



Exhibit X.B.1. - Human Resource Practices

Submit as Exhibit X.B.1. a statement of whether the Applicant or, as applicable, the Manager has prepared, and how the Applicant or, as applicable, the Manager proposes to establish, fund and maintain human resource hiring and training practices at the proposed Gaming Facility that promote the development of a skilled and diverse workforce and access to promotion opportunities through a workforce training program that:

- a. establishes transparent career paths with measurable criteria within the Gaming Facility that lead to increased responsibility and higher pay grades that are designed to allow employees to pursue career advancement and promotion;*
- b. provides employee access to additional resources, such as tuition reimbursement or stipend policies, to enable employees to acquire the education or job training needed to advance career paths based on increased responsibility and pay grades; and*
- c. establishes an on-site child day-care program.*

Further, identify whether the Applicant and, as applicable, the Manager plans to establish employee assistance programs, including those relative to substance abuse and problem gaming.

Throughout its history, Tioga Downs has developed strong relationships with local workforce, employment and training institutions to recruit, train, and retain employees. This provides employment and career advancement opportunities to residents in the region. With the identification and establishment of pertinent external training programs and clear career pathways, Tioga Downs also works to provide existing and incoming employees with access to internal training programs and has a strategy to expand educational and training opportunities if awarded a gaming facility license.

One of the strongest existing partnerships Tioga Downs enjoys is with the local and regional Board of Cooperative Educational Services ("BOCES") located in Binghamton, Elmira, and Broome-Tioga counties, focusing on pertinent industry courses, customized training, and internship opportunities. Other cooperative partnerships include the SUNY Broome Community College, Broome-Tioga Workforce New York, the Economic Opportunity Program in Elmira, and the Elmira Business Institute which has provided an expedited platform for Tioga Downs to fill some of their more challenging positions. Examples of these partnerships include:



- Ongoing relationship with the Rochester Regional Joint Board (current union);
- Ongoing cooperative partnerships with Achieve, Southern Tier Independence Center, Community Options, Country Valley Industries and Economic Opportunity Program in Elmira;
- Robust relationships with BOCES (Binghamton, Elmira, and Broome-Tioga) including career fair participation;
- Posting of open positions on the New York State Department of Labor/Workforce New York job board;
- Active participation as a member of the Job Service Employer Committee;
- A close and collaborative relationship with the business services team of the Broome-Tioga Workforce Investment Board;
- Progressive collaboration between Tioga Downs and SUNY Broome for the development of a new casino management degree program; and
- Active participation as executive member of the Broome-Tioga Workforce Investment Board.

Veterans' affairs are a chief focus for Tioga Downs in regards to attracting veterans for employment, as well as supporting philanthropic projects. Tioga Downs Casino works with numerous veterans' service agencies including the following:

- New York State Division of Veteran's Affairs—Broome County;
- Broome County Veteran's Services Agency;
- Bradford County (Pennsylvania) Veterans Affairs;
- Tioga County Veteran's Service Agency; and
- Chemung County Department of Veterans Affairs.

A. Transparent Career Pathways

Career pathways are a series of connected occupations, education and training programs, and support services that enable individuals to secure employment and progress within Tioga Downs. Tioga Downs values the internal promotion of employees within the organization and operates with the goal of using internal promotion as a tool for retaining outstanding employees, ultimately creating a pipeline of skilled workers. Below is a snapshot of several valued employees - real members of the Tioga Downs team - who have built successful careers with Tioga Downs. This commitment to career development is present within all areas of Tioga Downs' operation and, as demonstrated below, provides employees with the chance to grow and move across departments.

- Adami, P.: Security Officer → Security Supervisor → Lead Security Supervisor
- Bluhm, J.: Assistant Race Secretary → Director of Racing → Regional Director of Racing → Senior Regional Director of Racing

Tioga Downs Works For The Southern Tier



- Brown, K.: Line Cook → Lead Line Cook → Executive Chef
- Butler, J.: Accounts Payable Clerk → Account Payable Supervisor
- Cecce, C.: Concessions Attendant (Seasonal) → Hostess/Cashier → Purchasing Agent
- Chase, A.: Lead Line Cook → Sous Chef
- Ennis, A.: IT Specialist → Regional Systems Analyst → IT Manager
- Fenton, A.: Player's Club Representative → PBX Operator → AP Clerk
- Garrison, K.: Player's Club Rep → Surveillance Operator → Surveillance Supervisor
- Gerould, D.: Operations Attendant → Player's Club Representative → PBX Operator → Administrative Assistant → Exec Administrative Assistant
- Gerould, S.: Security Officer → Surveillance Operator → Surveillance Supervisor
- Hallett, V.: Main Banker → Cage Operations Supervisor
- Hilliar, A.: Player's Club Representative → PBX Operator → AP Clerk
- Keeney, E.: Accounts Payable Clerk → General Ledger Accountant → Financial Analyst → Planning & Analyst Manger → Director of Planning & Analysis
- Kinner, J.: Security EMT → Security EMS Coordinator → Casino Supervisor
- Madison, G.: Mutuel Teller → Racing Assistant → Racing Operations Manager
- Mathews, K.: Dual Rate Operations Attendant → Manger on Duty → Casino Manager
- Messersmith, K.: Promotions Attendant (Seasonal) → Marketing Service Coordinator → Marketing Promotions & Entertainment Coordinator
- Meyer, A.: Marketing Intern (Seasonal) → Player Development Host → Marketing Services Coordinator
- Morrow, J.: General Maintenance Engineer (Plumber) → Maintenance Supervisor → Facilities Manager → Director of Facilities → Senior Director of Facilities
- Perrotta, C.: Purchasing Agent → Purchasing Supervisor → Purchasing Manager
- Redder, L.: Manager of Marketing → Director of Marketing → Sr. Director of Marketing → VP of Marketing
- Ripley, B.: Surveillance Operator → Surveillance Supervisor → Surveillance Director
- Robinson, A.: Mutuel Teller → Operations Attendant → Mutuel Teller Supervisor → Interim Mutuel Manager → Assistant Mutuel Manager → Lead Mutuel Teller → Mutuel Manager
- Schrader, W.: Senior General Ledger → Accounting Manager → Assistant Controller → Regional Controller → Regional Director of Casino Finance
- Shelp, K.: Sr. HR Generalist → HR Manager → Director of HR
- Styles, T.: Cage Cashier → Player's Club Representative → Player Host → Senior Casino Host → Player Development Manager → Guest Services Manager

Tioga Downs Works For The Southern Tier

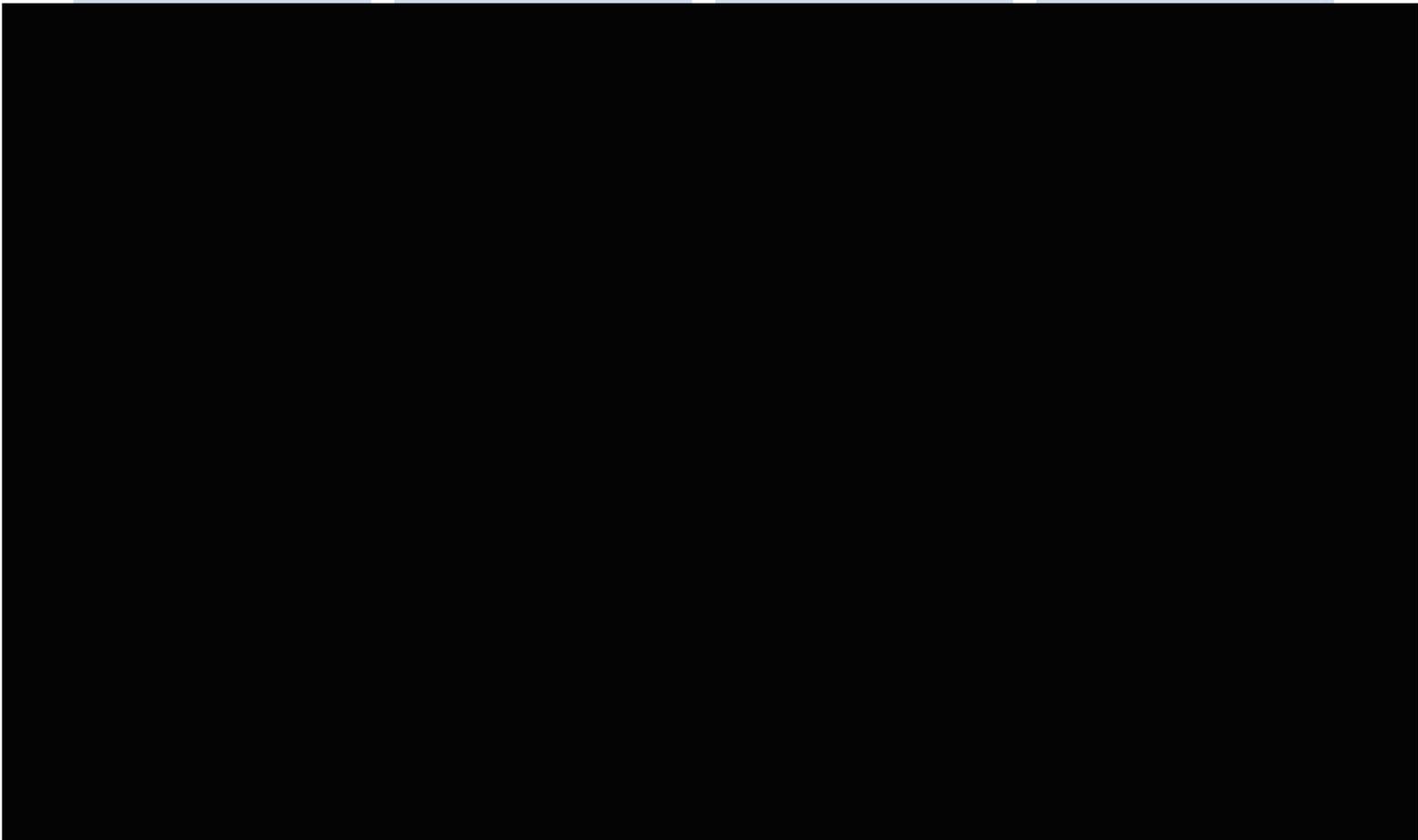


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- Tobin, D.: Player's Club Representative → Player's Club Manager
 - Walkley, G.: EVS Attendant → Security Officer → Security Supervisor
 - Williams, S.: Chef → Multi Outlet Restaurant and Bar Manager

In addition to these success stories, Tioga Downs has established career pathways documents that demonstrate advancement opportunities to staff in three core areas - Casino, Hospitality, and Operations/Administration. The documents serve not only as a resource for staff, but also as a resource for workforce development agencies, to provide a better understanding to staff and public workforce system customers who may seek employment with Tioga Downs.

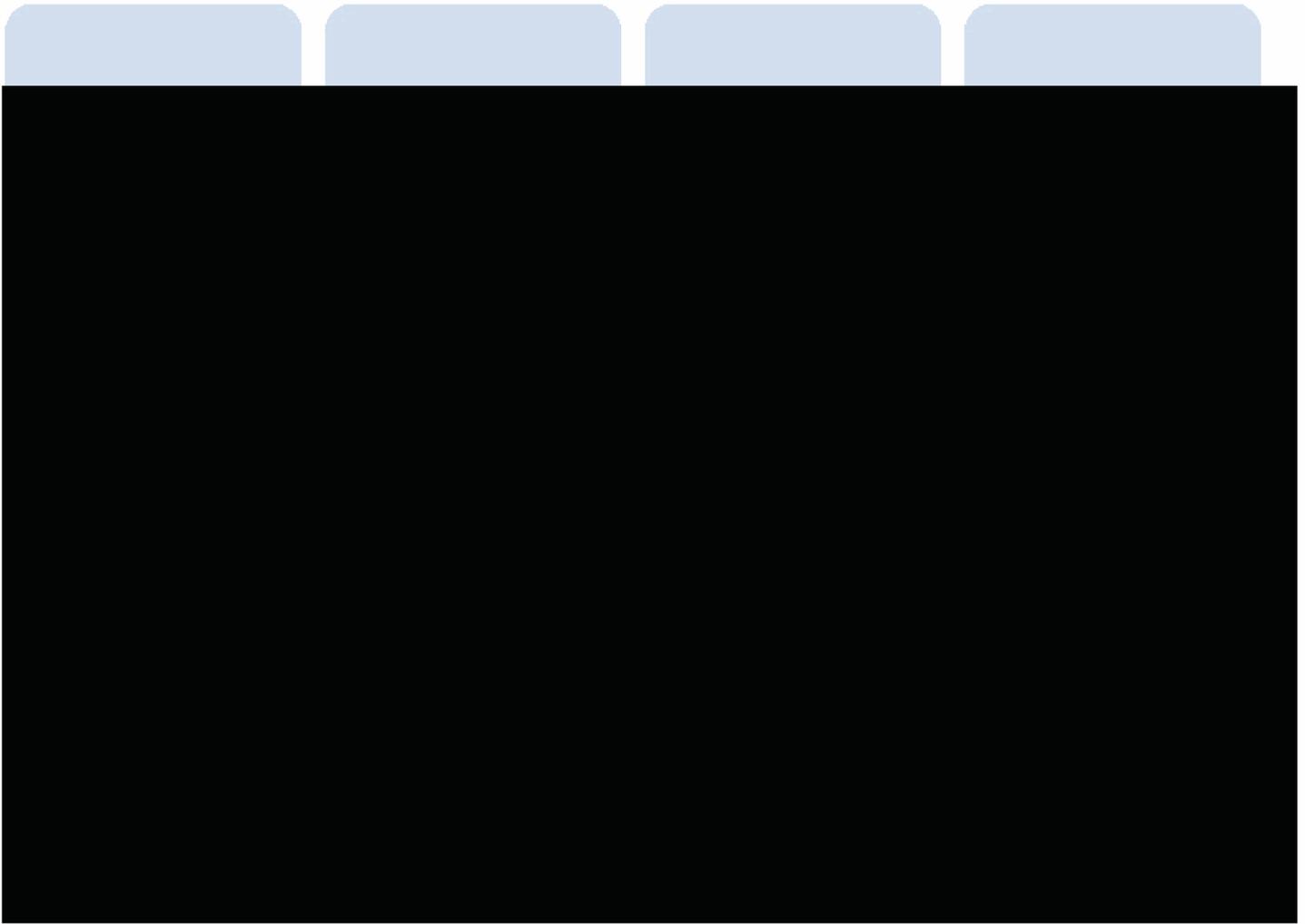


Tioga Downs Racing and Casino: Casino, Cage, and Security Career Pathway





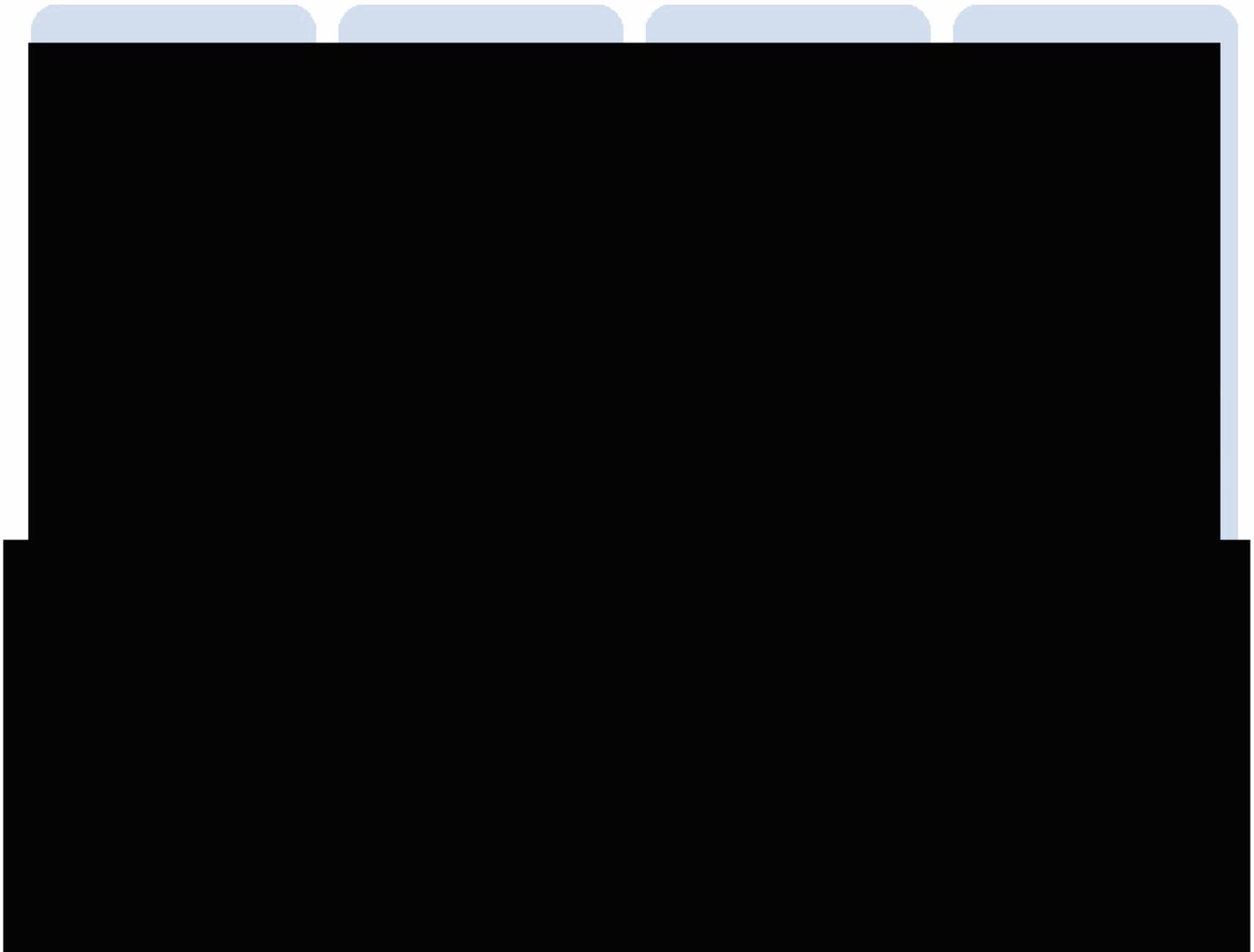
Tioga Downs Racing and Casino: Hospitality Career Pathway



Tioga Downs Works For The Southern Tier



Tioga Downs Racing and Casino: Operations and Administration Career Pathway





B. Employee Access to Training Resources

Currently, Tioga Downs conducts 37 internal training programs covering health, safety, emergency management, information technology, vendor services, sensitivity and specific departmental trainings. Training, workshops and seminar opportunities are identified and communicated to all associates through the “Associate Development Program” listed in Employee Handbook (a copy of which is included with this exhibit).

In 2015, Tioga Downs received a grant from SUNY Broome to conduct six supervisory training seminars on-site at Tioga Downs for current and future supervisory staff.

Workers at Tioga Downs also benefit from the opportunity to access DVD training, on-line seminars and webinars to bolster existing professional development workshops for all existing employees and incoming workers. All employees are trained yearly on our “Be the Best” customer service program to enhance their skills.

To be successful in a competitive environment, Tioga Downs recognizes that its employees must be skilled and highly trained in order to provide the best level of customer service. Accordingly, Tioga Downs offers a variety of career enriching training options provided both internally and with regional agency partners. To build an economically competitive workforce going forward with a gaming facility license, relevant and ongoing programs will be mapped to meet specific demands, including the following:

- Build strong apprenticeship relationships with dealer schools, BOCES located in Broome-Tioga, and SUNY Broome to train workers on specific knowledge and skills at the casino;
- Institute our Tuition Reimbursement Policy to provide access to outside training identified as part of Tioga Downs’ career pathways. Tuition reimbursement encourages employees to boost their job-related skills through training and education, which will be utilized as an employee retention tool. This program will include tenure requirements before reimbursement is available, a commitment of continued employment after completion of training, and a standard level of job performance by the candidate. Program reimbursement will be up to \$2,000 per calendar year for tuition expenses. Courses are subject to approval by the company, and reimbursement will be limited to education and training programs directly related to enhancing the needs of the company;



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- Establish mentoring and leadership programs to maximize skill development and the ability to transition to higher levels of responsibility. Tioga Downs takes pride in promoting employees from within the organization. Structured mentoring and leadership development programs provides a rooted pathway for upward mobility; and
 - Hire a full-time trainer.

In addition to these initiatives, Tioga Downs is establishing a scholarship for the Casino Management program at SUNY Broome. This program was established with intensive and ongoing input from Tioga Downs and includes instructors from high-level management staff at Tioga Downs. Tioga Downs will award four students that are enrolled full-time in the Casino Management Degree Program \$2,500 per year.

C. Child Day-Care

Tioga Downs has executed a letter of intent with Bright Horizons Family Solutions to provide detailed recommendations with respect to the development and operation of an on-site child care center at the proposed casino (a copy of the Bright Horizon's proposal is included with this exhibit). In the event that Tioga Downs is awarded a license, Bright Horizons is intended to be the childcare service provider for the day care center. While market studies are on-going, it is anticipated that enrollment, in addition to Tioga Downs employees' children, would also be open to Nichols community members. Providing the highest quality childcare includes hiring experienced, educated teachers and meeting or exceeding all state childcare qualifications regarding facilities, curriculum and training. The tuition necessary to adequately fund such a center would put the cost out of reach of most residents. Tioga Downs Casino intends to provide tuition subsidies through establishment of a charitable foundation.

