COMMONWEALTH OF PENNSYLVANIA

GAMING CONTROL BOARD

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IN RE: GREENDWOOD GAMING AND ENTERTAINMENT, INC. D/B/A
PARX CASINO CATEGORY ONE LICENSE RENEWAL

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PUBLIC HEARING

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BEFORE: William H. Ryan, Jr., Chairman

Gregory J. Fajt, Annmarie Kaiser, Keith R.

McCall, John J. McNally, III, Anthony C.

Moscato, David W. Woods

Robert Coyne, Representing Daniel P.

Meuser, Secretary of Revenue,

Ex-Officio Member

Jorge Augusto, Representing George Greig,

Secretary of Agriculture

Jennifer Langan, Representing Robert M.

McCord, State Treasurer, Ex-Officio Member

HEARING: Wednesday, November 19, 2014, 9:58 a.m.

Reporter: Bernadette Black

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PROCEEDINGS

CHAIR:

Thank you. Today, before we get to our regular agenda, we will have one public hearing. The public hearing involves Greenwood Gaming & Entertainment, Inc.'s category one license renewal for the Parx Casino. For the record, let me note that a public input hearing for this renewal was held on Thursday, July 17th, 2014. That hearing was held at the Bensalem Township Municipal Building. I see all representatives from Greenwood Gaming are seated, as are the Office of Enforcement Counsel (OEC). And I guess, Greenwood, you can begin.

ATTORNEY STEWART:

Thank you. Good morning. May it please the Board, Mr. Chairman and Commissioners, my name is Mark Stewart, that's S-T-E-W-A-R-T. I'm with the law firm of Eckert Seamans, and I'm pleased to appear today before the Board on behalf of Greenwood Gaming and Entertainment on its second renewal of a Category 1 Slot Machine License. One housekeeping matter, we did advise Chief Counsel's Office, as well as the OEC, that Mr. Green is with us this morning and I intend to introduce him in a moment. He has commitments that

require him to return to Philadelphia, so with the Board's permission, he'll excuse himself after his introductory comments. And with that, Greenwood Gaming & Entertainment's chairman, Bob Green.

MR. GREENWOOD:

Thank you. Mr. Chairman, members of the Board, Board Staff, we're here to present our application for the renewal of the license to Parx. I will leave that task in the capable hands of Mr. Tony Ricci, our CEO, Mr. Sam Bona (phonetic), our chief counsel and Mr. Ron Davis, our Director for Diversity. Before I hand over to them, I would just like to mention two matters, one in sadness and the other in hope and optimism.

First, as you know since the inception of the Act we have been represented by the law firm of Eckert Seamans here in Harrisburg who have dealt with all statutory and regulatory matters on behalf of the company. And they have been responsible for all of the necessary filings, communication and responses to the Board and their Staff. That task was assumed principally by one gentleman who appeared before you on many occasions, and as recently as this July when he represented us at the public input hearing, which was related to this renewal. That gentleman, Mr. Alan

Kholer, sadly and tragically died one month later in August of this year. Many of you here today were at the memorial gathering for Al, and I would just like to recognize at this meeting our appreciation of the tremendous contribution that he made to the ongoing success of gaming in Pennsylvania.

Turning now to a more optimistic and brighter matter, I would simply like to thank the Board and the Board Staff for the painstaking and enormous hard work, and for us who know that process know it really is a great deal of hard work that went into the consideration and award of the second Philadelphia license yesterday. As part of the Stadium, LLC team, we were both honored and humbled by this award. We fully recognize the obligations and responsibilities associated with this license, and understand fully our commitment not only, of course, to our customers but also to the City of Philadelphia and to the Commonwealth. Thank you.

CHAIR:

Thank you, Mr. Green. Does he have to

leave now?

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ATTORNEY STEWART:

With your permission.

CHAIR:

Certainly. And thank you very much.

MR. GREEN:

Thank you.

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ATTORNEY STEWART:

Thank you very much. Returning to the matter of the pending renewal, as Director Lloyd's report to the Board documents as well as the record in this matter, Greenwood Gaming and Entertainment has satisfied all of the statutory and regulatory requirements for renewal. This is its second renewal. But much more than doing the bare minimum, whether it's on financial performance, the quality of the facility, the quality of customer service, outreach and diversity and involvement in the community, Greenwood has done far more than the minimum. It is a leader and a fantastic example of the success of Pennsylvania Gaming. And to speak more on that, I would like to turn the presentation over to its Chief Executive Officer, Tony Ricci.

