

X. WORKFORCE ENHANCEMENT FACTORS

B. WORKFORCE DEVELOPMENT

4. EXPERIENCE WITH HIRING UNEMPLOYED

Submit as Exhibit X.B.4. a description of the Applicant's and, as applicable, the Manager's approach and experience in the last ten (10) years with hiring in general, and with particular respect to demographic groups evidencing high unemployment. Also include a structured plan or approach for the recruitment and hiring of the unemployed and long-term underemployed.

Penn National is the largest regional gaming operator in the United States which operates 26 casino and/or racetrack facilities in 18 different jurisdictions. The Cordish Companies is one of the largest and most respected developers in the world with extensive expertise in almost every discipline of real estate including casino development and operations. Each of these companies, have considerable experience with hiring unemployed and underemployed team members as more fully described herein.

Both Penn National and Cordish understand that their gaming licenses are a privilege and that to receive that privilege the company's recruitment and employment practices must consider the unmet social needs of the regions in which they operate much more than the developers of non-casino projects would typically be expected to do. This includes making special efforts to reach out to the unemployed or traditionally disadvantaged groups when building and staffing their facilities. Besides casinos, many of the developments undertaken by Cordish involve public/private partnerships. Like casinos, these public/private partnerships, many of which were built in urban settings, came with the expectation that Cordish and its other development partners would take extraordinary efforts to provide opportunity to traditionally disadvantaged groups and the unemployed.

For both companies to be successful in these efforts, they have had to think differently about their recruitment and retention practices. To meet the expectations of government and the public, they have had to actively seek out candidates who were unemployed or who were from traditionally disadvantaged groups instead of waiting for such individuals to come to them. The partners for this joint venture casino project are committed to apply these same proactive recruiting strategies when building and staffing Live! Hotel & Casino New York.

Also, while an applicant's job skills and past experience must be considered when trying to fit a particular applicant to a particular job, Live! Hotel & Casino New York commits to treating all applicants with similar skill sets the same even if one has been steadily employed and the other is currently unemployed or has had previous long stretches of unemployment.

To achieve the goal of outreach, the Applicant intends to customize a plan using, as its foundation, similar approaches used by both Cordish and Penn at other properties. Specifically, there will be a multipronged effort of outreach. Government agencies, community organizations, churches, academic institutions, social welfare support systems, veteran's organizations, and the like will be contacted and engaged to assist in identifying and ultimately preparing candidates for job interviews and in turn, a successful hire. This approach has been successful in other properties and has the benefit of rallying the community's social fabric to see the benefits associated with bringing a large employer into the community.

A structured plan for the recruitment and hiring of the unemployed and long-term underemployed would involve outreach to various agencies and social service networks that support this demographic. A brief summary of the plan is as follows:

Step 1: Building rapport with key agencies and social services who are catering to this demographic.