Employee Assistance Program

Tioga Downs realizes that everyone runs into rough patches - problems with relationships, stress, depression, substance abuse and financial and legal concerns. There is a cost for our employees as well as a cost to us: absenteeism, tardiness, and lower productivity. Tioga Downs currently offers an Employee Assistance Program that can help our employees address their concerns before they interfere with the workplace and/or with the employee's home life. Professional and confidential counseling and practical guidance helps our employees and their loved ones improve their quality of life, both on and off the job.



Tioga Downs currently has an Employee Assistance Program that offers assistance for the below topics:

- Martial and Family problems;
- Addiction (includes problem gaming);
- Stress/Anger management; and
- Life Transition.

This program includes the below services:

- Unlimited phone access to guidance consultants;
- In-person sessions for short-term problem resolution;
- Unlimited phone access to legal, financial and work-life services;
- Web-based information, including articles, tutorials, streaming videos and “Ask the Expert” personal responses; and
- Comprehensive, customized personalized information packets to accompany all work-life services.

Tioga Downs will establish an enhanced version of an Employee Assistance Program which will offer the below additional premium features:

- Additional in-person access to counselors and/or lawyers;
- Additional customized kits for those who may need extra support (which would include substance abuse and problem gaming);
- Expert management consultation;
- Critical incident response, including training and personal development workshops;
- Detailed reporting;
- Manager referrals;
- Substance abuse assessment services (which includes substance abuse training and education);
- Personalized program management from a dedicated account manager;
- Support for critical incidents such as natural disasters and employee deaths to include: 24/7 telephonic support, on-site professional response, local expertise and outreach calls to employees; and
- Training, orientation and personal development workshops.

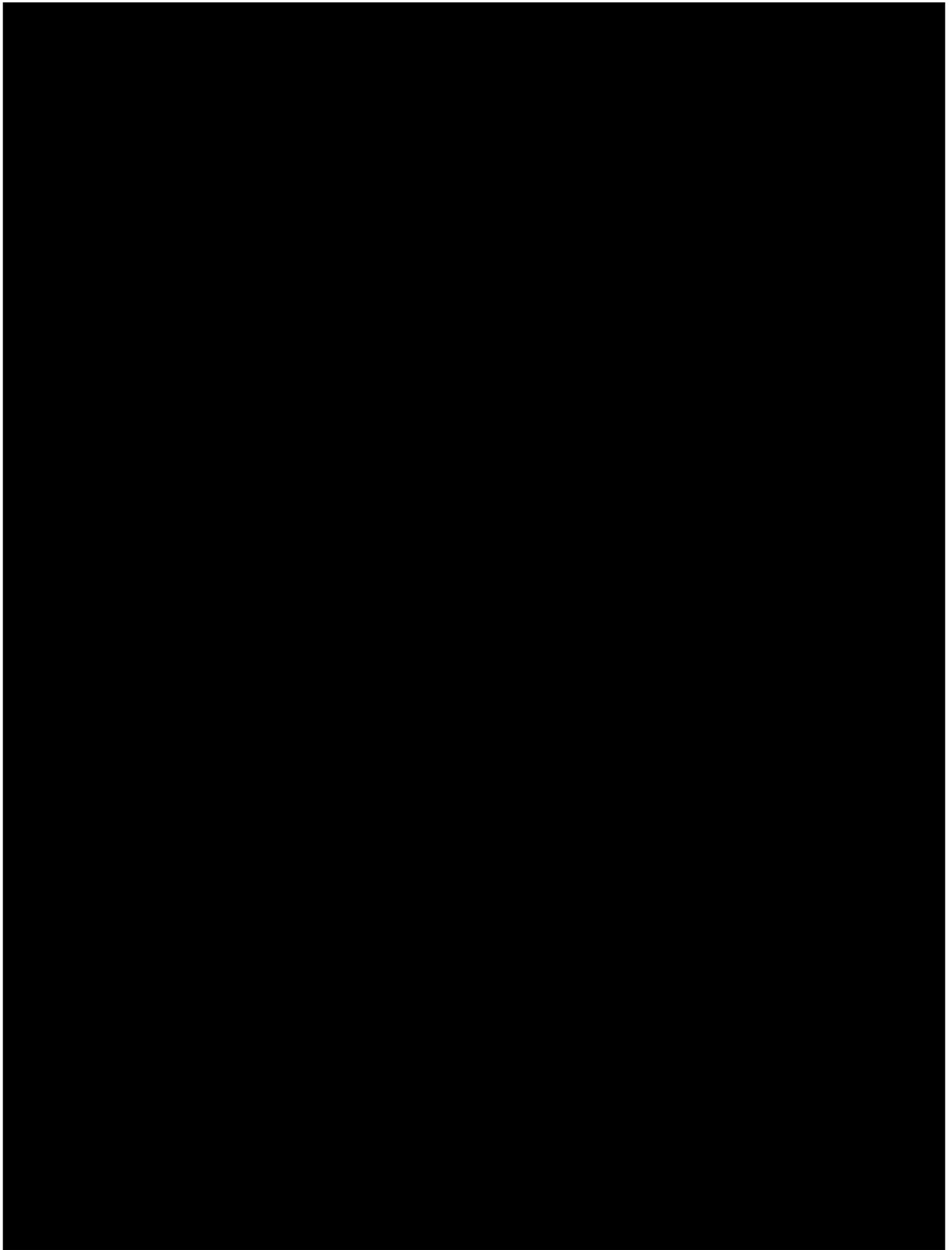
Tioga Downs Works For The Southern Tier

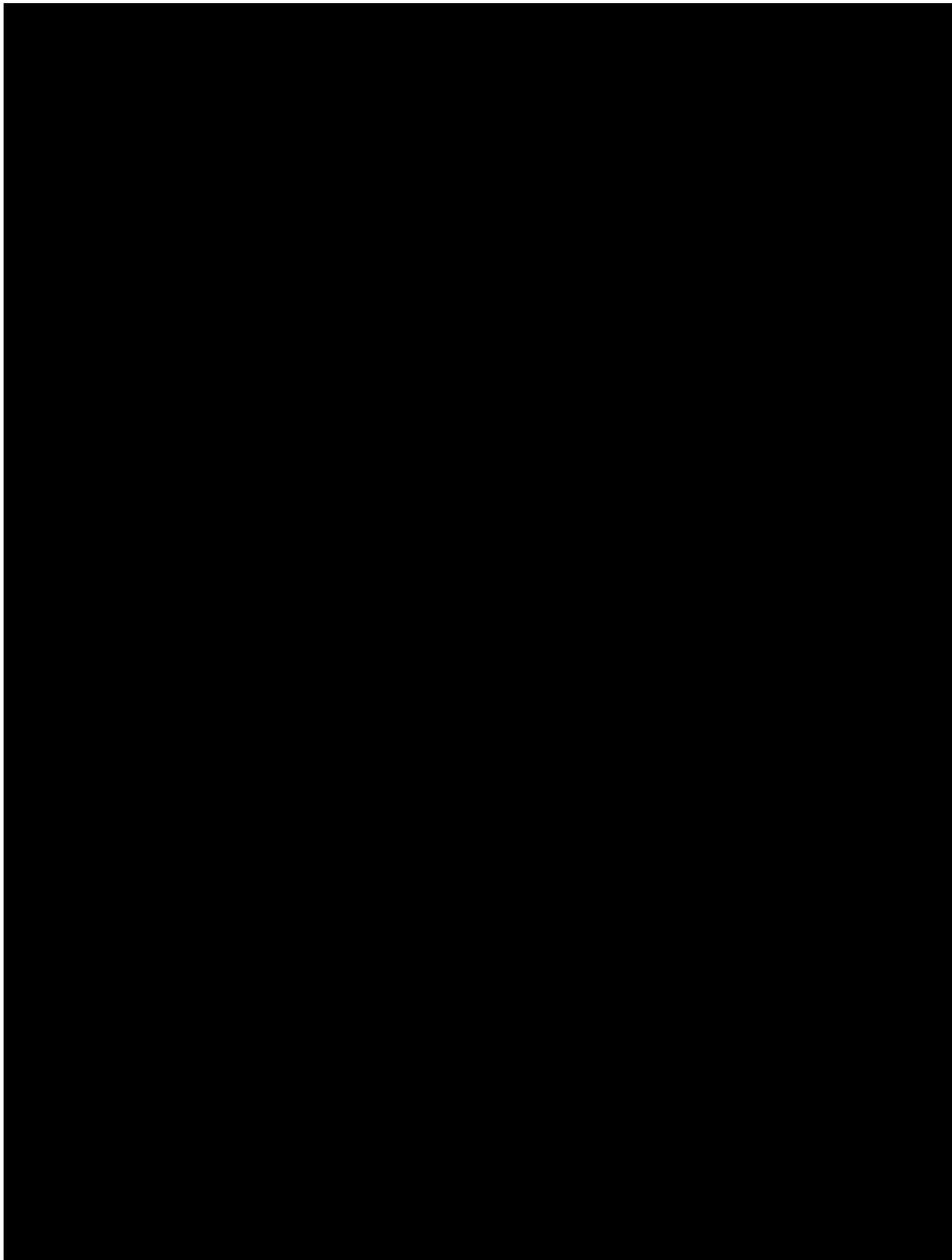
AMERICAN RACING & ENTERTAINMENT

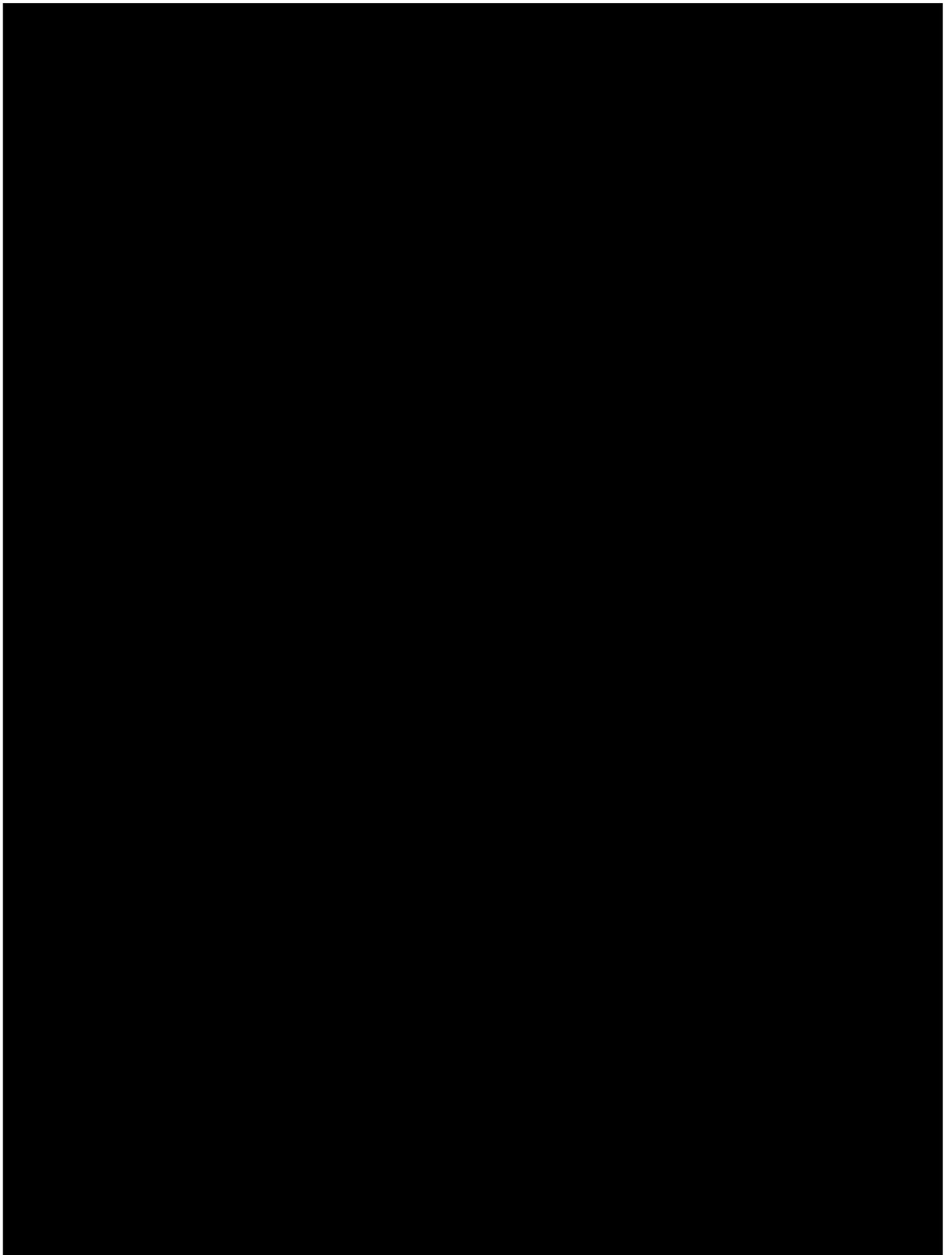
**TIOGA & VERNON DOWNS
ASSOCIATE HANDBOOK**

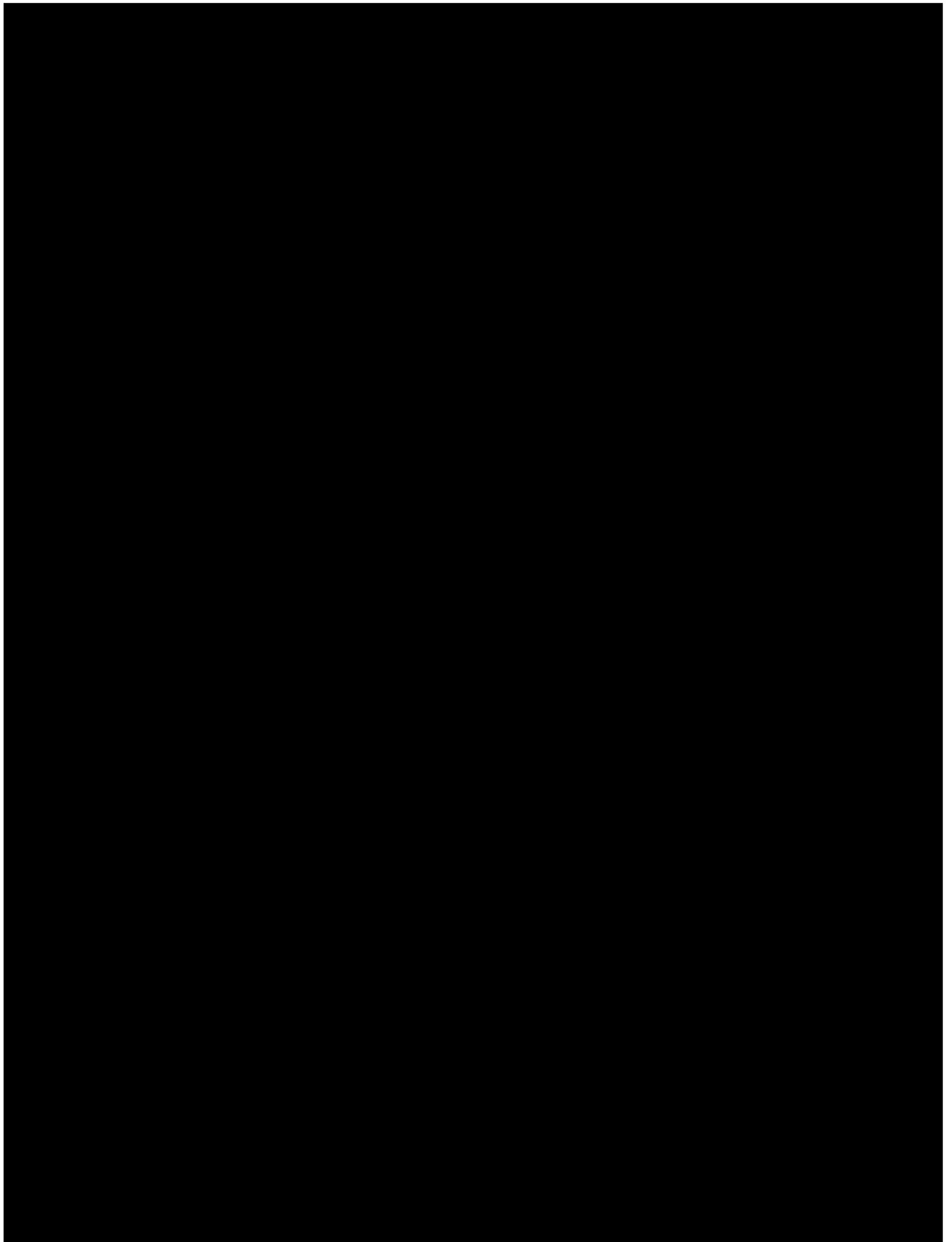
For Members of the Team

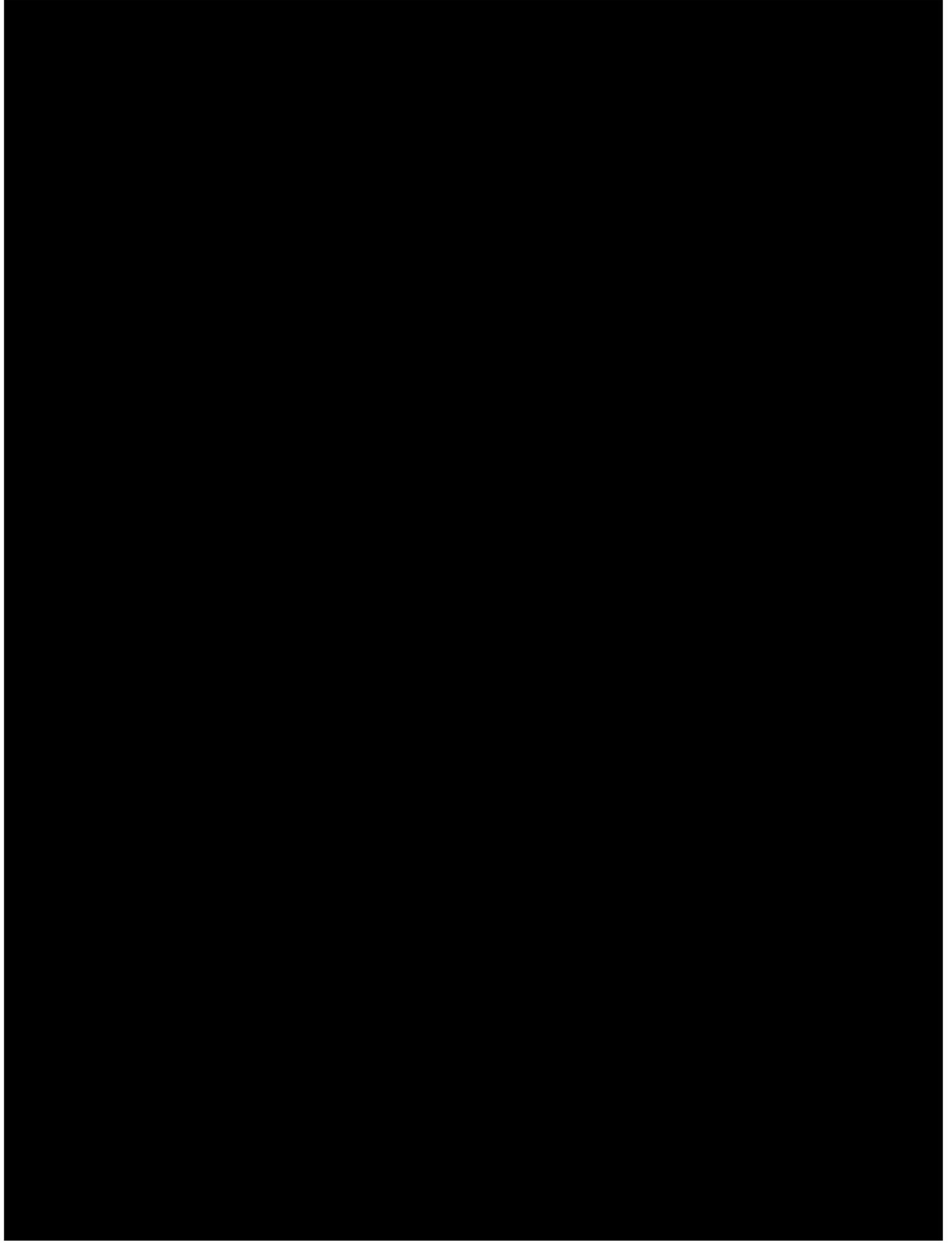
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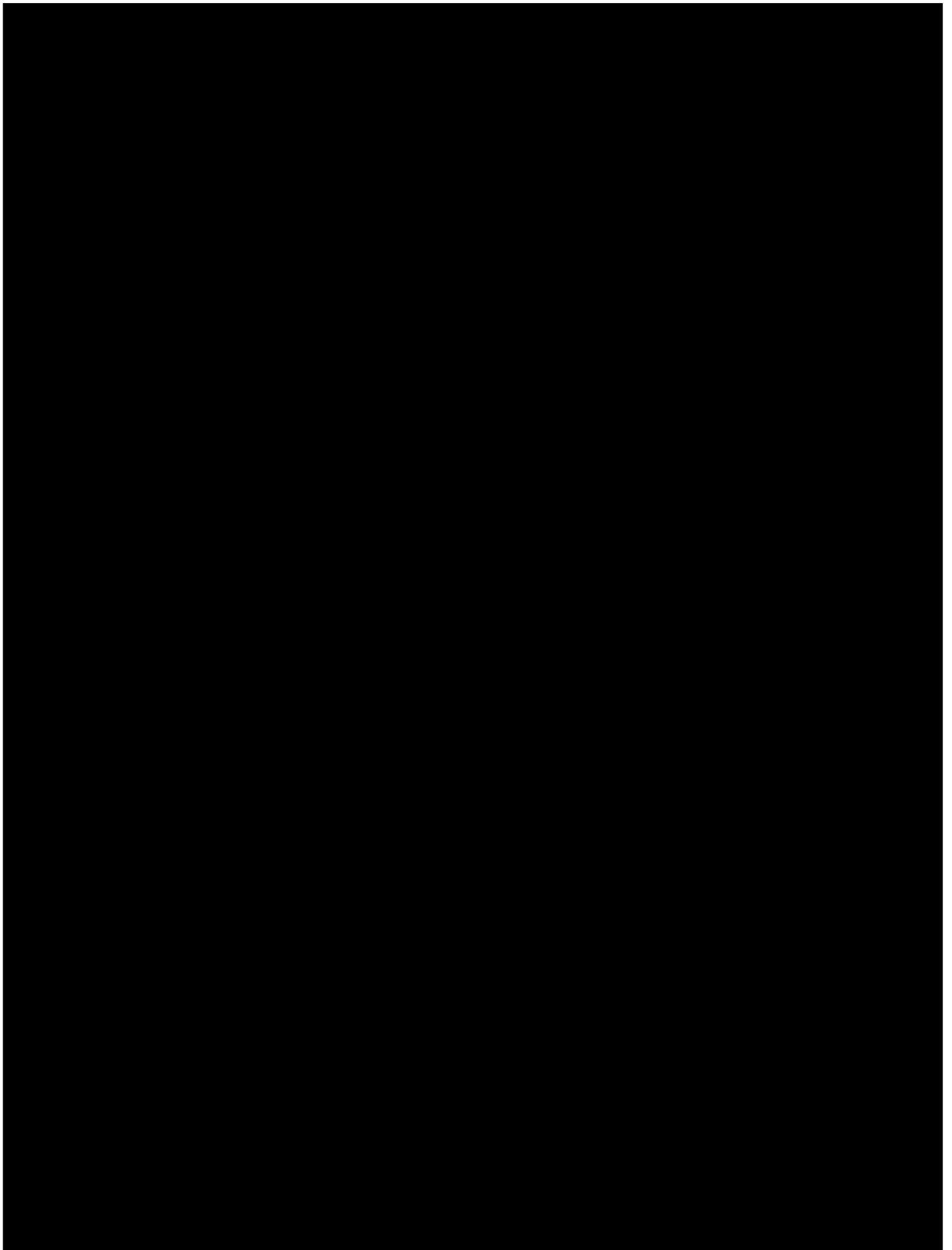