CHAIR:

Mr. Stewart, perhaps before we get into to this, why don't we have everybody who is going to testify be sworn so we can get that out ---

ATTORNEY STEWART:

Thank you, Mr. Chairman.

10 1 CHAIR: 2 --- of the way at the beginning. Just 3 raise your hands, gentlemen. 4 5 WITNESSES SWORN EN MASSE 6 CHAIR: Okay. You can both sit down. Thank 8 9 you. 10 11 TONY RICCI, HAVING BEEN PREVIOUSLY SWORN, TESTIFIED AS 12 FOLLOWS: 13 14 CHAIR: 15 And the first gentleman, if you will, 16 just state your name, your position and spell your 17 last name. 18 MR. RICCI: 19 Good morning, Mr. Chairman, fellow 20 Commissioners. My name is Tony Ricci, R-I-C-C-I. am the Chief Executive Officer of Greenwood Gaming & 21 22 Entertainment. I've had the privilege to be 23 associated with this tremendous organization for 21 24 years now. As Mark mentioned, we are very, very proud

of our record of success and achievement. We feel

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that we not only, as Mark said, achieved but actually exceeded what the goals and objectives of the enabling legislature were for the State of Pennsylvania.

Since we've opened, we generated the most revenue and therefore the most gaming taxes for the Commonwealth from December 2006 through the end of October 2014. We've paid gaming taxes of a little more than \$1.6 billion. That consists of \$1.5 billion from slots and \$76 million from table games revenues, which opened in July of 2010.

In addition, we've not only met but exceeded our commitment to the racing operation.

Since we opened our permanent casino in 2009, we've expended \$30 million in investments to the racetrack and to the backstretch areas. We've renovated 28 of our 36 barns and refurbished 12 of our dormitories.

The eight remaining barns will be completed by May 15th, 2016. We've also built a manure storage facility that promotes the best management practices and environmental compliance. We've made many improvements to the backstretch area with respect to paving, roof repairs, et cetera. And we're at a stage now where our backstretch is second to none in the racing industry. And we're very proud of that fact.

In addition, our paid purses in 2013

were almost \$59 million, and the average per day was \$302,000 per day. Significantly above the levels we operated at back in 2004. Now although we're very proud of our success, we're certainly not complacent. We understand that there's competition, technological advances and we want to be at the forefront of that to help lead the industry further. Our management team works every day. We're developing plan to ensure that our business advances and also the tax and revenue streams to the Commonwealth also increase.

Our focus on technology will allow us to lead and innovate and drive this industry forward into the future in areas like mobile gaming, social media and, if the event occurs with legislation, internet gaming. From a competitive perspective, we continue to concentrate on the need for premium customer service and effective marketing tools at the very top of our industry standards. We understand that from a long-term business perspective we need to offer customers a reason to continue to come again, again and again. And we give them a great first-class experience.

And as long as our casinos are permitted to operate on the level playing field we have today, we have the highest confidence that this success story

will continue. With our recent applications in Massachusetts and Maryland, and our recent success in Philadelphia, we've demonstrated our willingness to pursue additional opportunities and grow the industry here in Pennsylvania.

We're very proud of our financial strength. As I said earlier, we've been the top grossing casino in Pennsylvania for the last seven years. We're also the top racetrack operator in the state, and we operate more than 200 live races a year. We're well capitalized with one of the lowest leverage ratios in the casino industry, and this gives us an ability to fund both expansions to our physical property, but grow and diversify our portfolio. We're well respected in the capital markets as a result of this in our operating performance.

One of the goals of the enabling legislation for casinos in the state was to generate significant employment, particularly local employment. And again, in that area we not only achieved but exceeded the goals. We have 1,857 employees in the gaming operation, 532 employees in the racing operation, of which approximately 81 percent are Pennsylvania residents. Thirty-seven (37) percent of our employees are representatives of various

historically underrepresented groups and 39 percent of our employees are women. Our casinos created 125 full-time permanent, executive, managerial and professional positions. And 78 percent of all of our advancement opportunities are fulfilled internally. We're very proud of that.

Our business has created new casino professions, including some of the traditional ones like finance, information technology, warehousing. But also we have slot operations, player services, marketing and security and surveillance, among others.

We're also very proud of our success in diversity, compliance and community development. And the fellow who leads that effort for us is Mr. Ron Davis. I'd like to introduce him now. Thank you.