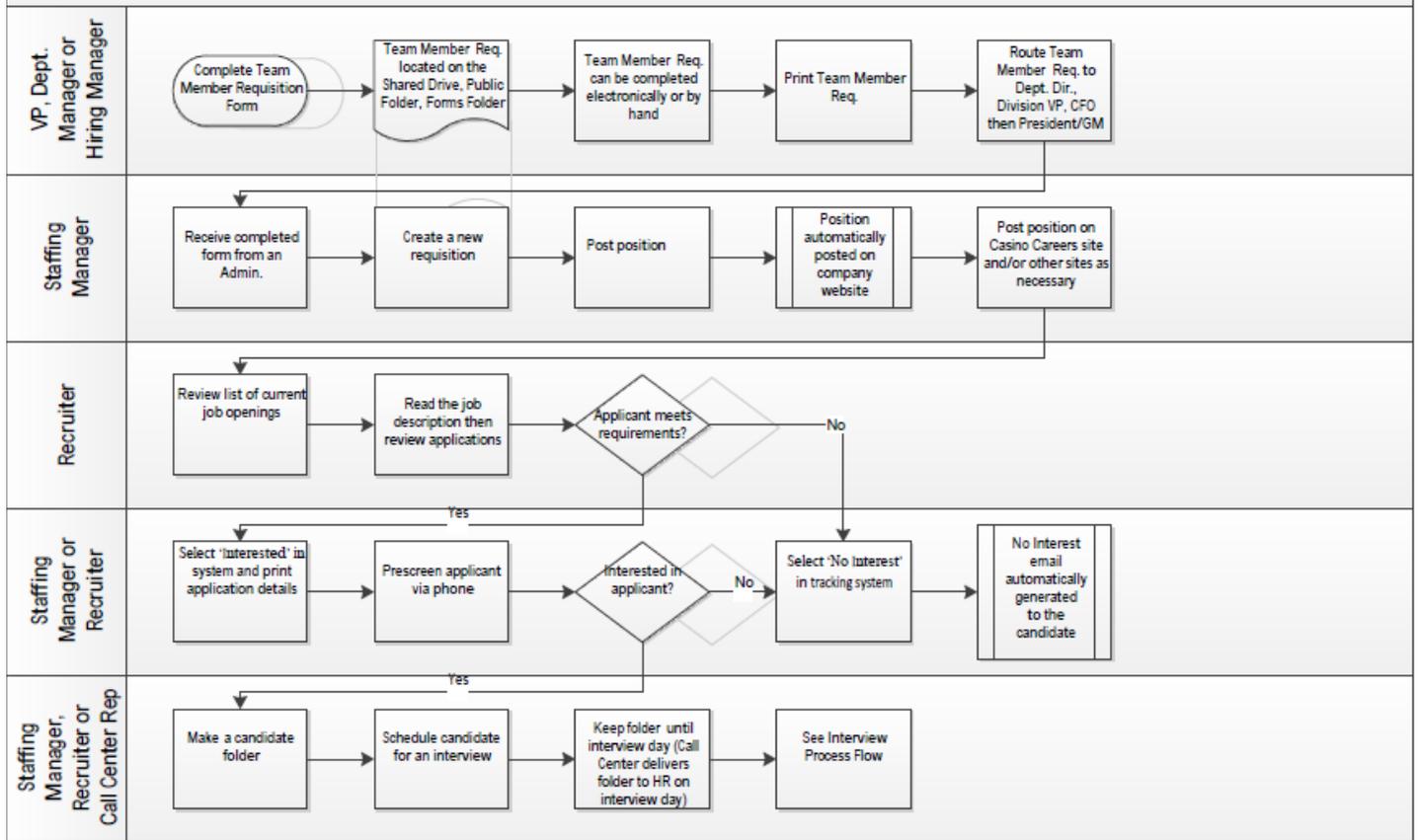
Step 2: Create a database of jobs and job descriptions to share with the agencies and social service networks.

Step 3: Develop a communication/marketing plan to help get the word out about the opportunities for employment, at all different skill levels.

Step 4: Source a variety of networks for the targeted demographic groups, including social services, churches, government agencies, veteran's organizations, disabled workers, etc. Utilize all modalities reasonable to contact these groups including non-traditional media.

Step 5: Follow the steps in the Applicant Process pipeline:

APPLICANT PROCESS



EXPERIENCE WITH HIRING THE UNEMPLOYED

Cordish

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

- America Works
- Anne Arundel Workforce Development Corporation
- Asian American Job Fair
- 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.

In New York, plans would include a similar arrangement in conjunction with a local educational institution.

Penn National Gaming, Inc.

Penn National Gaming Inc. has extensive experience in hiring the unemployed or under employed as illustrated in these recent examples.

Penn opened three casinos in 2012, one in 2010 and two in 2008. While each opening presents its unique set of challenges and opportunities, one of Penn's more recent openings, in Toledo, OH, best illustrates its impact in an area with high unemployment and underemployment.

In June of 2011, Penn opened its hiring center; at that time Toledo's unemployment rate was at 10%. The city and its economy had deep ties to the auto industry in nearby Detroit so it was experiencing higher unemployment numbers than the national average. It had been plagued with layoffs from companies such as Chrysler/Jeep (and suppliers), Dana Corporation, and Johnson Controls. It should also be noted that the high unemployment rate impacted the minority population at a higher rate than the rest of the population in Toledo.