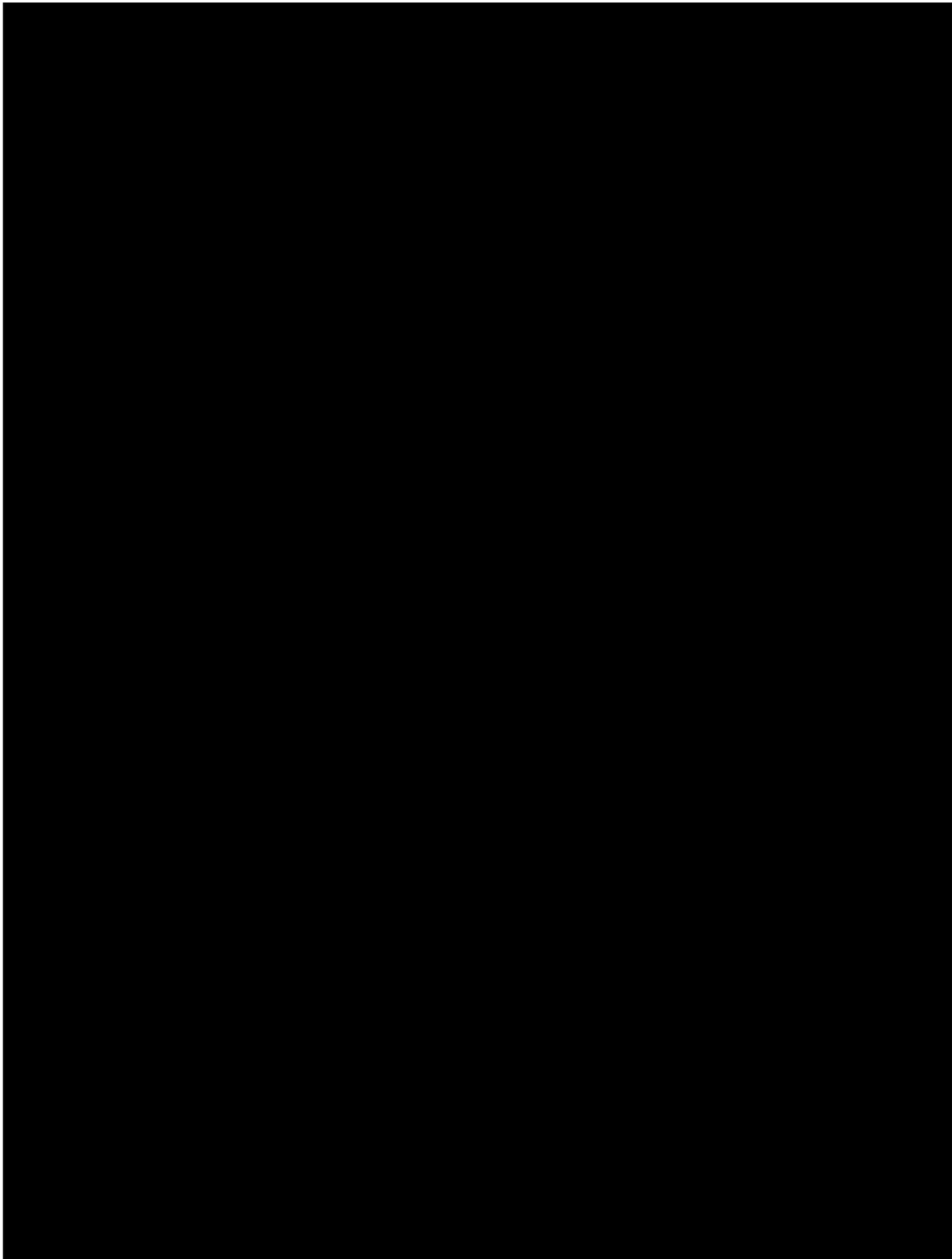


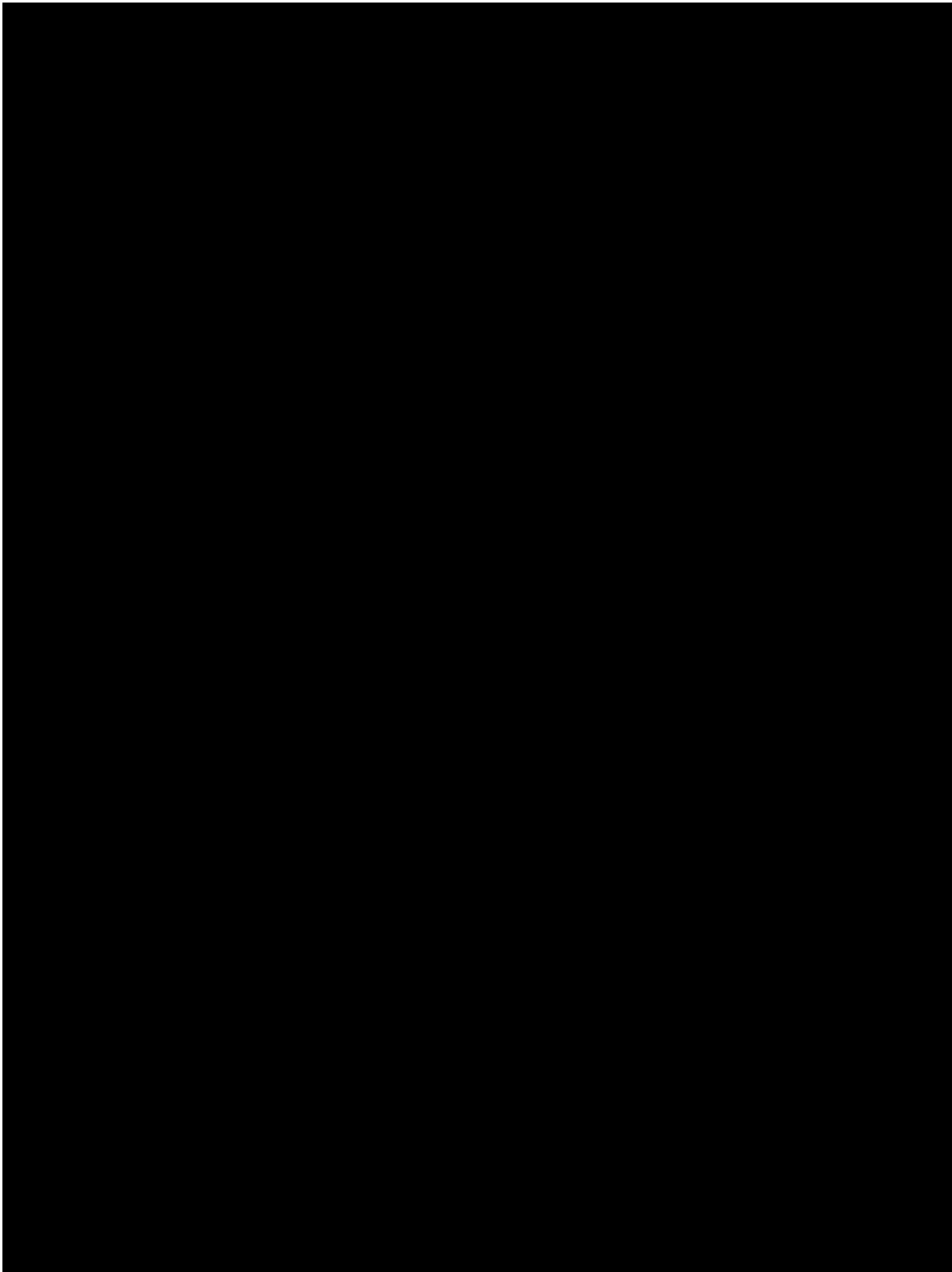


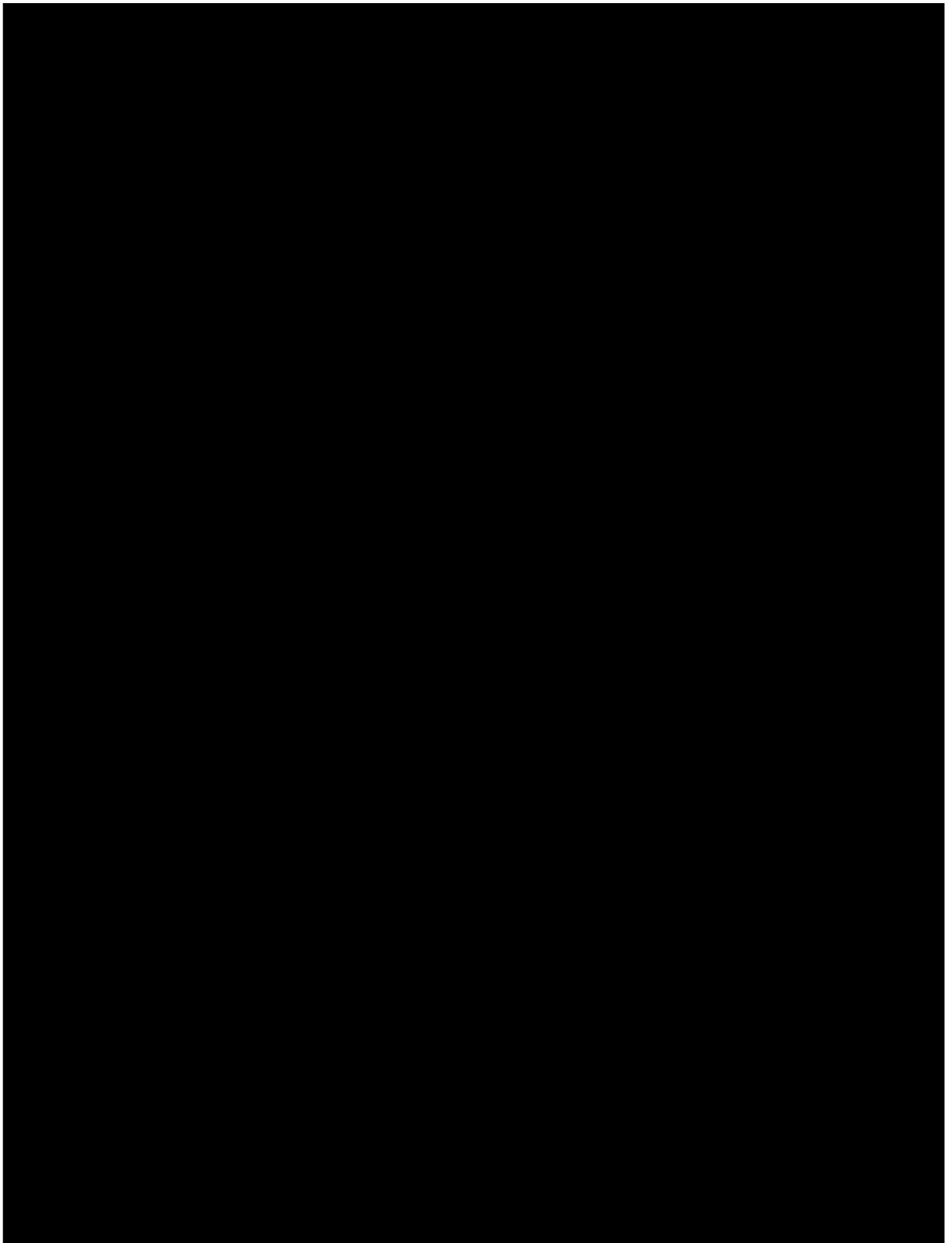


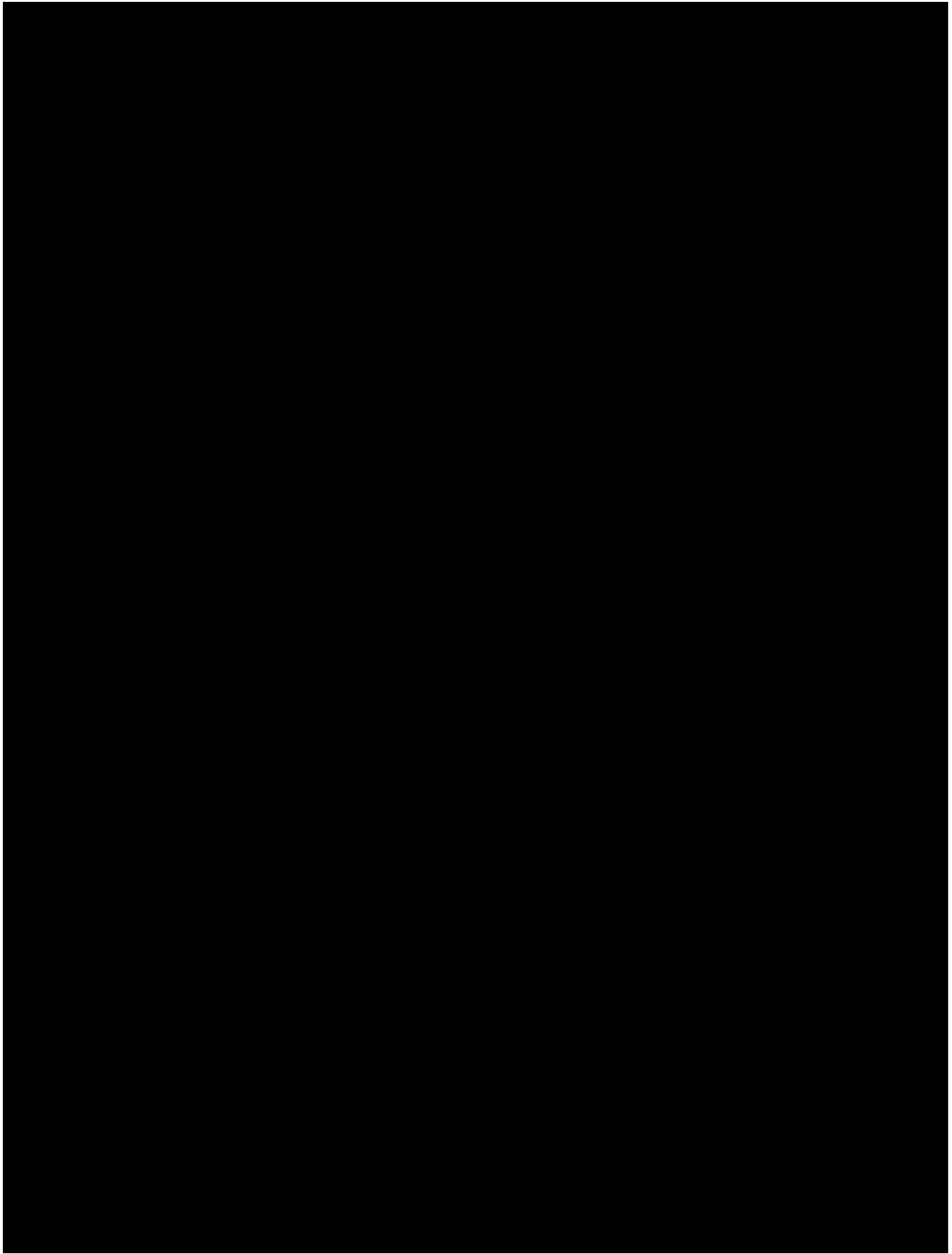


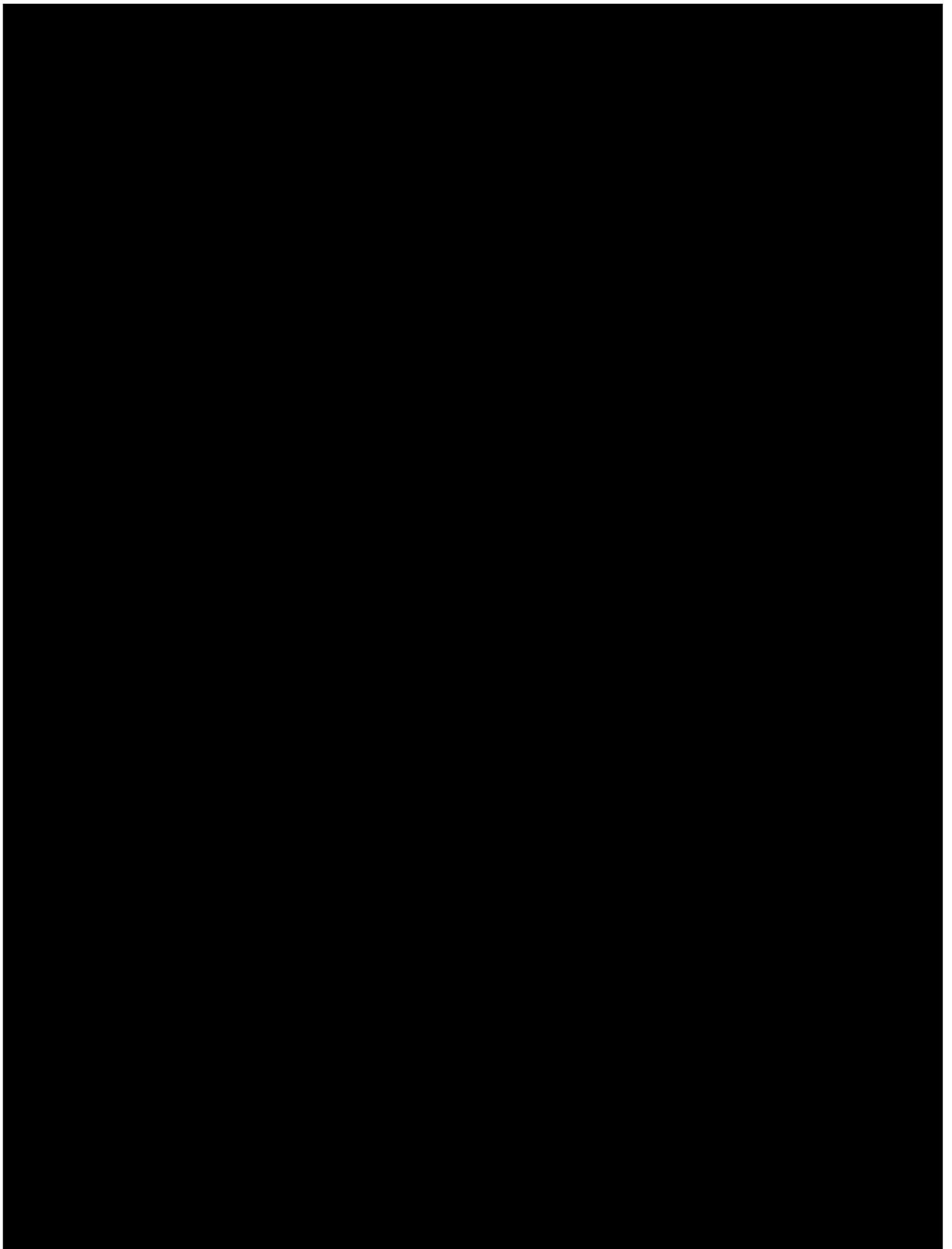


