

X. WORKFORCE ENHANCEMENT FACTORS

B. WORKFORCE DEVELOPMENT

3. JOB OPPORTUNITIES AND TRAINING FOR UNEMPLOYED

Submit as Exhibit X. B.3. the Applicant's and, as applicable, the Manager's strategy to provide on--the--job opportunities and training in areas, and with respect to regional and local demographic groups with high unemployment.

Pre-employment training, designed to assist people with developing the skills necessary to enter the gaming workforce and on-the-job programs to complement pre-employment training should be considered. Apprenticeship programs to support career development for employees should also be considered. An adequate apprenticeship program will blend classroom instruction and on-the-job training to enable employees to successfully enter designated jobs or gain promotions.

Live Hotel & Casino New York will be working with not only area educational institutions but will also partner with local community organizations such as the Mid-Hudson Regional Economic Development Council as well as the New York Department of Labor to ensure we are targeting potential team members who are unemployed or underemployed. We will reach out to area organizations that provide services to the underprivileged population of Orange County such as the NAACP, social welfare agencies and other organizations.

We will work with our construction vendors and labor unions to establish procedures whereby the contractors and unions establish apprenticeship programs and actively seek out already apprenticed construction workers from traditionally disadvantaged groups to allow such persons to gain work experience and on-the-job training. This work experience can then be translated into further work opportunities on other projects once the Live! construction is complete.

Months in advance of opening, we will conduct job information sessions (and will advertise with the various groups mentioned above) to communicate the various employment opportunities. During these sessions we will spend time with prospective team members discussing their skill set and what opportunities within the casino may be a good fit from a skill/background perspective. Realizing gaming is new to this part of New York; this helps potential team members understand how their skills are transferable. In some jurisdictions, we have actually conducted these workshops at state job centers, which have a focus on targeting this population.

We will also be partnering with area educational institutions to assist us with training some of our skilled positions (those that we hire in volume) and where basic skill training is applicable, we can provide "on-the-job" training prior to opening.

Internal Training - Our education and training efforts will have several areas of focus to help develop a high-functioning, service-oriented diverse workforce. Live! NY will provide best practice training to ensure consistency with our EEO recruiting and hiring practices. We will

conduct diversity training designed to foster a welcoming environment for all and reinforce respect in the workplace. We will also provide training to the management team on how to be a culturally sensitive manager with focus on consistency and fairness in the workplace, generational diversity, cultural diversity, and how to manage effective teams in a diverse, service environment. We will integrate diversity and respect into our mandatory orientation program. In addition to this broad, property-wide training, we will provide departmental skill-related training for our new associates. This will allow team members to successfully integrate themselves into their new departments. Building confidence in the ability to competently handle job duties and establishing an internal departmental support system will increase the chances of retaining new team members and will prepare employees for promotion within the organization.

Recruits from the area will go through orientation and on-the-job training for the specifics of each job. Since we are a service based company, service training will be provided for the front line staff to provide quality service to the patrons. A Mentor Training program has been offered before and will be offered again to prepare the front line team members to be promoted to positions of leadership. Leadership training will be provided for the staff to take on increasing levels of leadership, strengthening their leadership skills leading to more promotions from within. General training on diversity, inclusiveness, and harassment training will all lead to better performing leaders. Safety and risk management training will also be provided to employees so that they have the skills necessary to keep themselves, coworkers and customers safe.

Once operational, we will be offering a tuition assistance program and will continue our partnership with area educational institutions so that we are providing a foundation in which our team members can grow their career. The joint venture owners of Live Hotel & Casino New York each have a history of hiring the unemployed and employed locally, and supporting training opportunities for employees and employee candidates.

EXAMPLES OF TRAINING OPPORTUNITIES FROM PAST PROJECTS

Penn National

In 2012, at Penn National owned Hollywood Casino at Charles Town, the Company provided over \$125,000 to their employees to assist with their continued education; Hollywood Casino Lawrenceburg provided \$115,000 and Hollywood Casino Toledo another \$50,000.

As an example Penn's commitment to develop internal talent, at Hollywood Casino Columbus, Penn's most recent casino opening, the property promoted 59 individuals within the first 60 days of opening. Also, through our educational partnerships in the area, the property had:

- 21 local candidates trained as Slot Technicians through college partnership
- 66 local candidates trained as Slot Attendants through college partnership
- 77 local candidates trained as Player Services Cashiers through college partnership
- More than 175 team members received financial assistance for training through community partner relationship.

At Penn's Plainridge Park Casino, which recently began construction in Plainville Massachusetts, the company has partnered with the Massachusetts Community College Careers Training Institute to provide training for future casino workers.

Cordish

Cordish's Maryland Live! Casino worked with numerous agencies and workforce development commissions to highlight and provide job opportunities and training for demographic groups with high unemployment. These include:

- America Works
- Anne Arundel Workforce Development Corporation
- Asian American Job Fairs
- Catholic Charities
- Department of Employment Services
- Department of Licensing, Labor & Regulations
- Educational Data System Incorporated
- Employment Readiness at Fort Meade
- Hero 2 Hired for Veterans
- International Job Fair
- Jewish Vocational Services
- Laurel Workforce One Stop Career Center
- Maryland Association for Adult Community and Continuing Education
- Sarah's House

Maryland Live! Casino also sponsored a free dealer training school through the Center for Workforce Solutions at Anne Arundel Community College in Maryland. This provided opportunities for anyone to learn to deal table games and poker and, upon successful graduation, to apply for full time or part time jobs at the Casino. In total, over 500 individuals were ultimately hired from the first graduating class. More classes are now underway and the pattern of hiring continues.

Numerous culinary staff members were also hired from the culinary program at Anne Arundel Community College in Maryland.

The Applicant's affiliate Maryland Live! has paid out over \$80,000 in tuition reimbursement since opening in 2012 to allow Team Members to take courses in management to further their careers.