MR. DAVIS:

Thank you, Mr. Ricci. And thank you,
Board and Chairman for the opportunity to come before
you. Before I go to my remarks, let me say how
humbled I am for this opportunity to talk about Parx
and the things that we've done, and to thank the Staff
for their interaction and very positive reaction. And
I'll talk about that in a second. Our philosophy at
Parx has been and continues to be sharing our success
with our community. And to share our success, there's

a lot of outreach that we've done and a lot of interaction and engagement we've done. The report that I have will kind of go over that for you. But beyond that, we are a company that listens, learns and leads.

By those principles along with not only good faith practices but best faith practices, that's what drives us every day. As I go over my presentation, in diversity, 37 percent of our total employee workforce is derived from historically unrepresented groups. Our MSA in Bucks County is 10 percent, so you can see we're over-represented. Female 39 percent, which we're very proud of.

Diversity in construction/vendor purchasing, 26 percent of total expenditures for our new casino were allocated MBE and WBEs. Local business enterprise, and state expenditures for 2006 and 2014 were \$694 million out of \$1.3 billion. So that shows the impact. And actually, your staff member, Mozelle Daniels, and I had this discussion at the last presentation, was key in really bringing that out, not only for our casino but for the state and for the Control Board.

LBE is so important that it drives everything that casinos should be about, local

business generated from our expenditures. And we're very proud of that. And you can see that in our reports, not only diversity reports but all the other reports that we have, how local business is driven. Total MBE/WBE expenses --- or excuse me, revenue, excuse me, was \$45 million for a period of 2009-2014. We've conducted ten how to do business sessions at Parx with MBE, WBE and LBE suppliers, vendors and buyers.

Again outreach, over 600 meetings with MBE, WBE and LBE individuals and suppliers. We maintain an active membership with Eastern Minority Supplier Development Council, maintain an active membership with the Women's Business Enterprise Council. We're also an active member in all the listed chambers, Hispanic Chamber, African-American Chamber, Asian-American Chamber, Lower Bucks, Upper Bucks and Central Bucks Chambers as well as the Philadelphia Chamber. The Visit Bucks Convention and Visitors Bureau is also --- we're also a member.

Over the last eight years we have contributed more than \$1.6 million Pennsylvania's Educational Improvement Tax Credit, EITC, an Opportunity Scholarship Tax Credit, OSTC, programs with annual contributions of \$315,000 benefiting nine

different grade schools and high schools in our area.

Diversity in our community. Since 2006 we have given \$50,000 in scholarships that were awarded to 80 college-bound students of Bucks county Technical High School, Bensalem High School, Conwell-Egan and Arch Bishop Wood Catholic High Schools. We meet regularly, and this is a strength force, with our local Gaming Advisory Board to listen to them and they --- we give them information on what we're doing, keep them abreast of what we're doing. We're very proud of that and our association with them.

We serve on area boards. In fact, the last number that I have is about 16 area boards that we serve on including American Red Cross, Network of Victim Assistance, Citizens Crime Commission of the Delaware Valley, United Way of Bucks County, Laurel Bucks Chamber and Livengrin, which is an alcohol and drug treatment facility, soon to be a gambling treatment facility also.

Compulsive and problem gambling
highlights. With representatives of the Council --we work with representatives o f the Council on
Compulsive Gambling of Pennsylvania to establish
comprehensive compulsive and problem gambling

training. We've incorporated compulsive gambling training to new employee orientation to ensure all team members are trained and aware. Yearly expenditures in that category are \$25,000. We annually sponsor their education and training opportunities in Eastern Pennsylvania.

Commitment to Involvement, and again I'm so proud of this, that we span a number of organizations and we are committed to contributing not only money but our employees work with a lot of these organizations. And I'll point that out in a second. But everything from the YWCA, you can read the list, Special Olympics, NACP (sic) of Bucks County. In fact, they have their dinner annually at our Parx East. Livengrin Ride for Recovery, again our scholarship program, Network of Victim Assistance, Child Advocacy Center, and a Bensalem Hero --- Police Ride for Heros. We're very proud of our involvement.

And because of that, we've gotten a number of awards. We were recognized by the U.S. Department of State for diversity and inclusion in the top 100 business in the U.S. And we're recognized by the Women's Business Enterprise Council for an award of excellence. Buck's County NACP award for community service, tourism impact award from Visit Bucks County,

and Bensalem Jewish Outreach Center for the community service.