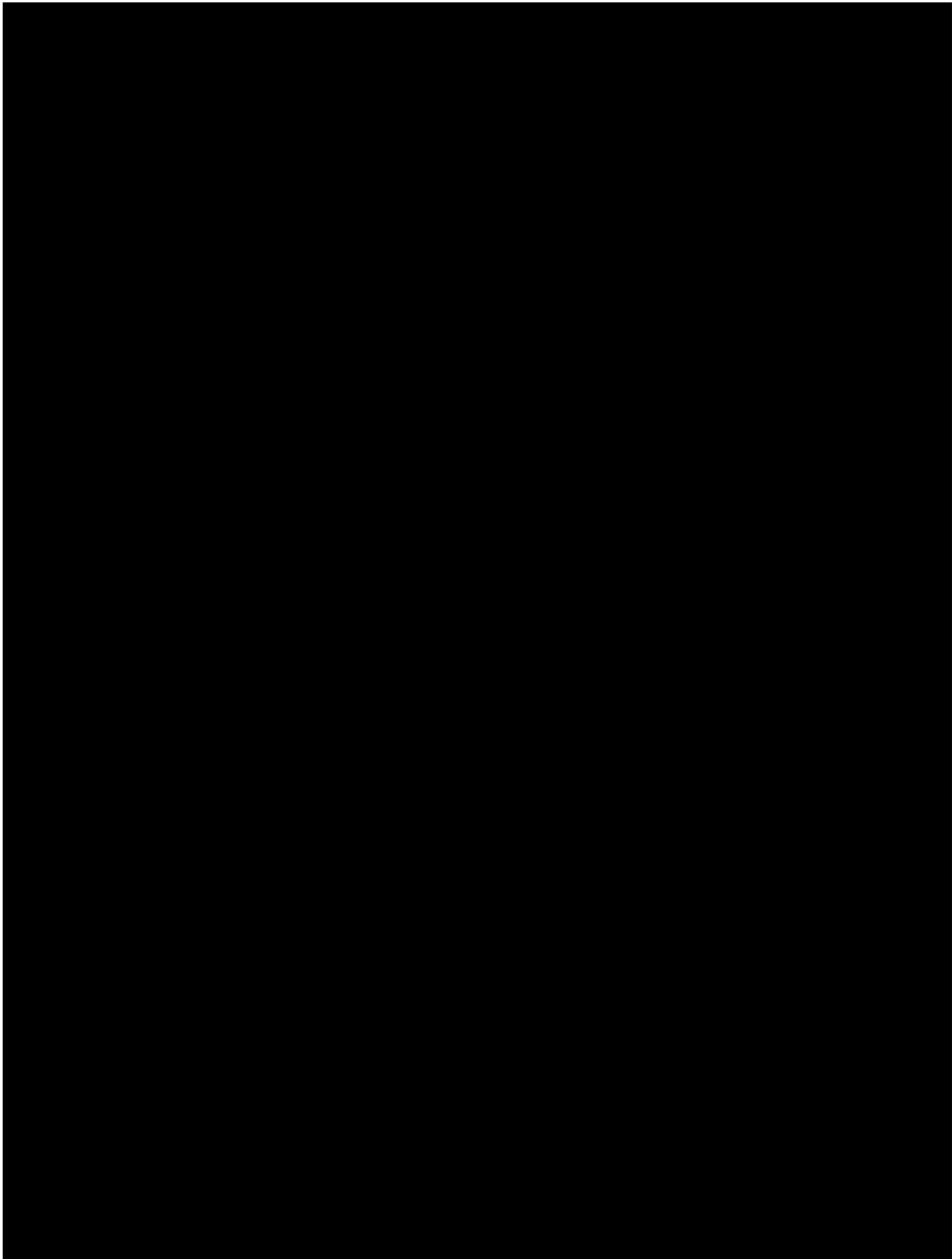


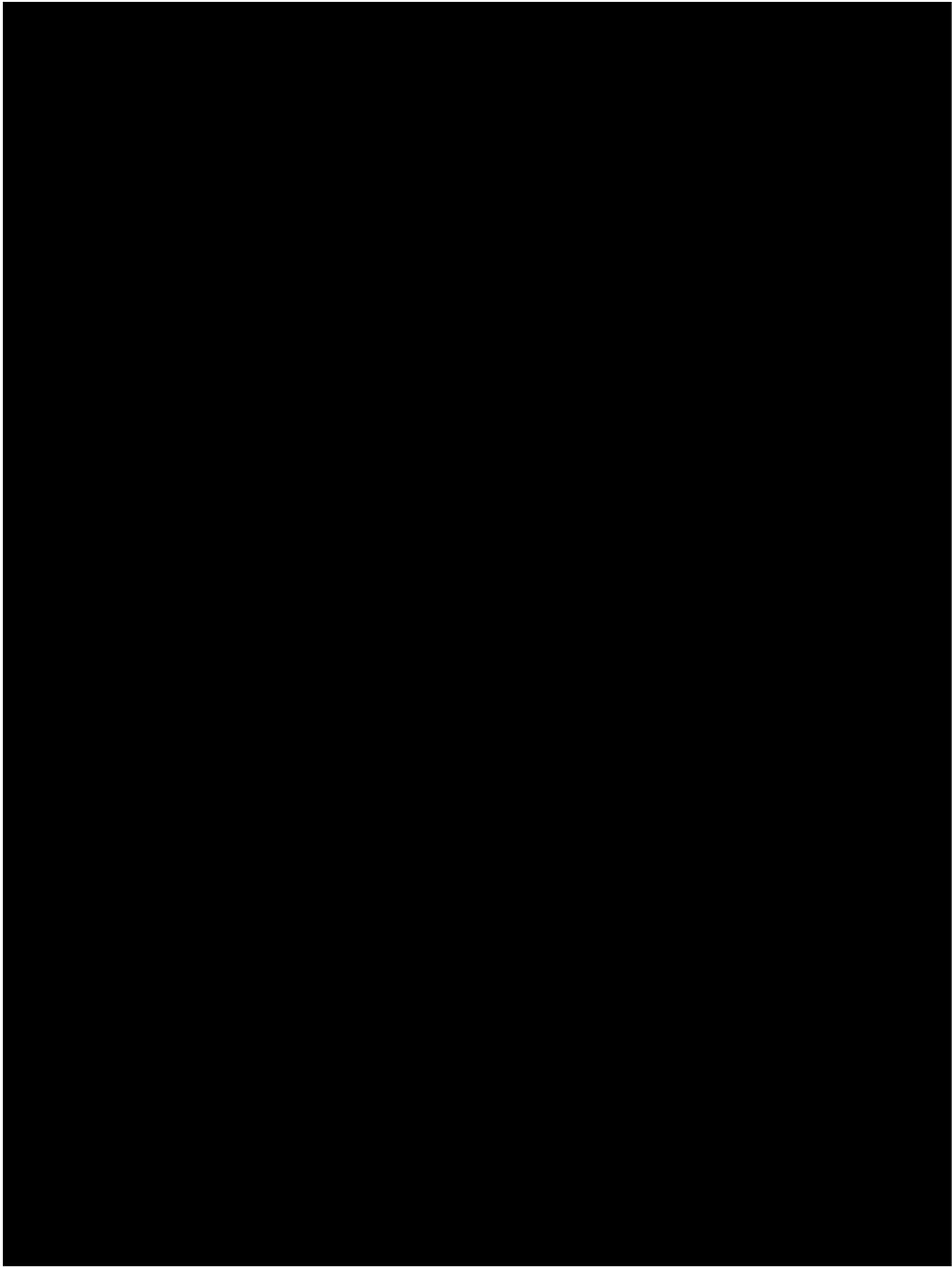


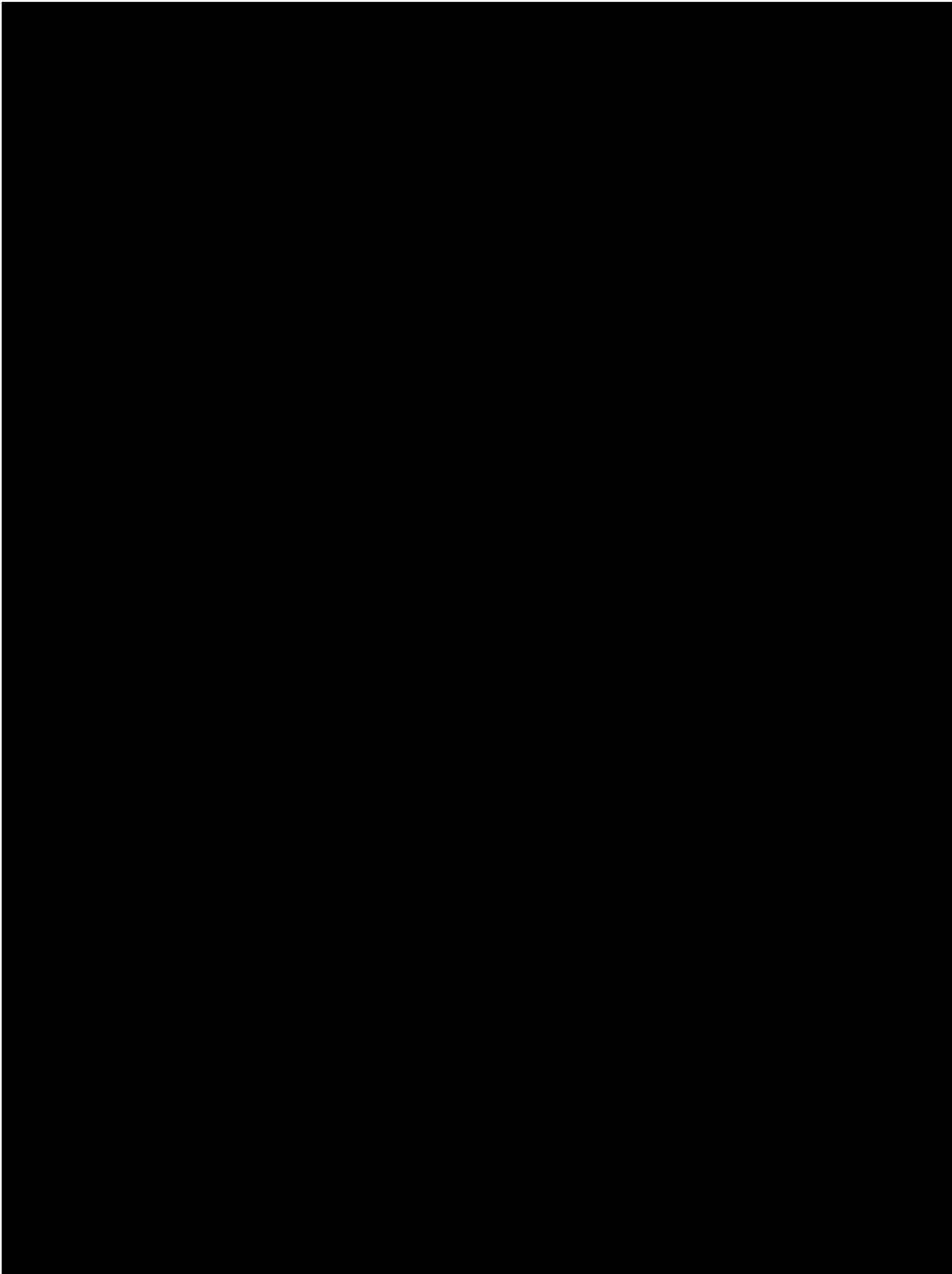


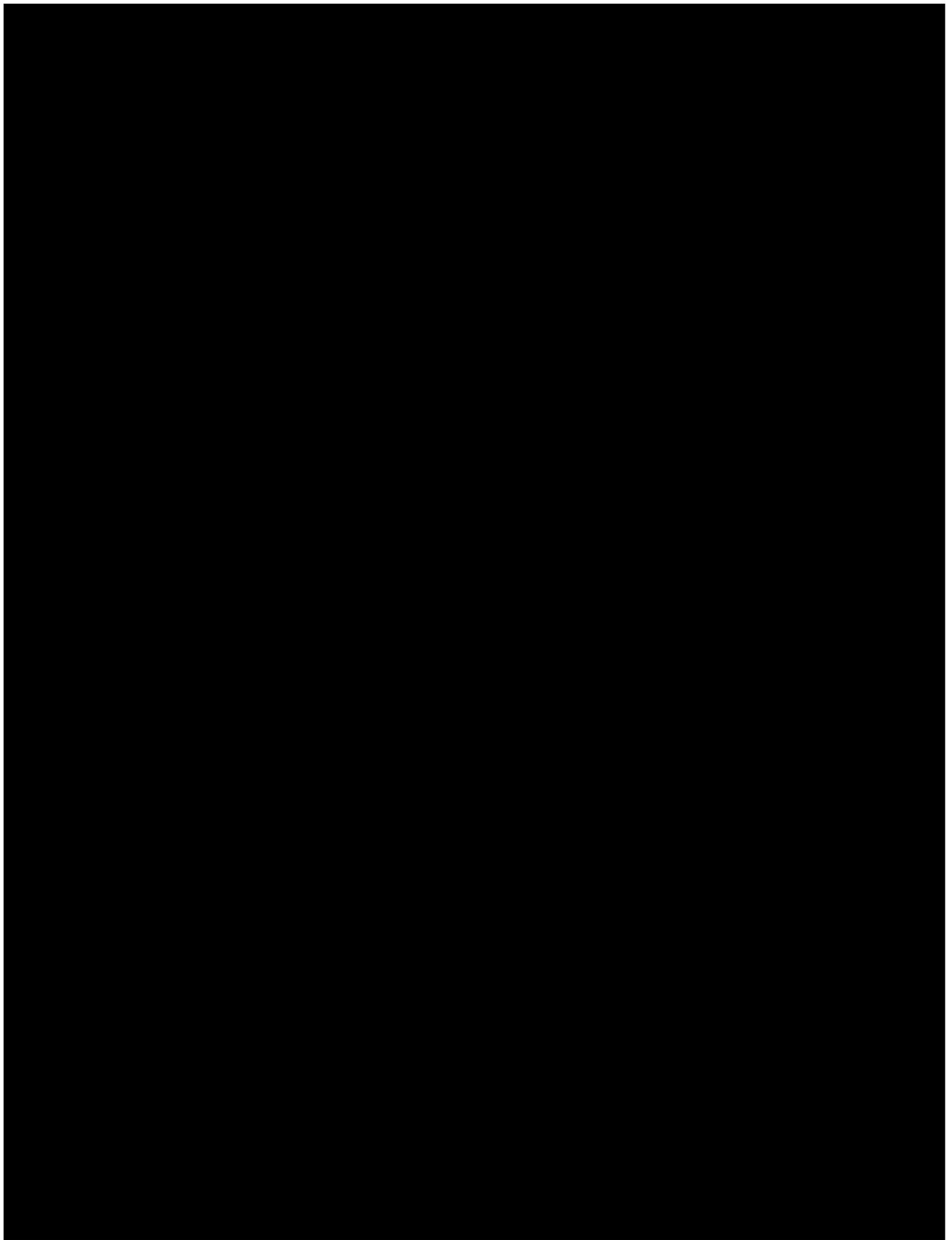


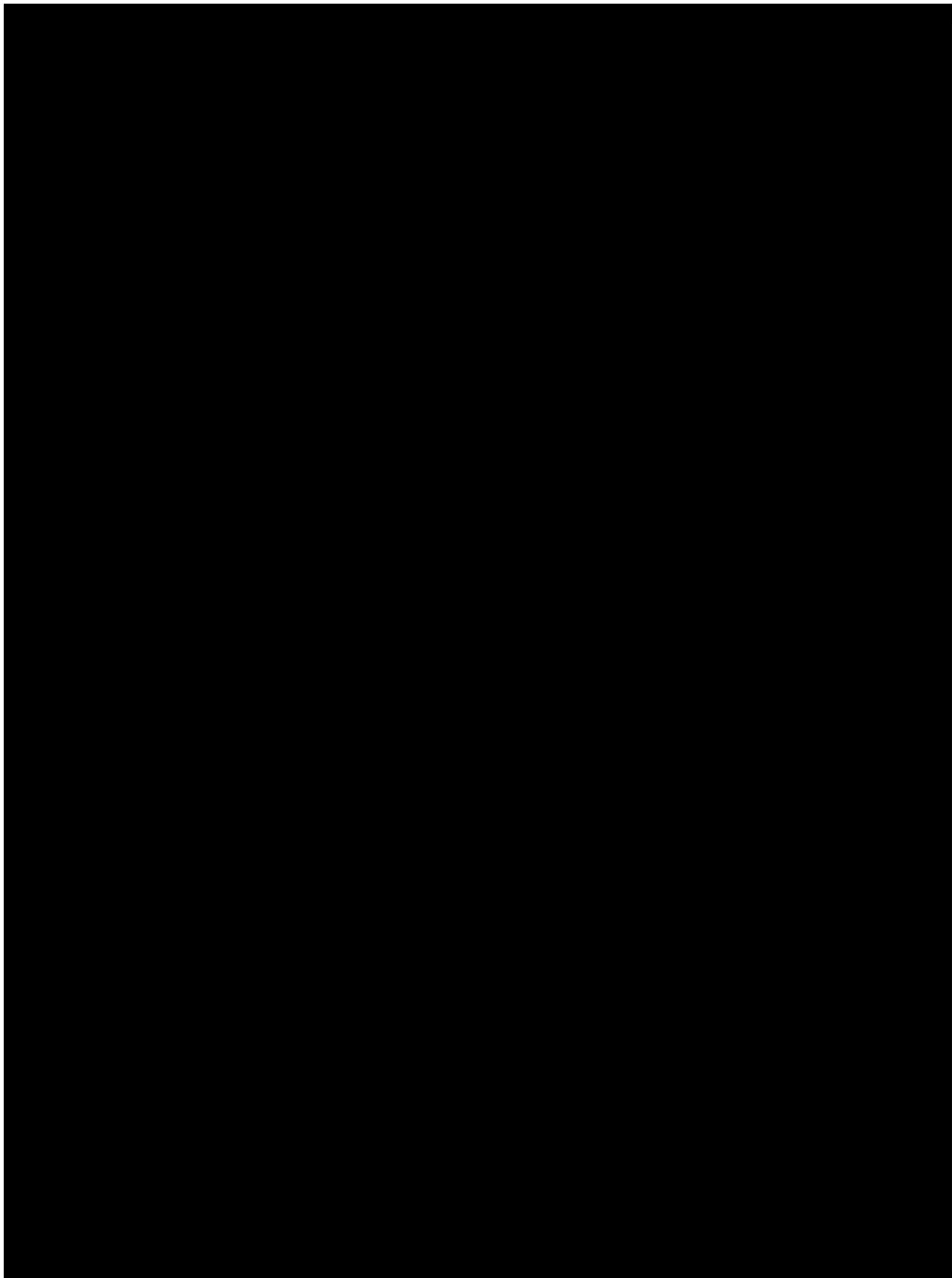


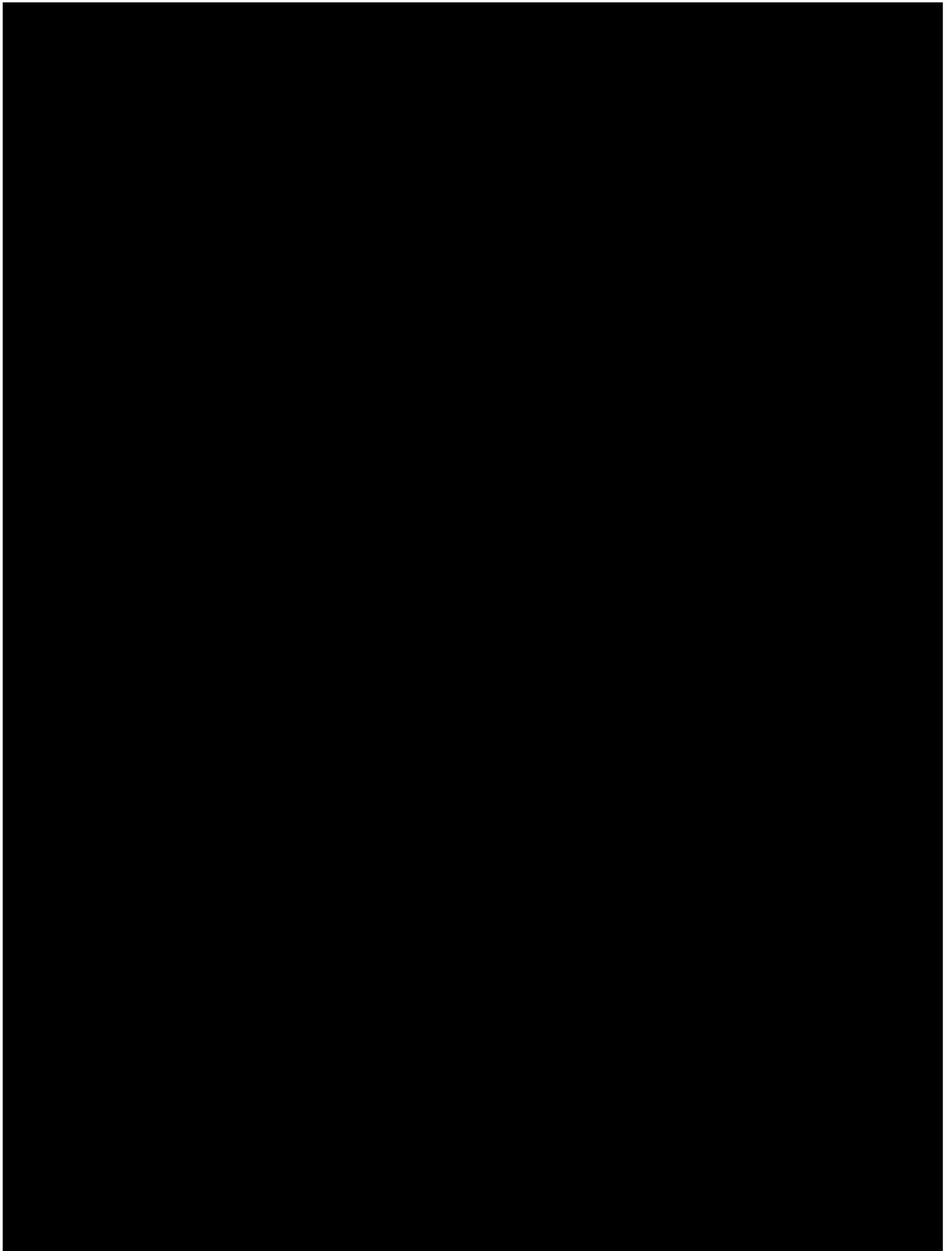