Penn's approach in Toledo from the very beginning was all about partnering with local community agencies. The company conducted job information sessions that was sponsored by the local NAACP with the goal of communicating the types of jobs and requirements for the positions well in advance of opening (@ 18 months prior to opening). Closer to opening, Penn employed the following strategy:

- Established an advisory group of minority leaders within Toledo from various organizations:

- NAACP
- Urban League
- Hispanic Chamber of Commerce
- African American Chamber of Commerce
- Community Pastors
- Minority Business Owners Connected
- Met monthly to discuss recruiting strategies
- Attended training sessions held by minority community on interviewing and resume writing
- Conducted mock interviews with advisory group so they were connected to the process
- Made jobs available to minority candidates prior to general public
- Conducted Job Information Sessions at Rogers High School
- Created a database of 600+ job seeking minorities
- Invited database to apply 3 separate times via email
- Zablocki Job Information Session
- Responded to all referrals of the minority board to ensure placements when possible
- Advertisement in Minority publications
- Repeated advertisement in “The Truth” and “La Prensa”

Overall, this strategy was extremely successful at putting Toledians back to work as over 1400 jobs were added to the local community. Below are just a few examples and stories that represent the success of hiring unemployed/underemployed at the Hollywood Casino Toledo property:

Virginia Harvey - Worked at Sam’s Club from 1992-2010 and was laid off due to lack of work. Hollywood Toledo hired her as a Stewarding Deep Cleaner in April of 2012 and in March of 2013 she was promoted to Stewarding Supervisor.

Robert Hoffman - Worked as a Steward on a Steamship from 1994-2009 until he was laid off. From 2010-2012 he worked small jobs but was unable to find consistent employment. Hollywood Toledo hired him as a Cook II on in July of 2012 and he was promoted to Stewarding Supervisor in September of 2013.

Justin Inman - Was downsized from his position at Nature Beverage Co. where he was a sales representative for 8 years. (2001 to 2009). He joined the Hollywood team pre-opening as a Table Games Dealer and before opening was promoted as a Table Games Dual Rate. One year later (5/2013) Justin was promoted to a Table Games Supervisor.

Holly Waingrow - Holly was laid off from Chrysler in 2008. During this time she began attending college to get her degree in Business Management/Human Resources. She had some temporary assignments until starting dealer school at Hollywood Casino Toledo in late 2011. She went through Blackjack dealer school and picked up Craps and other table games pre-opening. About a month before opening Holly was promoted into a dual rate (dealer/supervisor) position in the Table Games department. Then about 6 months later, in

November 2012, she was promoted to a full Supervisor position. Then in April of 2013 Holly moved into a Human Resources Generalist role at the Toledo casino.

Aubrey Kimball - Aubrey was laid off in July 2011 from a Marketing firm in Toledo. After being unemployed for a few months, Aubrey was hired as a temporary HR Clerk at Hollywood Casino Toledo to assist with the startup and hiring process. In January of 2012 she was hired as a permanent, full time HR Coordinator to assist with Communications. Aubrey was then promoted, in December 2012, into a salaried hybrid position between HR and Wardrobe as the Team Member Support Services Supervisor.

Marquita Oliver - Marquita was unemployed from March 2011 until she joined Hollywood Casino as a Beverage Server in May 2012. Marquita had a ton of customer service experience and WOW'ed the property with her upbeat and energetic personality. Her enthusiasm and outstanding work ethic were recognized in late 2012 when she was promoted to a Supervisor in the Beverage Department.

Emilio Espinosa - Emilio was unemployed before starting with Hollywood Casino Toledo as a bartender in Final Cut in April 2012. He had held several bartending positions over his career at local hotels and banquet halls. His knowledge of various wines and spirits as well as his ability to create new cocktails impressed the Food and Beverage Management staff during pre-opening. Emilio is part of the award-winning Final Cut team that earned a Forbes 4 Star rating in early 2013.

Penn's opening at Hollywood Casino Columbus provided a different set of circumstances and challenges. The city and surrounding area's unemployment rate was lower than the national average—about 5.8% prior to opening. It was Penn's goal in Columbus to focus its initial recruitment efforts on the Westside, where the casino was located and an area that had a significantly higher unemployment rate—7.28%. The Westside was an economically challenged area that was void of quality employment opportunities, and was in need of revitalization.

Therefore, in Columbus Penn strategically focused on partnerships specifically on the Westside to draw candidates. Examples included the local YMCA and Westside organizations such as the Hilltop Shalom Zone, local NAACP Chapter, and Central Ohio Workforce Investment. With help from these organizations and through college partnerships, Penn was able to identify and recruit Westside candidates and train them in the areas of dealers, slots and player services.

As a result of these efforts, currently 41% of Penn's team members at Hollywood Casino Columbus come from the Westside of Columbus.