We recently, and will receive it on

Friday, an award from Habitat for Humanity because of
our employees' involvement in building homes. We have
about three that we built --- helped build in Bucks

County. We are partners of the year for Bucks County

Habitat, and we're very proud of that. I'll turn it
back over to Mr. Ricci.

MR. RICCI:

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Thanks, Ron. Our outstanding reputation in the community is directly related to the work --- the hard work Ron does in the community, and we're very appreciative of his efforts. I'd like to echo Bob Green's sentiments that we understand that this license is a privilege and carries with it responsibilities and obligations, and we've committed to the Board in the past that we would live up to those obligations. And that not only applies to this license, but the license that we received yesterday in Philadelphia. And we committed to you that we would do many things, and I'm very pleased to say that we've delivered on those promises, starting with the job creation I referred to earlier.

We generated new business for our

suppliers and vendors. We made tremendous efforts with Ron's help to make sure that the local vendors and suppliers did participate in this new business opportunity. We recaptured dollars that were leaving our state, going to Atlantic City. We certainly did that. And we were a catalyst for future investment in Pennsylvania. Clearly, there was a knock-on effect from the creation of this industry. We provided significant tax benefits to the state, \$1.6 billion as I mentioned earlier.

We tremendously improved the track amenities in the backstretch for the horsemen, the racing operation. I hope you had an opportunity to see the Pennsylvania Derby this year. It was the best ever. We're very proud of the fact that we had two winners that day go on and win on the Breeders Cup. So we had the best filly and the best male, that three-year-old male, that year. We've come a long way in racing in Pennsylvania.

Ron's hard work in diversity and inclusion, community involvement and charitable giving have been outstanding. And as I said earlier, we hire locally and we utilize local business services. We've partnered with educational institutions and committed to participate in efforts to grow the area. And as

you heard in our public hearing in July, the fruits of our labor are well appreciated by the community members.

We've established an open communication dialogue with local authorities, businesses, residents in the area. We have a council that meets every month that deals with any issues that may arise. And we have an outstanding record in compulsive gaming. We work very hard. Responsible gaming we know is an important aspect of our business and we want to make sure that we keep this image and perception of our industry pristine. So in closing, I'd like to thank you for this time and recognize that we understand that this is a privilege and responsibility that's bestowed upon us. Thank you.

CHAIR:

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Anything else, Mr. Stewart?

ATTORNEY STEWART:

Mr. Chairman, that's our presentation. At the appropriate time, we'd ask that it be entered into the record and we stand for questions from the Board or from Enforcement Counsel.

CHAIR:

Anything from OEC?

ATTORNEY MILLER:

Just a few questions. Good morning. 1 2 Dustin Miller, Assistant Enforcement Counsel on behalf 3 of the OEC. If you could please take a look at slide seven of the presentation, if you could? And that has 4 5 that workforce summary on there. I believe at the ---6 I asked you at the July 17 hearing regarding the breakdown of full-time employees versus part-time 8 employees. And I believe you said 65 percent. 9 MR. RICCI: 10 Approximately 65 percent. 11 ATTORNEY MILLER: 12 Is that still correct today? 13 MR. RICCI: 14 Yes, it is. Yeah. 15 ATTORNEY MILLER: 16 Okay. And then I'd like you to look at 17 slide ten, if we could. This is regarding the 18 diversity issue. Do you have any numbers regarding women or minorities in management positions, what the 19 20 percentage is, maybe, or the raw number? 21 MR. RICCI: 22 Not off the top of my head. Do you have 23 them, Ron? 2.4 MR. DAVIS: 25 No, I don't have them, but I can

certainly ---.

Yeah. We can provide them.

ATTORNEY MILLER:

MR. RICCI:

I think we would like that. Next, you talked a little bit about staying ahead of the curve.

Do you have any plans at this time for any expansion or any addition of amenities?

MR. RICCI:

Yes, yes we do. We recently expanded the footprint of our facility with approximately 85,000 square foot expansion for public space. We're contemplating putting in an entertainment showroom, which we'll have entertainment of the level of Atlantic City and that Sands has in Bethlehem. We'll also add restaurant, bars, and we're looking to add about 400 slot machines and about 10 to 20 tables. We have not yet come to the Board for approval on that yet, we're still formulating those final plans. But they are very close to completion.

ATTORNEY MILLER:

And I know you guys earlier in the year gave a presentation about mobile gaming, which you mentioned in this presentation. And I believe at the time the plan was to get that approved in Nevada. Do

ATTORNEY MILLER:

You brought in California Chrome, the Kentucky Derby ---

MR. RICCI:

Correct.