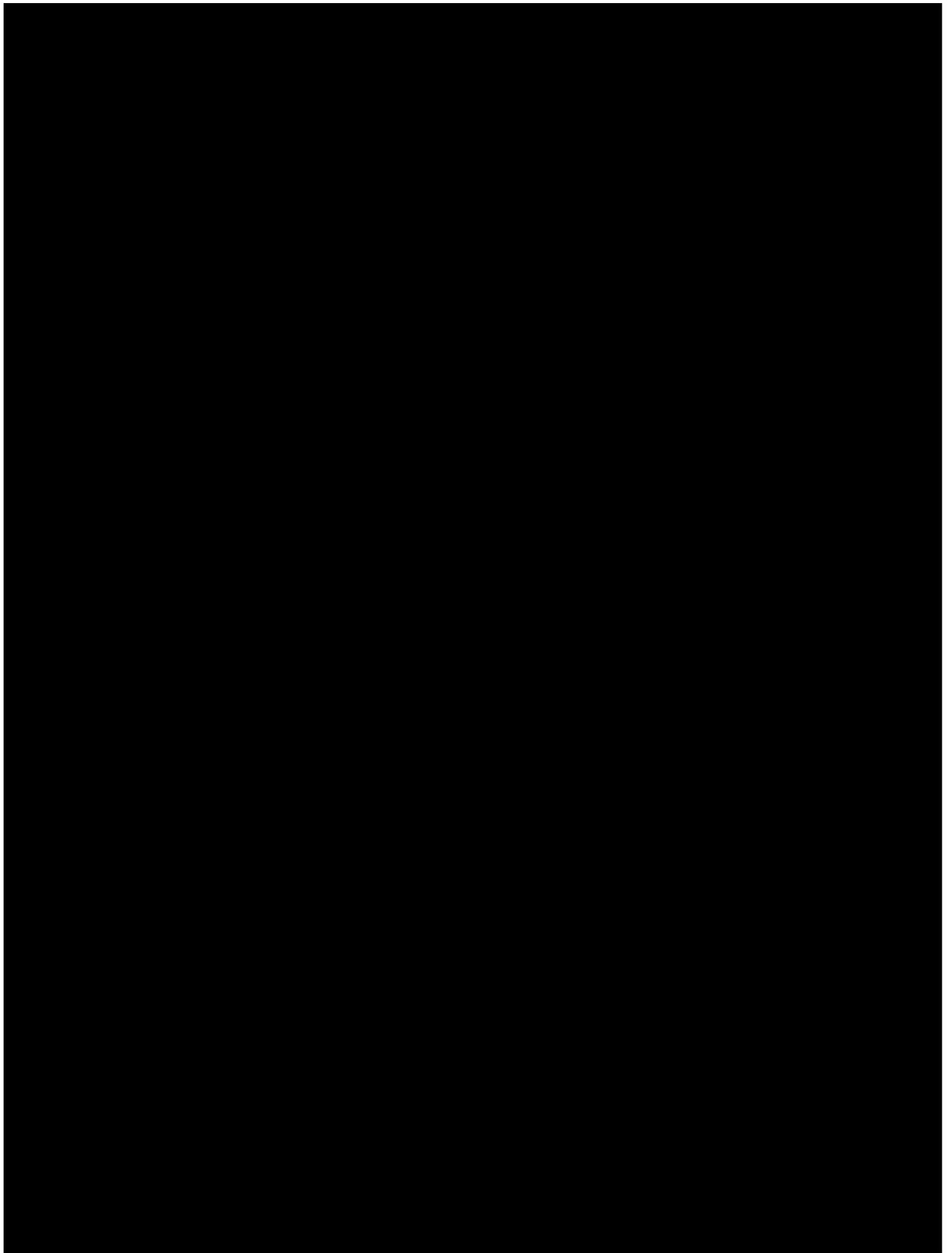


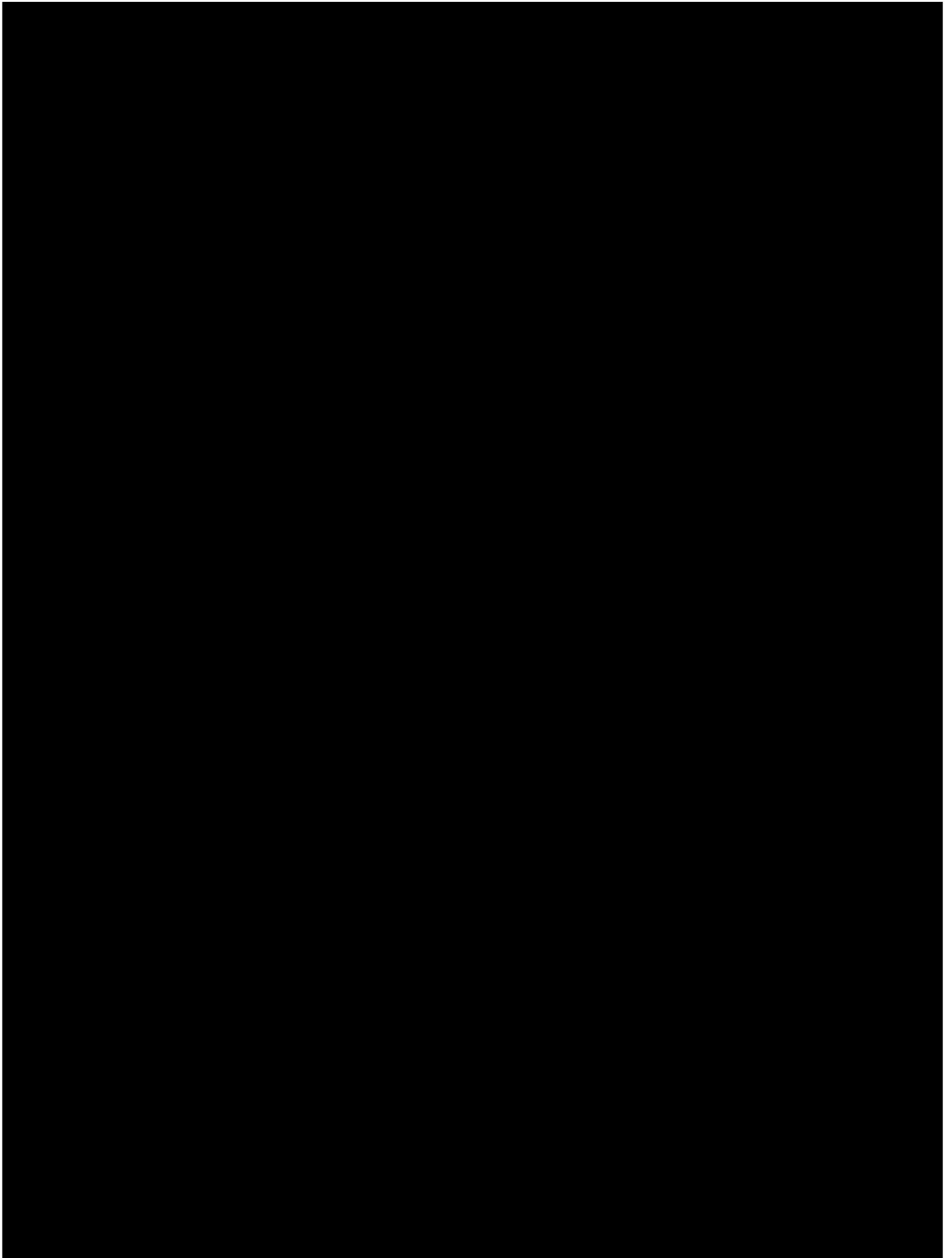


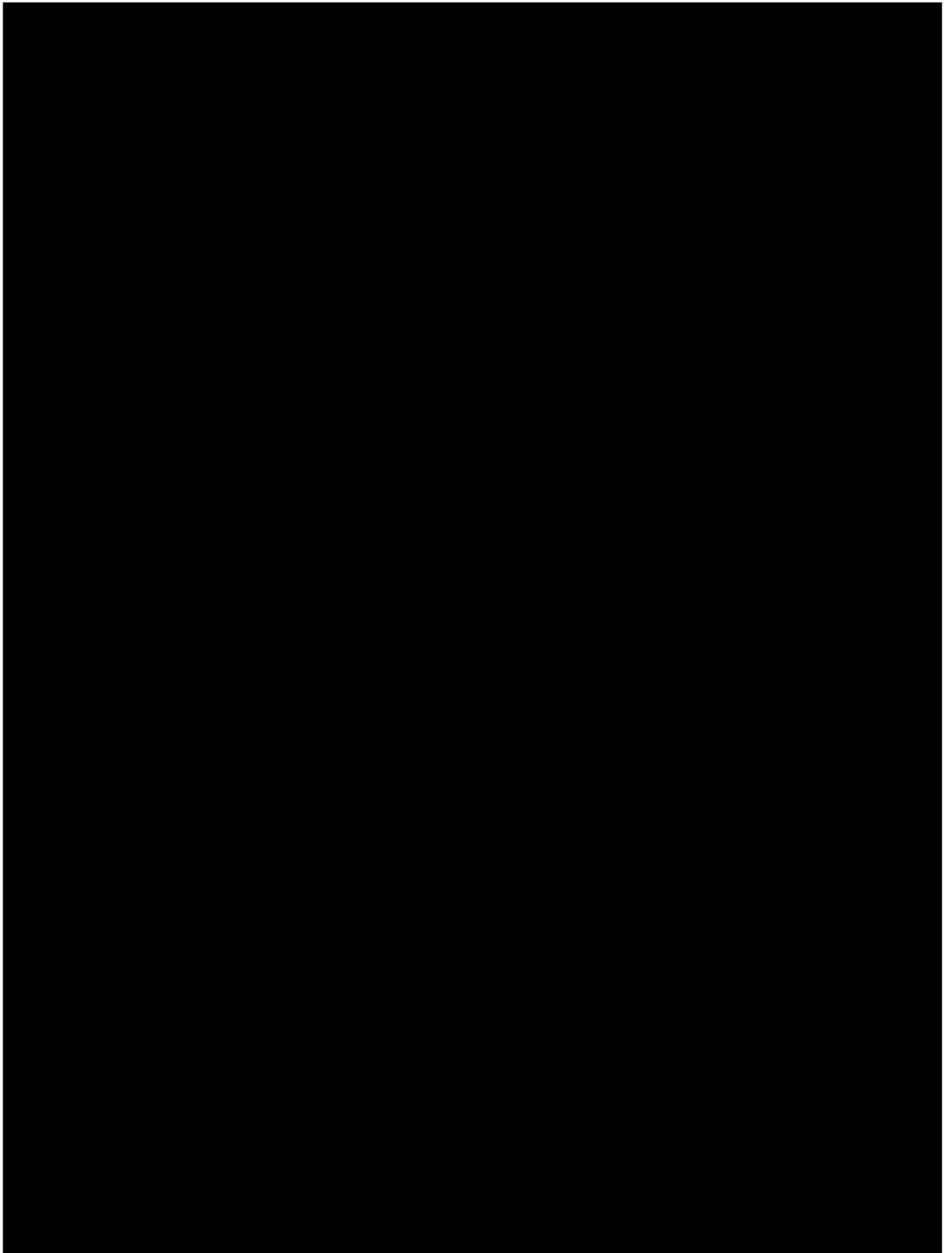


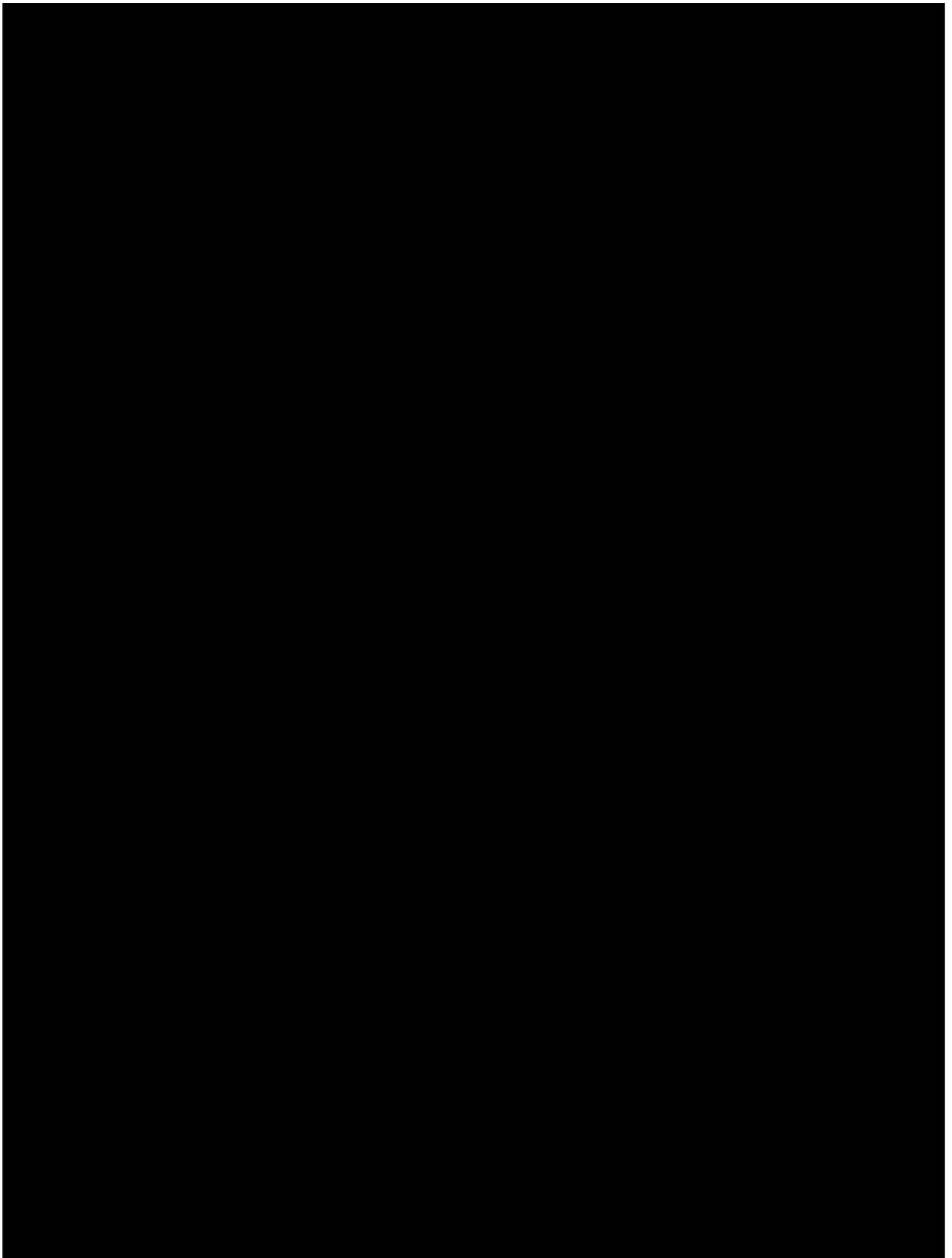


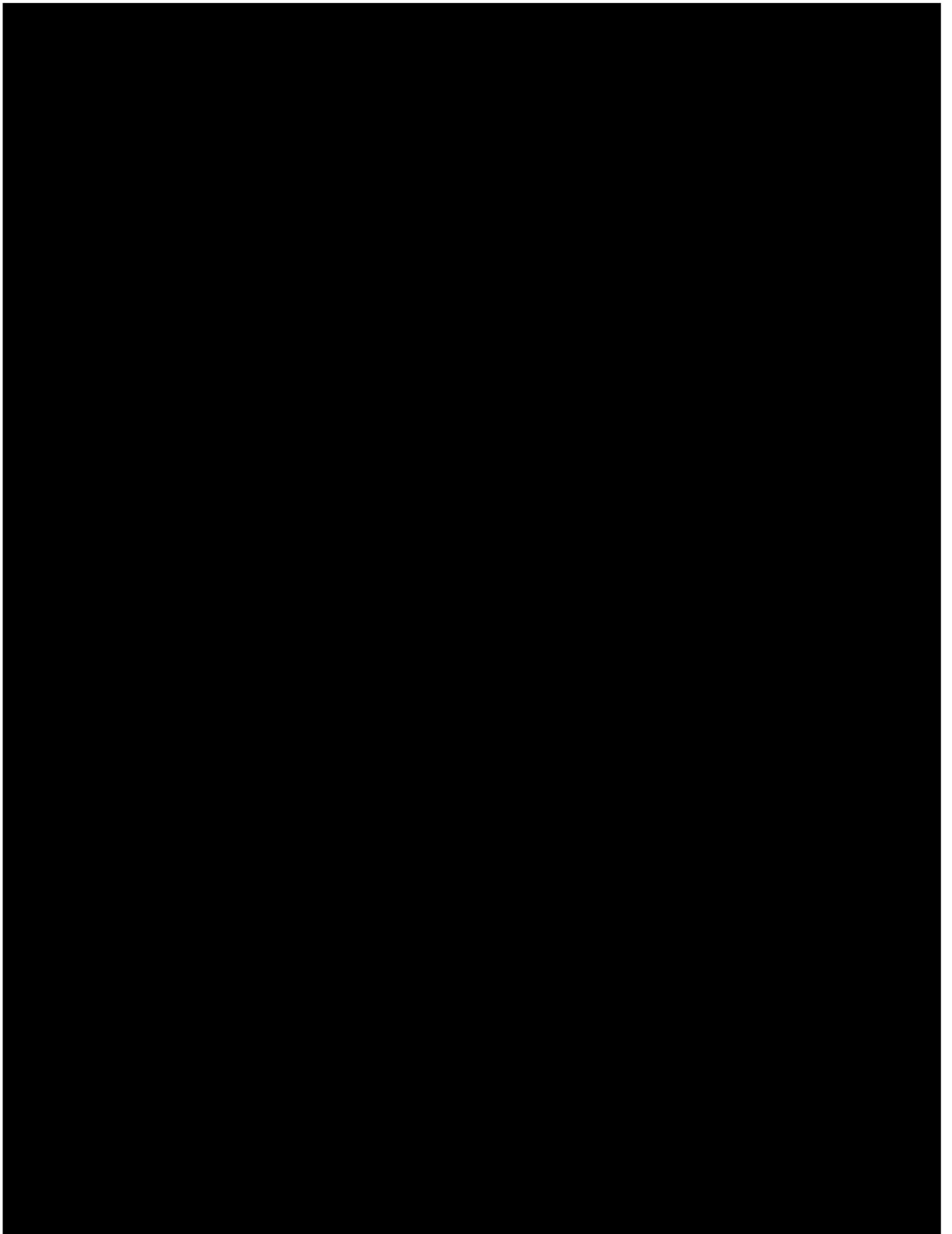


