
22 the day, I think.

23 MR. FLANAGAN: Yes, my name is
24 Michael Flanagan. I've lived in the town of

1 Raynham for fifty years in two houses. One
2 for twenty-seven years, and the last one for
3 twenty-three years. Both of them come right
4 out onto Route 138, and both are north of
5 495, so I live near the track. I've lived
6 there for fifty years. I've seen the traffic
7 that has been generated by the track, and
8 it's not as bad as people made it out to be.
9 I had no problem getting out of my street.
10 There are traffic lights at one now, there
11 wasn't when I lived there for twenty-seven
12 years. I live on a dead-end street now, and
13 I have no problem getting out onto Broadway.

14 I think with the -- with the slot
15 parlor there and the traffic divided out over
16 a number of hours instead of pocketed times
17 coming in and out of the track it's not going
18 to be an issue, really.

19 I've worked for the fire department
20 in this town for thirty-five years. I know
21 the Carney family, I've dealt with them on a
22 number of issues. They are greatly respected
23 by members of the fire department. They are
24 greatly respected by members of this

1 community, including myself. They've done a
2 lot of good things for this community and a
3 lot of good things for the people in this
4 community. And I like to say I'd like to see
5 them get their opportunity to do this. It's
6 well deserved. Thank you.

7 COMMISSIONER CAMERON: Thank you.

8 CHAIRMAN CROSBY: Thank you.

9 MS. CLEMMY: My name is Brenda
10 Clemmey. I --

11 CHAIRMAN CROSBY: Brenda? Excuse me?

12 MS. CLEMMY: Yes. Clemmey, C-L-E-M-
13 M-E-Y. I have worked at the Raynham Dog
14 Track for the last thirty-two years as a
15 teller. I have put two girls through college
16 with the money that I earned there. And I --
17 one of the things, Mr. Carney when he was
18 talking earlier, did not mention is the
19 reason why. And I know this because I worked
20 there and talked to the clients, that people
21 do come from the North Shore down to the
22 Raynham facility is, and we have been told
23 time and again they feel safe there. He runs
24 a facility that people can come to and feel

1 safe, and know that they can walk out at the
2 end of the night and still be safe.

3 And I think that the Raynham Police
4 Department is part of that reason, too. They
5 make us feel safe when they are there. We
6 have wonderful police officers that, you
7 know, treat people with respect. But don't
8 allow them to do things that they shouldn't
9 be doing. And when they see a problem
10 arising, they mitigate it right away.

11 So, I just want to say I think that's
12 another aspect is that it's a facility that
13 has been run with very little, you know,
14 problems for safety and the safety of the
15 people who come there.

16 CHAIRMAN CROSBY: Thank you.

17 COMMISSIONER CAMERON: Thank you.

18 COMMISSIONER MCHUGH: Thank you.

19 CHAIRMAN CROSBY: That's helpful.

20 Well, I would like to thank the public. All
21 the speakers were very -- oh, sure. That
22 would be D'Emilia.

23 MR. D'EMILIA: Perfect. I wasn't
24 planning on speaking again, but I want to get

1 up and I just really quickly I want to
2 commend all of the Commissioners and you, Mr.
3 Chairman, on the thorough process. I want to
4 commend Mr. Carney especially, and those who
5 made the presentation. I am extremely proud
6 tonight of our community.

7 When we were considering this
8 legislation, the Expanded Gaming Act, in --
9 at the -- at the Statehouse, for me, one of
10 the most important parts was the local
11 option. The local option, people in the
12 community that get to make a decision. And
13 it's been very interesting to see across the
14 Commonwealth how in certain of it's played
15 out. Some communities are interested, and
16 then others were not. But I think we --
17 everyone here this evening have made it very
18 passionate and clear, and sent you a clear
19 message that here in Raynham we want to do
20 everything possible to help you make your
21 decision, and maybe help right a wrong that
22 was -- government passed. So, we're back.
23 Thank you again for coming to Raynham. And
24 thank you for the -- for allowing me to speak

1 again.

2 CHAIRMAN CROSBY: Thank you,
3 Representative. I was just going to say
4 thank you all to the public. Everybody was
5 really respectful about time and made
6 interesting and worthwhile comments. And we
7 appreciate it. The applicant now has an
8 opportunity to close the day unless we have
9 any final questions after that.