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ATTORNEY MILLER:

--- winner, for that?

MR. RICCI:

Correct.

ATTORNEY MILLER:

Okay.

MR. RICCI:

Did not win --- did participate.

ATTORNEY MILLER:

When you have a big racing event like that, is there any effect on your gaming revenue?

MR. RICCI:

Unfortunately there's not that much crossover. We spent quite a bit of time trying to take advantage of all the attendance we had on those big racing days. But we struggled with having those customers cross over to the gaming side. So what we actually did this year was we utilized the racing event to draw gaming customers onto our property and it was very successful. I think the fact that

California Chrome was here had something to do with that. But it was actually a great day on the gaming floor because of that. But there isn't much crossover, unfortunately.

ATTORNEY MILLER:

Okay. So it doesn't work the other way either, like if you have a big promotion at Parx and it's a racing day, you don't notice any attendance bump on the racing side?

MR. RICCI:

No, they pretty much come for their own personal entertainment, and it's specific to either gaming or racing. Unless it's an event like the Kentucky Derby or the Pennsylvania Derby.

ATTORNEY MILLER:

Sure. We don't have any further questions. Thank you.

MR. DAVIS:

I do a follow-up on one of your questions on management staff. If you look in the diversity report, that is outlined in their report so that should answer your question.

ATTORNEY MILLER:

Okay.

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CHAIR:

Okay. Any questions from the Board, Ex-Officio members? Is there anything that OEC has to present?

ATTORNEY MILLER:

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We don't have any witnesses today, we don't have a presentation. However, representatives from BIE, FIU, and the Bureau of Casino Compliance are here today, if you have any questions for us. Greenwood Gaming and Entertainment, Inc., its affiliates and principles timely filed renewal applications and the Board's Bureau of Investigation and Enforcement (BIE) has completed the background investigation. Greenwood fully cooperated with BIE during the license renewal investigation, and BIE has not identified any information that would preclude a finding of suitability for Greenwood Gaming and Entertainment, Inc., its affiliates or principles. a result, the OEC recommends that Greenwood Gaming and Entertainment, Inc. be found suitable for renewal of its Category 1 Slot Machine License.

CHAIR:

Okay.

ATTORNEY MILLER:

I do have one other additional matter, too. Since the public hearing on, I believe it was

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July 17th, there are two additional documents I'd like 1 2 to supplement into the record. I'd like to mark them as Exhibit 5A and Exhibit 7. 3 (OEC Exhibits 5A and 7 marked for 4 5 identification.) 6 ATTORNEY MILLER: They are compliance conference memorandum. We held a compliance conference on September 4th, 2014, and that's the memorandum from 10 that regarding underage gaming. And also, we have 11 received a letter from the Pennsylvania Department of 12 Revenue stating that Parx is compliant with the 13 Department of Revenue. So we'd like to supplement those documents into the record, as well. 14 15 CHAIR: 16 Objection? 17 ATTORNEY STEWART: 18 No objection. 19 CHAIR: 20 Okay. They will be admitted. 2.1 ATTORNEY MILLER: 22 Thank you. 2.3 CHAIR: 2.4 Greg? 25 MR. FAJT:

Thank you, Mr. Chairman. Sorry for the late question. Dustin, you had asked the questions I had about mobile gaming and the minority and women in management. I think you said, Mr. Davis, that that is in the diversity report. Could you just put those numbers on the record, and specifically the number of minorities in your management organization, and then also the number of women in your management organization?

MR. DAVIS:

Specifically stated in the diversity report, executive management and professional staff consists of 285 individuals, male 66 percent, female 34 percent and minorities 28 percent.

MR. FAJT:

Thank you.

CHAIR:

Okay?

MR. FAJT:

Yeah.

CHAIR:

Any other exhibits to be moved for

23 admission?

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ATTORNEY STEWART:

No, Mr. Chairman.

ATTORNEY MILLER:

We don't object to his presentation coming in.

CHAIR:

All right. The presentation will be admitted. Thank you all very much. This concludes our public hearing portion of this. This item will be addressed under the Bureau of Licensing's portion of the agenda. Thank you all.

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HEARING CONCLUDED

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CERTIFICATE

I hereby certify that the foregoing proceedings, hearing held before Chairman Ryan, Jr. was reported by me on 11/19/2014 and that I Bernadette M. Black read this transcript and that I attest that this transcript is a true and accurate record of the proceeding.

Bernaclette M. Black

Court Reporter

Bernadette M. Black,

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