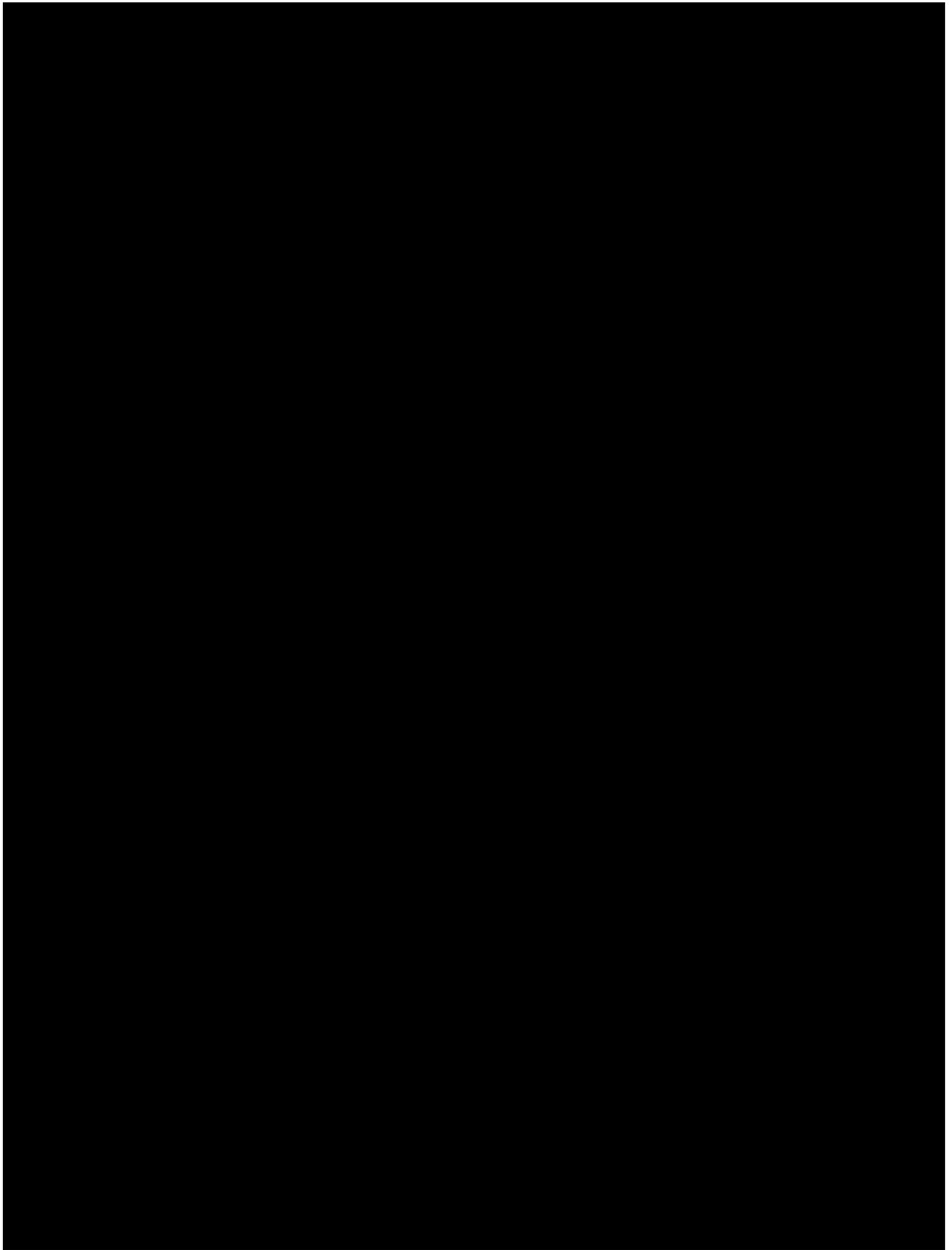


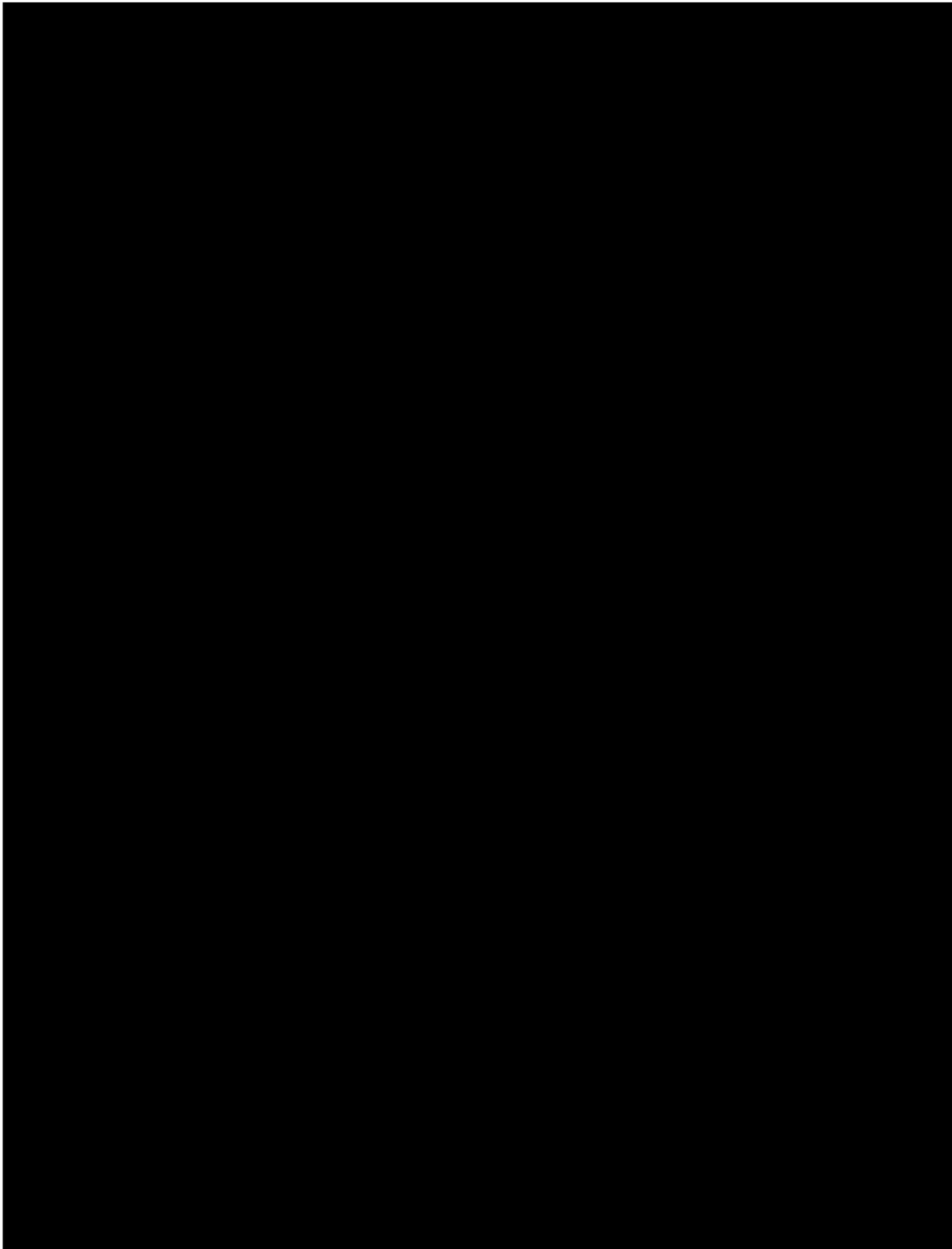


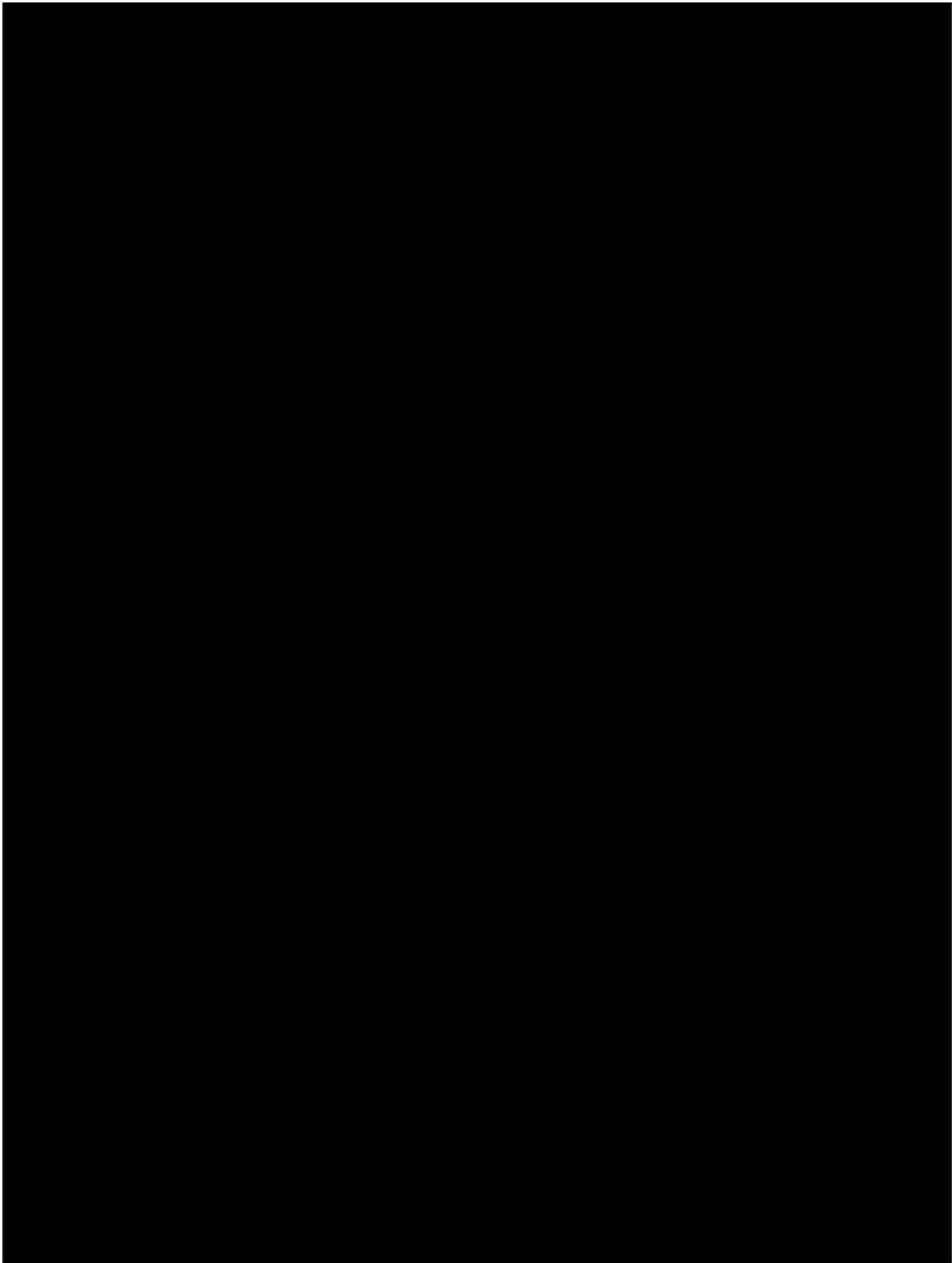


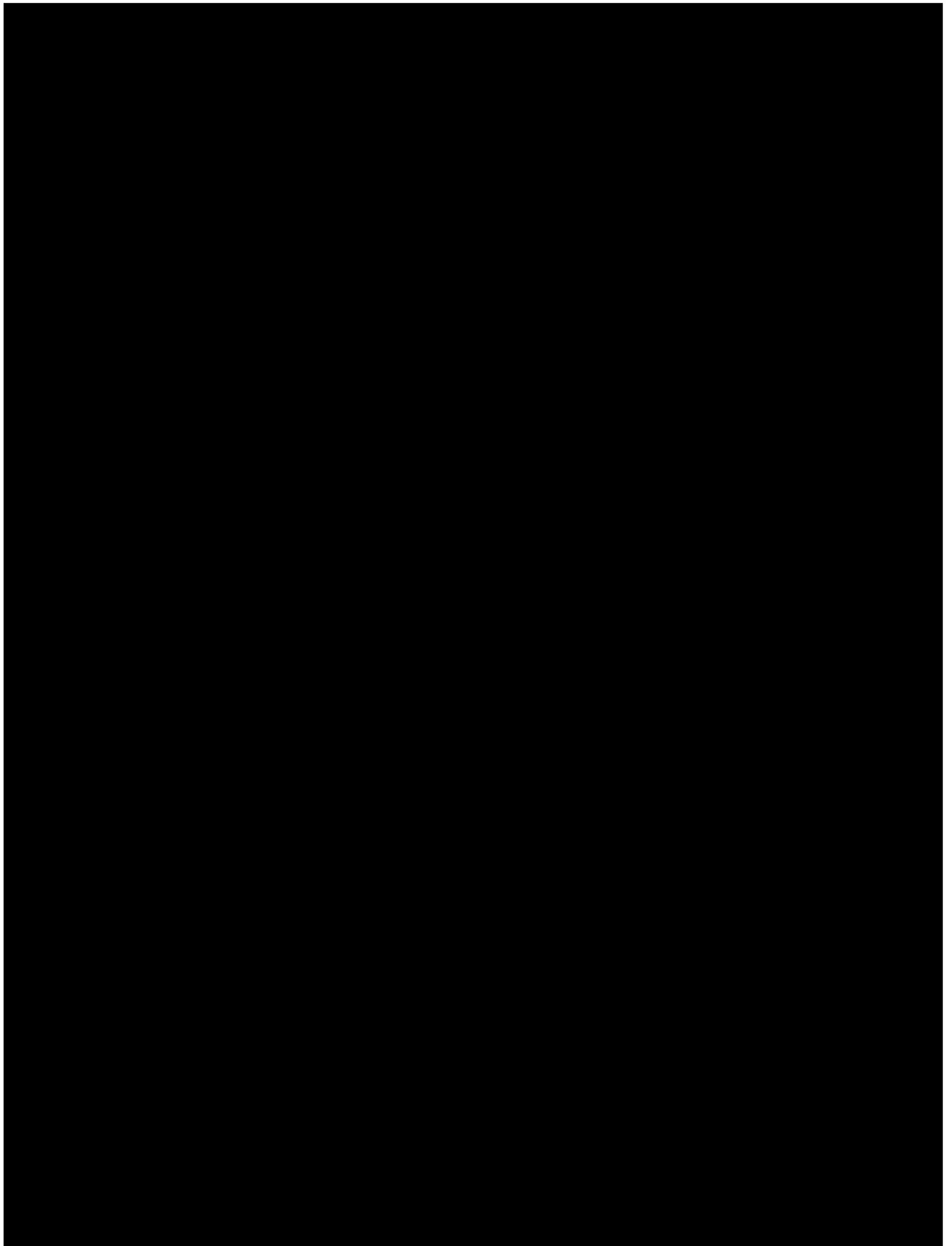


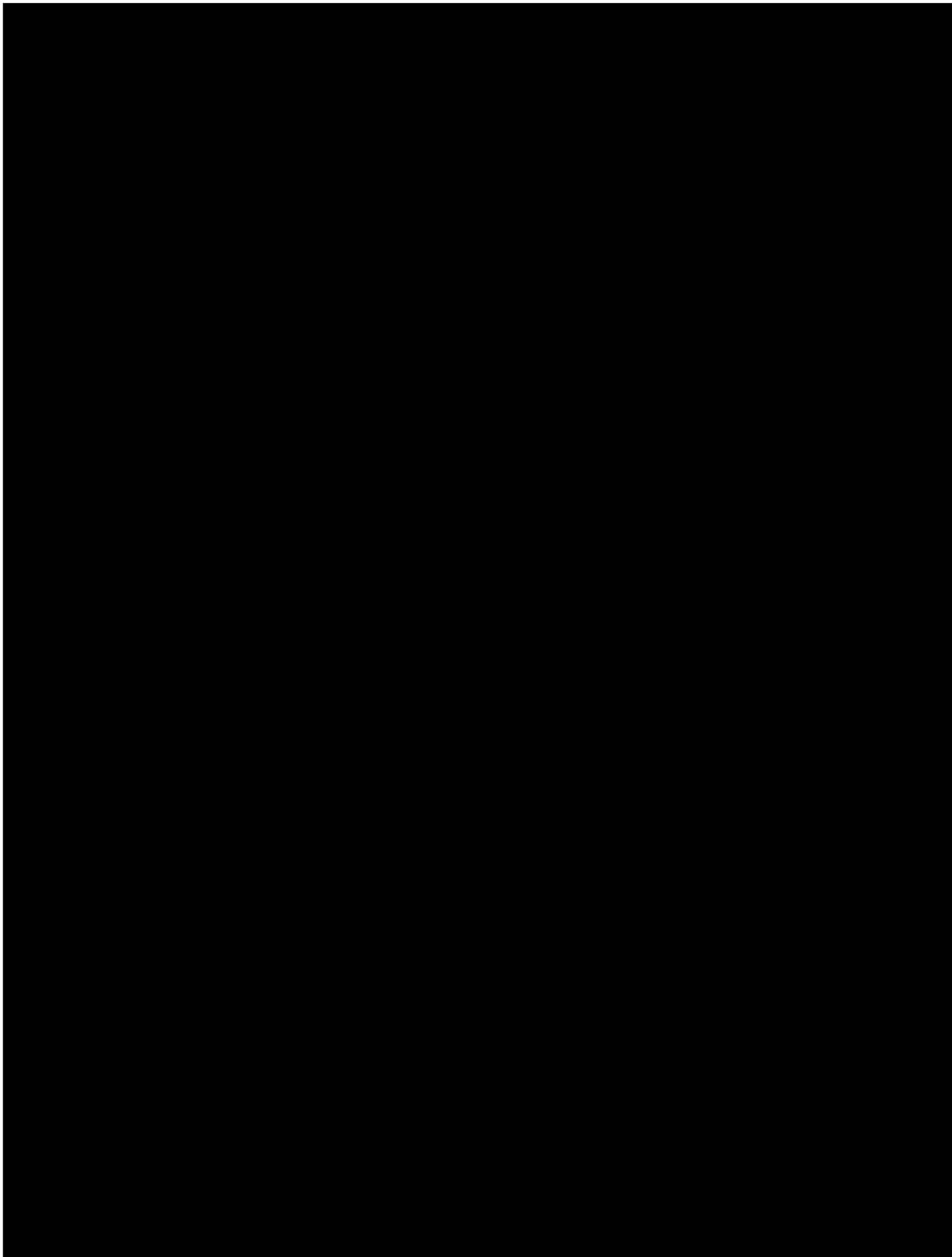


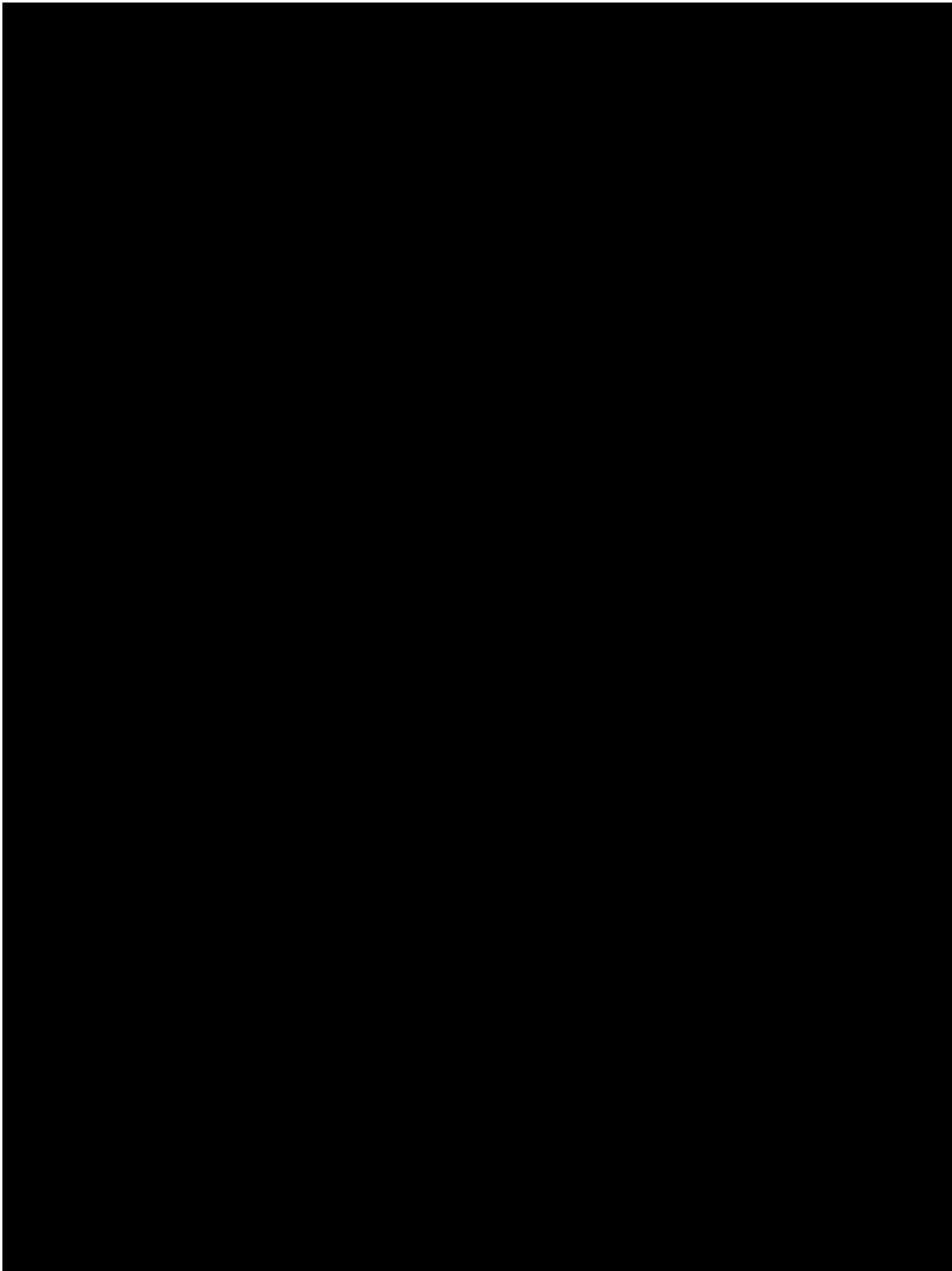