10 Actually, let me just throw out one,
11 sort of. Whatever else happens here, I think
12 I can probably speak for the whole
13 Commission, whatever else happens here,
14 George Carney and his family should feel
15 very, very good. You don't earn the kind of
16 outpouring of respect and affection for a
17 lifetime of work if it isn't for real. And
18 what we've heard is for real. Some of those
19 people who work with you who need your
20 business and so forth, but even all that
21 aside, there's a real respect and affection.
22 You're the kind of business person that --
23 that we'd like to have in this world. How
24 this all turns out, I don't know, but that

1 deserves to be said.

2 I would ask Mr. Ricci, and to some
3 extent this is sort of humorous, but it's not
4 also. The Carney family runs its business
5 independent of its profit motive to a
6 significant extent you can see. I mean there
7 are -- you can see that they make decisions
8 and philanthropy and community support, and
9 keeping people around even if there's
10 layoffs. How do you -- Mr. Carney won't be
11 running this business, how can you
12 incorporate that kind of culture and value
13 system, or can you incorporate at a -- at a
14 company like yours the -- that culture and
15 value system so that these folks, what these
16 folks are asking is to have Mr. Carney get
17 this track. And how can you assure them that
18 what they like about him they'll get?

19 MR. RICCI: That's actually a very
20 easy question to answer.

21 When -- I was going to say earlier
22 that -- and I want to echo your sentiments.
23 It's very difficult for people to come out
24 and support someone when they have a busy

1 schedule. It's a Thursday night. I am very,
2 very touched at the outpouring of respect
3 towards George Carney. And obviously it's
4 genuine. People don't come out, they don't
5 have to. They did that on their own, so it's
6 much, much appreciated. I'm very touched by
7 it.

8 What you witnessed tonight is really
9 what drew us to this project. When the
10 legislation was passed, we took a look at the
11 landscape. We understood that Raynham Park
12 was going to be a player in this contest.
13 But we could have, like our competitors, gone
14 along and looked for other locations. We
15 came here, we sat down and met with George
16 and what we saw tonight was a validation of
17 that decision. We were impressed. It's a
18 beautiful town with wonderful people, which
19 would create a great talent pool for
20 employment. Not only that, it's a great
21 place to attract customers.

22 You know, one of the comments earlier
23 was people felt safe here. They want to come
24 to a place that they feel safe, comfortable,

1 it's clean, it's an escape. That's what
2 we're offering, entertainment, an escape.
3 It's difficult to do in a rundown, dreary
4 environment. This is a very nice town with
5 very wonderful people. It was easy as we
6 were approaching in our first meeting with
7 George to fall in love with this area.

8 Then we met George, and it may be a
9 surprise to you, but we have many, many
10 shared values. And it didn't take very long.
11 It might've been five minutes, because if you
12 know George he's a very instinctive
13 individual. But we had a deal done in about
14 five minutes; is that right?

15 MR. CARNEY: It didn't take that --

16 MR. RICCI: Because we hit it --
17 really hit it off. So, we didn't look
18 anywhere else, and neither of our competitors
19 can say that. We stopped right there. We
20 sat down, worked out a deal. We knew this
21 was the best place for Massachusetts. You've
22 got the transportation infrastructure; you've
23 got an existing gaming facility. It had so
24 many similarities to our experience in

1 Pennsylvania, it just felt right.

2 A lot of the things that George does
3 here parallel what we do in Bensalem. We do
4 much, much outreach. We -- we -- we do make
5 money, but in many cases by reinforcing and
6 strengthening your neighborhood, you actually
7 help your business. Because we are trying to
8 draw people to this area as customers who are
9 willing to come here frequently. So, I
10 actually share all of George's values and I
11 think that was one of the reasons George
12 wanted to partner with us, because I know he
13 interviewed many people before he selected
14 us.

15 And I think with that, I'll let
16 George second that statement because I know
17 he feels the same way.

18 MR. CARNEY: Well, you know, to be
19 honest with you, everybody's been here a long
20 time. But I went through seven marriages
21 more or less before I got to meet the fellows
22 that Tony and the group of people he's
23 involved with. And I was very, very, very
24 picky. And I know at different times some of

1 my family members said Jeez, is he ever going
2 to make a deal. And anyway, I kept putting
3 it off because I wasn't comfortable. When I
4 met Tony and the other fellow that's
5 principal partners with us, I said this is
6 where I want to go, and we made a deal. It
7 didn't take five minutes. I'm saving -- I'm
8 keeping fifty percent of the company, I'm not
9 going to retire in any -- in the near future
10 unless for health reasons.