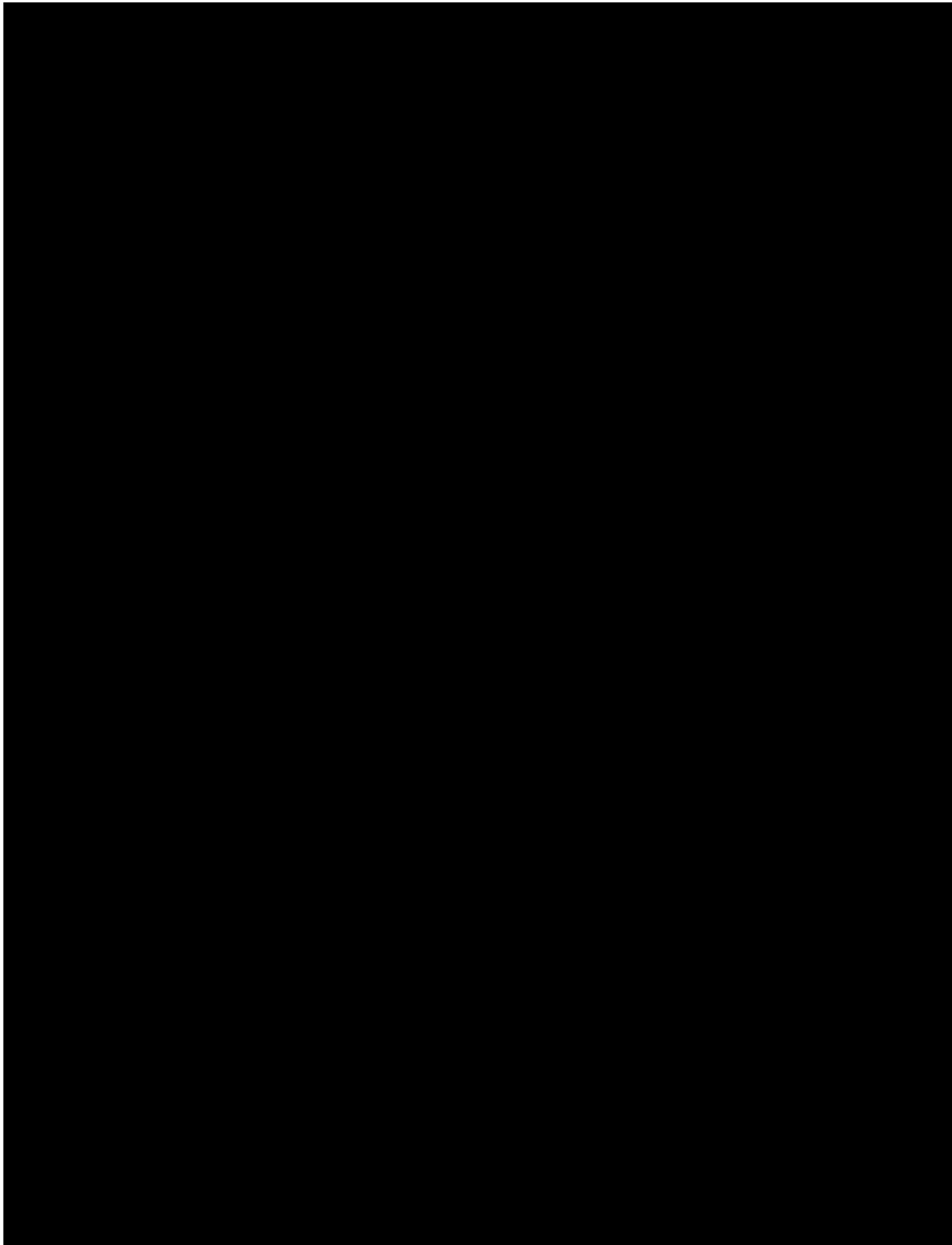


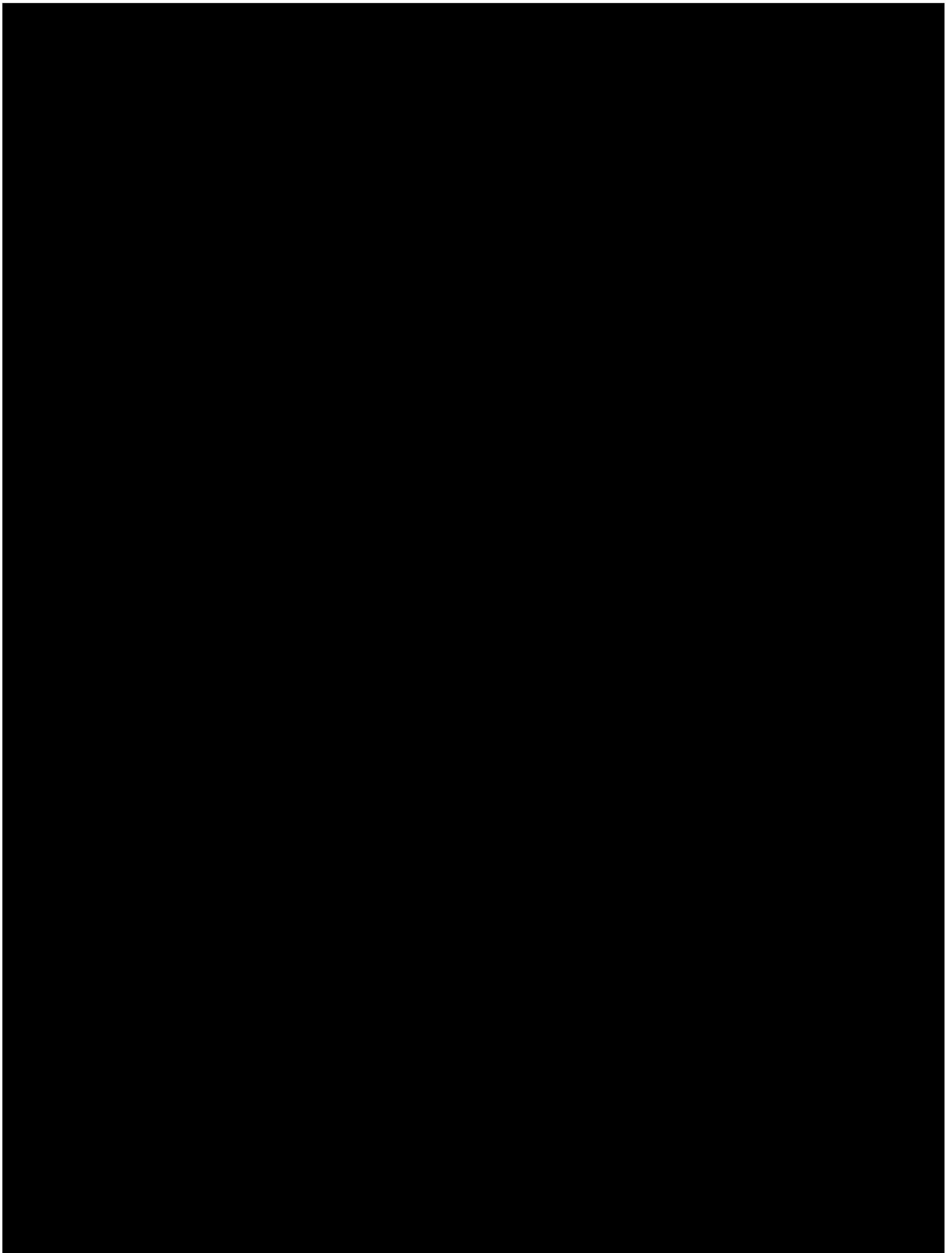


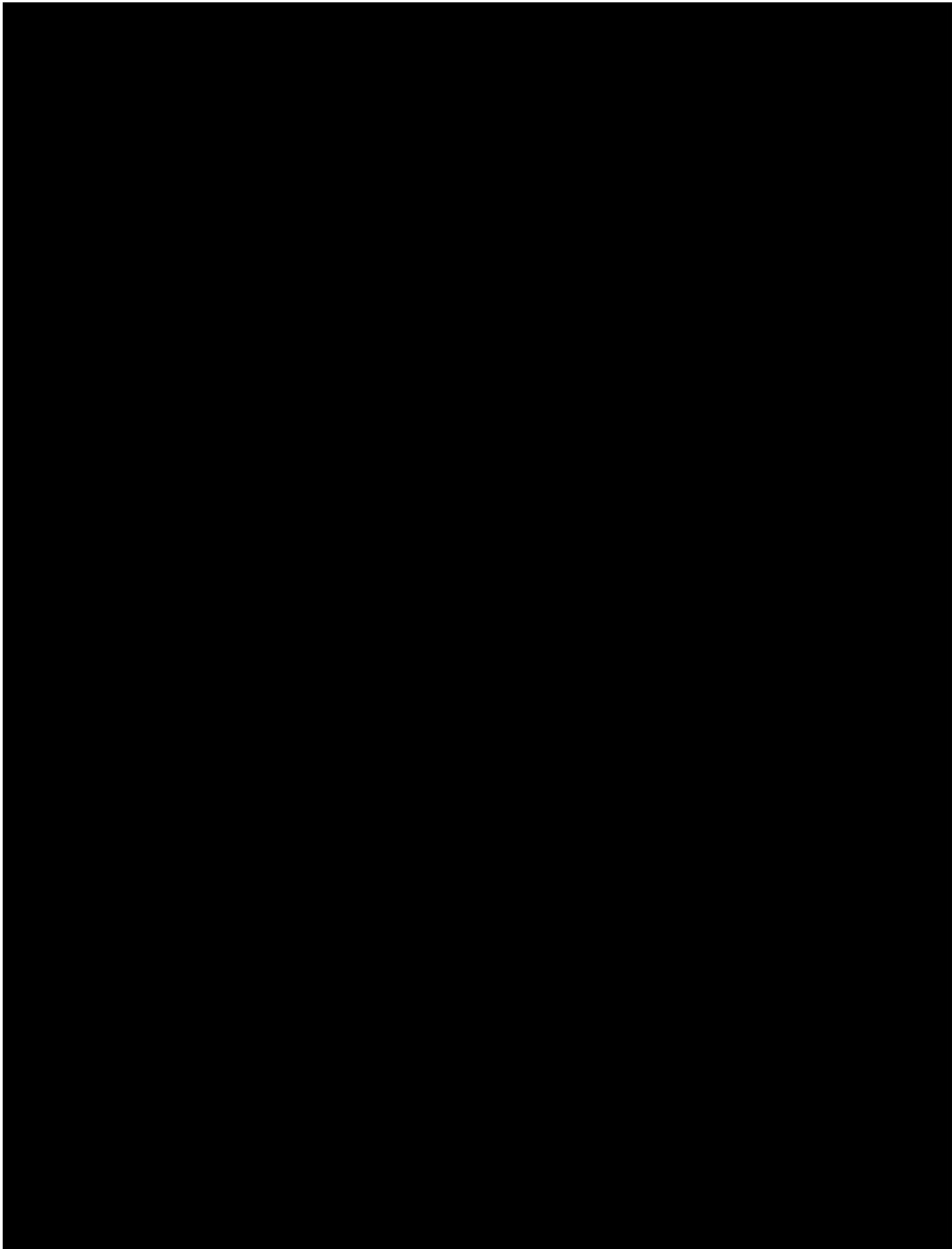


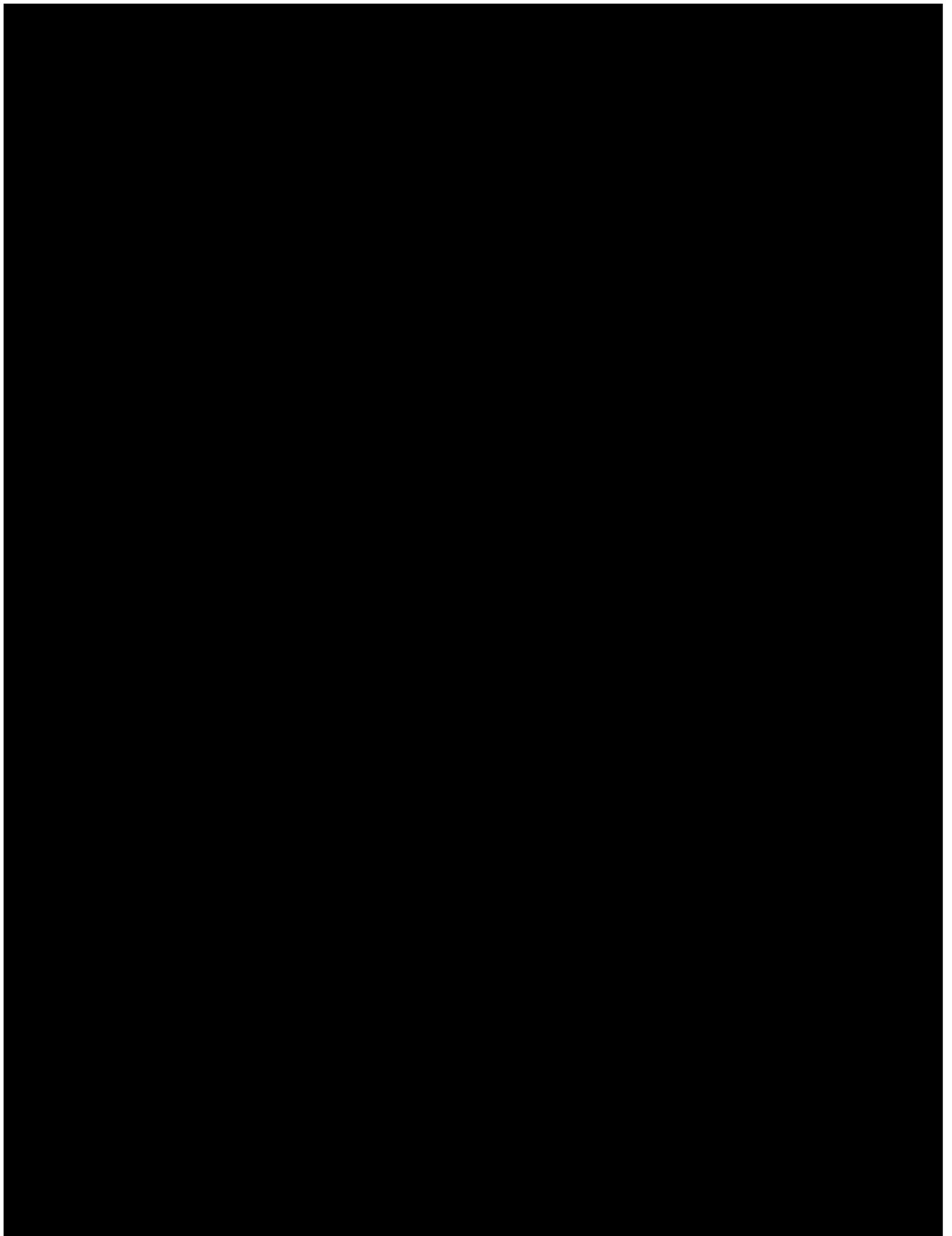


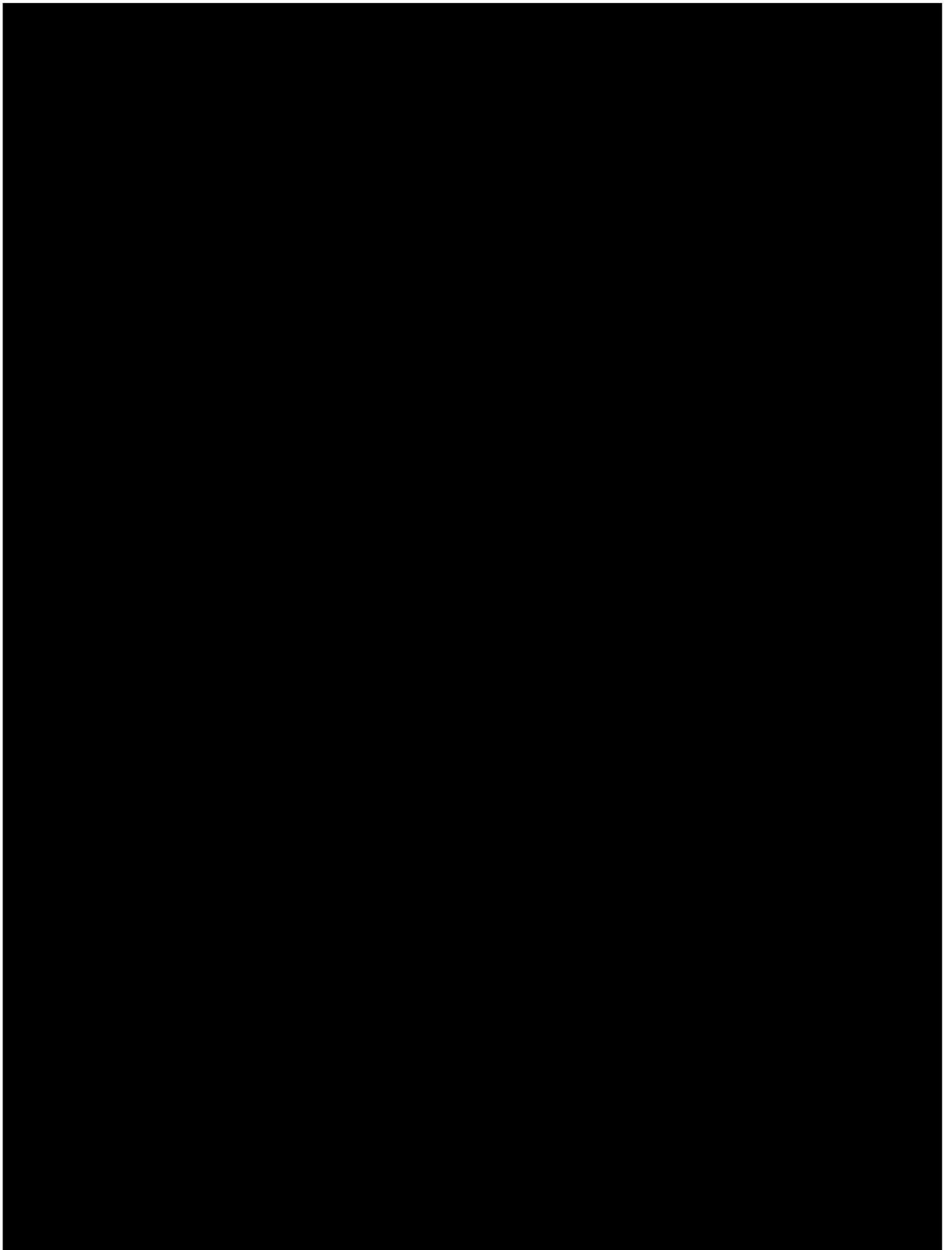