11 I was very fortunate in the last
12 couple of days, I was at Mass General and
13 they tell me I'm in great shape. My wife
14 says that's the worst thing they could be
15 telling him, you know. So, I have a
16 commitment to work 'til I'm ninety. And I --
17 but I haven't put that -- I'm getting too
18 close to ninety now. I might even stretch it
19 another five. But I'm not going anywhere,
20 and I'll tell you one thing, as long as I'm
21 around they'll all do the right thing because
22 I have that kind of faith in it. And my own
23 family, they're all -- the girls are all
24 around. They're probably tired of dealing

1 with it than I am. So, anyway, believe me, I
2 wouldn't go down that road if I felt that it
3 wouldn't be the way I'd want it carried on.

4 And, you know, everybody understands
5 I never ran a bottom-line company. It just
6 was not my way. We've always had a great
7 relationship with the people. I can't tell
8 you how happy I feel here tonight after being
9 around here all these years, it really made
10 me feel great. For twenty-five years it was
11 worth waiting for. Thank you.

12 CHAIRMAN CROSBY: Anybody else?
13 Commissioners? I think we're all set. Thank
14 you all very much. We will suspend this
15 meeting, we will not adjourn it. As we said,
16 we'll wait until all the surrounding
17 community agreements are in, and we will then
18 convene to formally conclude this meeting.
19 Thank you all. Thank you to the Town of
20 Raynham for welcoming us.

21
22 (Proceedings suspended at 7:25 p.m.)
23
24

1 SPEAKERS:
2 Anthony D. Ricci, Greenwood Racing
3 George Carney, Raynham/Taunton
4 Tom Erickson, Tishman Construction VP
5 Sandra Brock, Nitsch Engineering
6 Eric Rahe, BLT Architects
7
8 The Great and General Court of Massachusetts
9 Claire Cronin, State Representative
10 Angelo D'Emilia, State Representative
11 Tom Kennedy, Massachusetts Senator
12 Mike Brady, State Representative
13
14 Members of Host and Surrounding Community Town
15 Governments
16 Tom Hoye, Mayor of Taunton
17 Jack Yunits, Former Mayor of Brockton
18 Dan Murphy, Selectman, Easton
19 Joseph Pacheco, Board of Selectmen, Raynham
20 Richard Schiavo, Board of Selectmen, Raynham
21 Marie Smith, Board of Selectmen, Raynham
22 Gordon Luciano, Board of Assessors, Raynham
23
24

1 Members of the Public
2 Robert Birmingham, B & S Consulting
3 James Januse, Fire Chief, Raynham
4 Ethan Snow, Unite Here
5 Carolyn Carol
6 Ted Burgess, Burgess Pest Control
7 Scott Ferrigno, Sign Design
8 Alfred Hayden, Wheels of Time, Brockton
9 George Winters, Wheels of Time, Brockton
10 David Lynch, Wheels of Time, Brockton
11 Sister Helen Ianauskas
12 Wendy Kruszek
13 Kevin Solero
14 Mike Horrigan, TMLP
15 Stephen F. Bernard, NAACP
16 Jake Bettencourt, Colonial Wholesale Beverage
17 Bill Lenahan
18 Kevin Skieber, Great American Pub
19 Frank Howard
20 Dominic Tigano
21 Jim Uphrege, Raynham
22 Brian McElhinney, Teamsters 653
23 Michael Flanagan
24 Brenda Clemmey

C E R T I F I C A T E

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I, Pauline L. Bailey, an Approved Court Reporter, do hereby certify that the foregoing is a true and accurate transcript from the record of the proceedings.

I, Pauline L. Bailey, further certify that the foregoing is in compliance with the Administrative Office of the Trial Court Directive on Transcript Format.

I, Pauline L. Bailey, further certify that 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 10th day of December, 2013.

PAULINE L. BAILEY
Notary Public

My Commission expires:
November 7, 2014