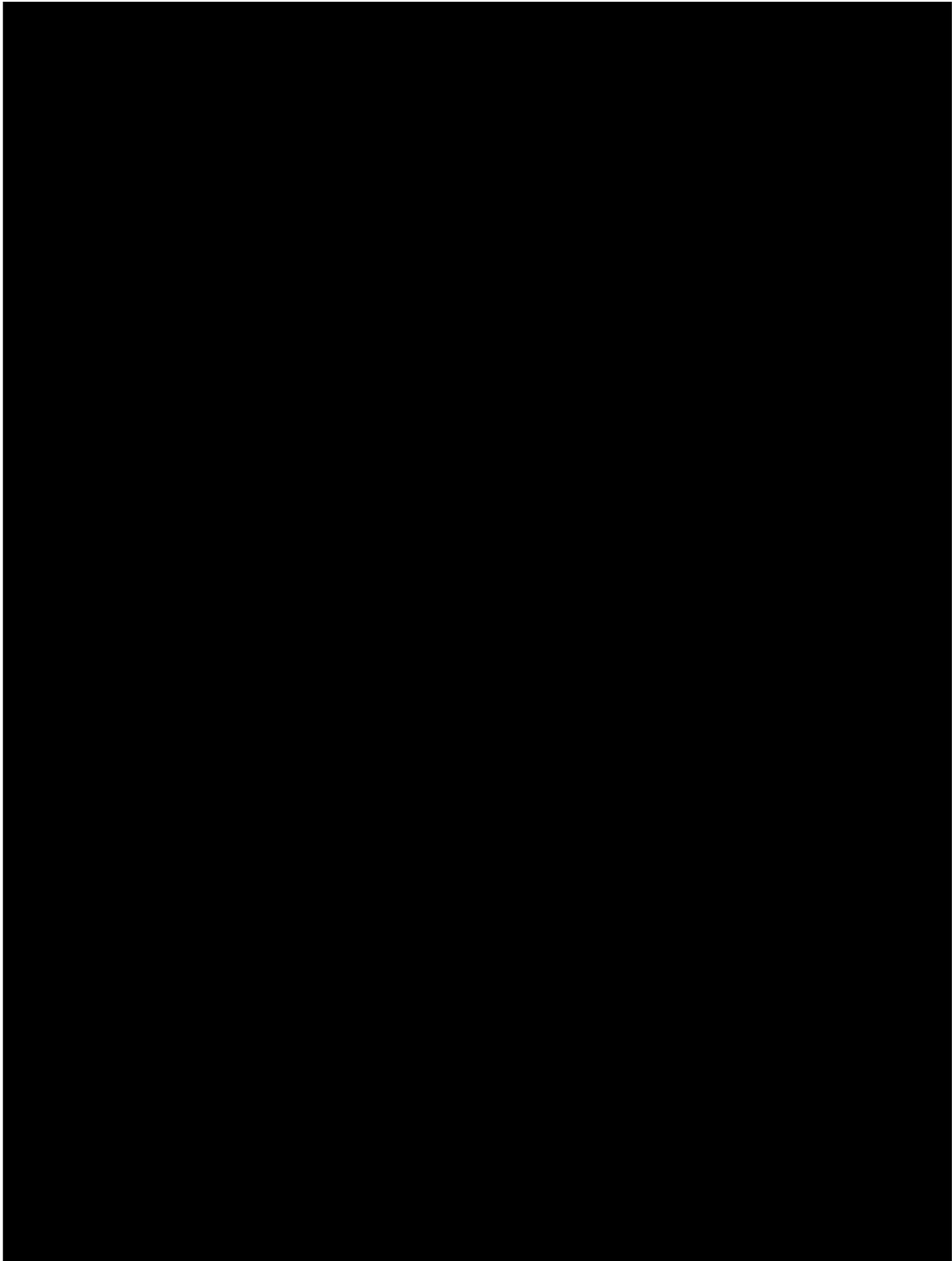


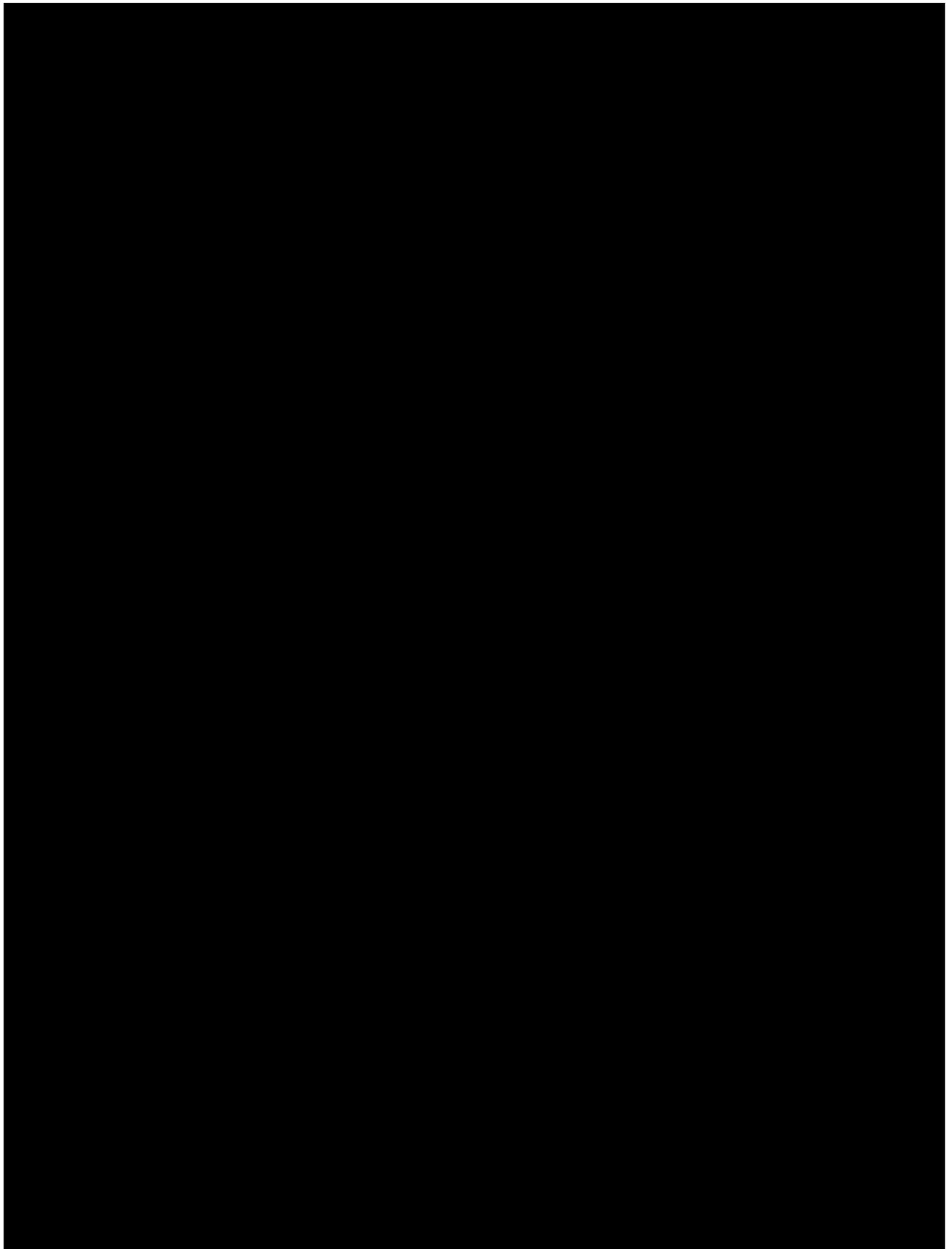


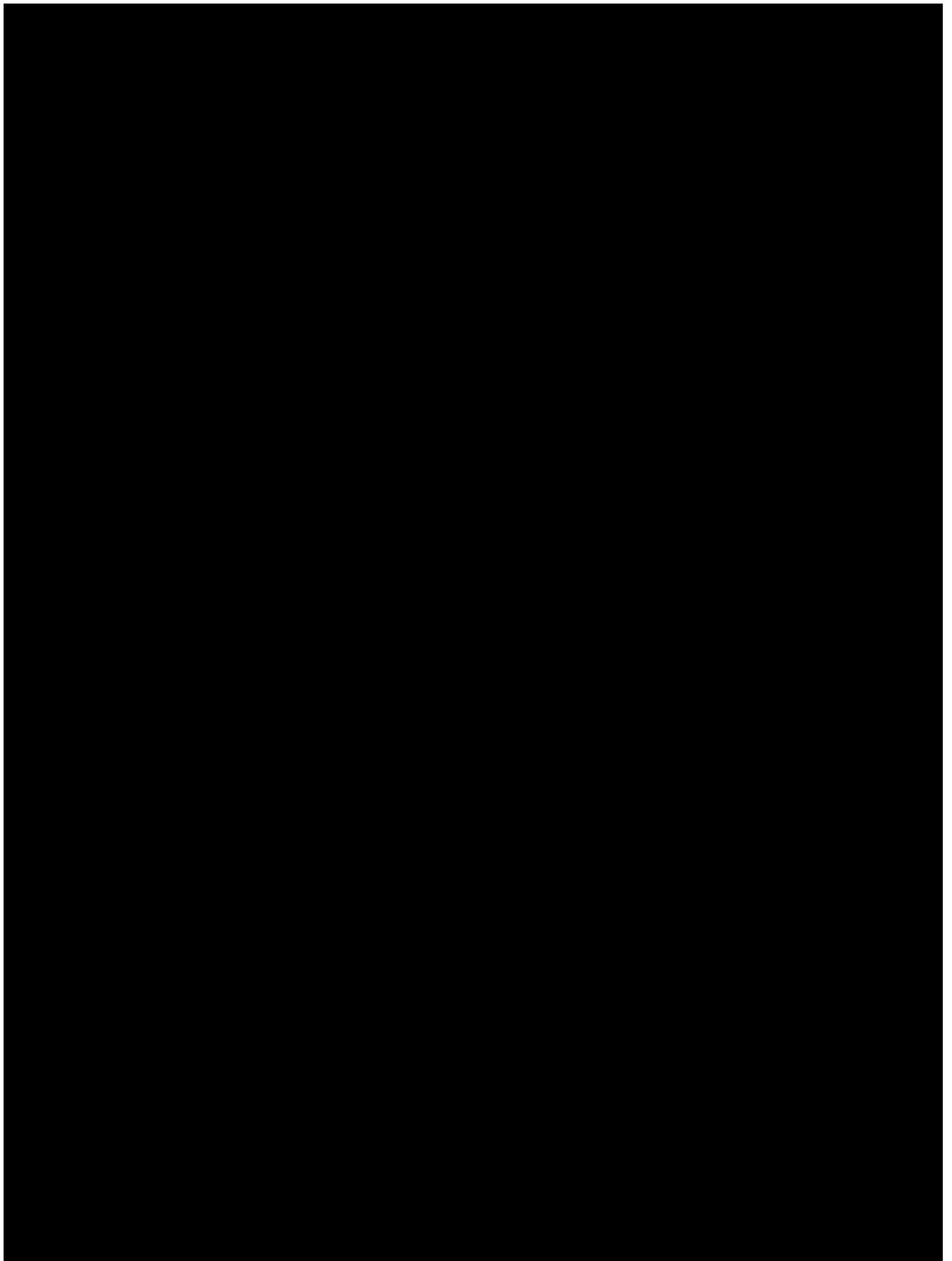


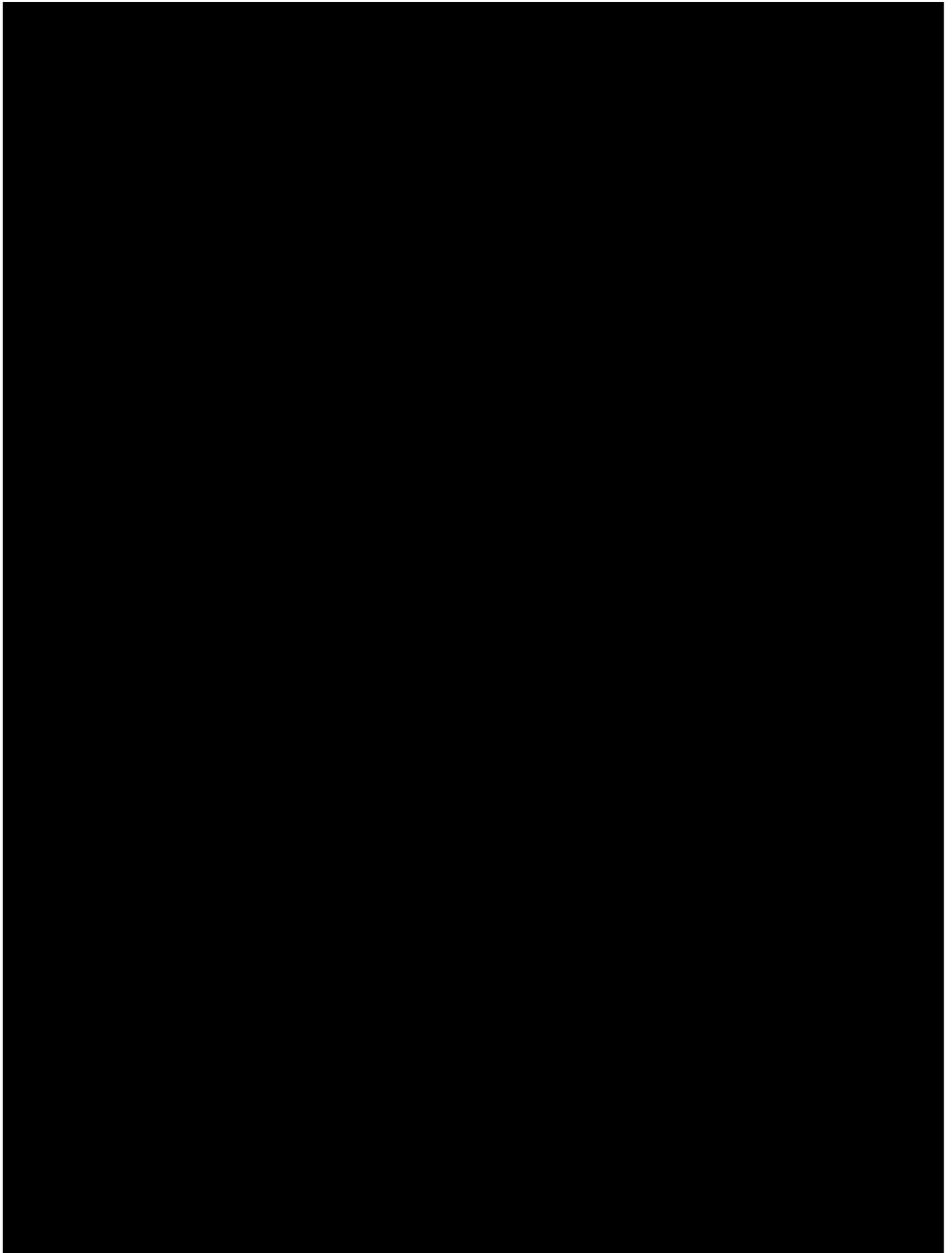


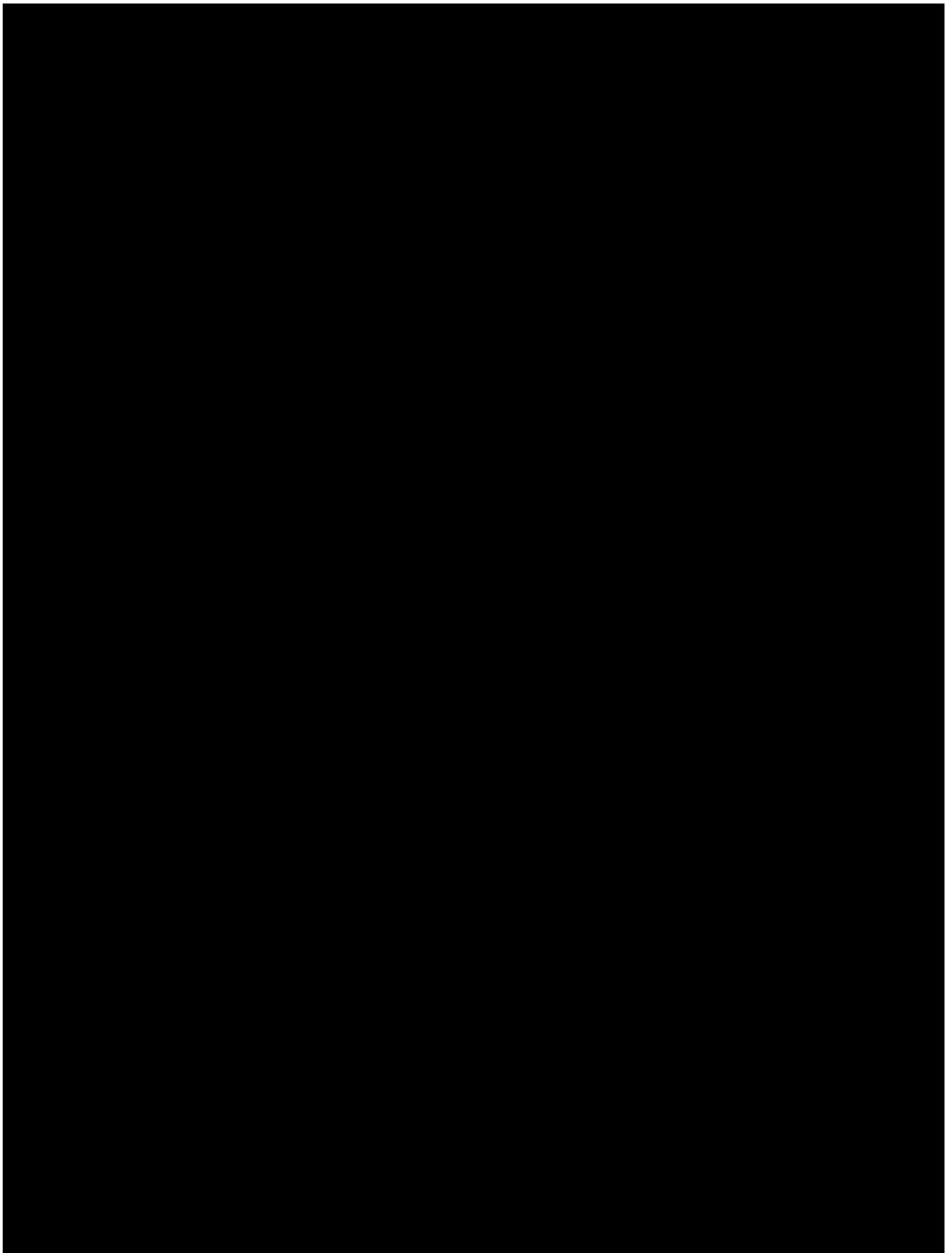


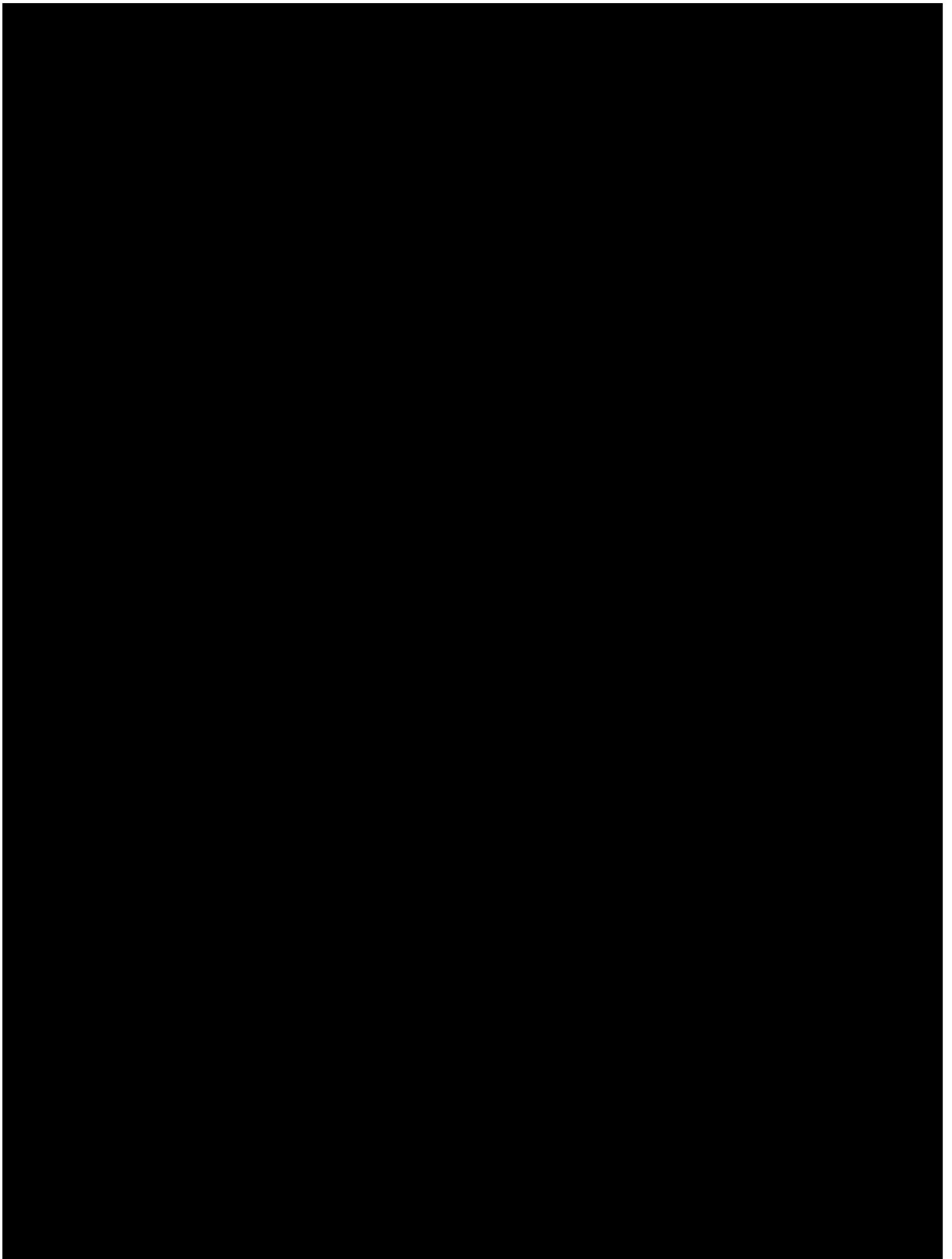


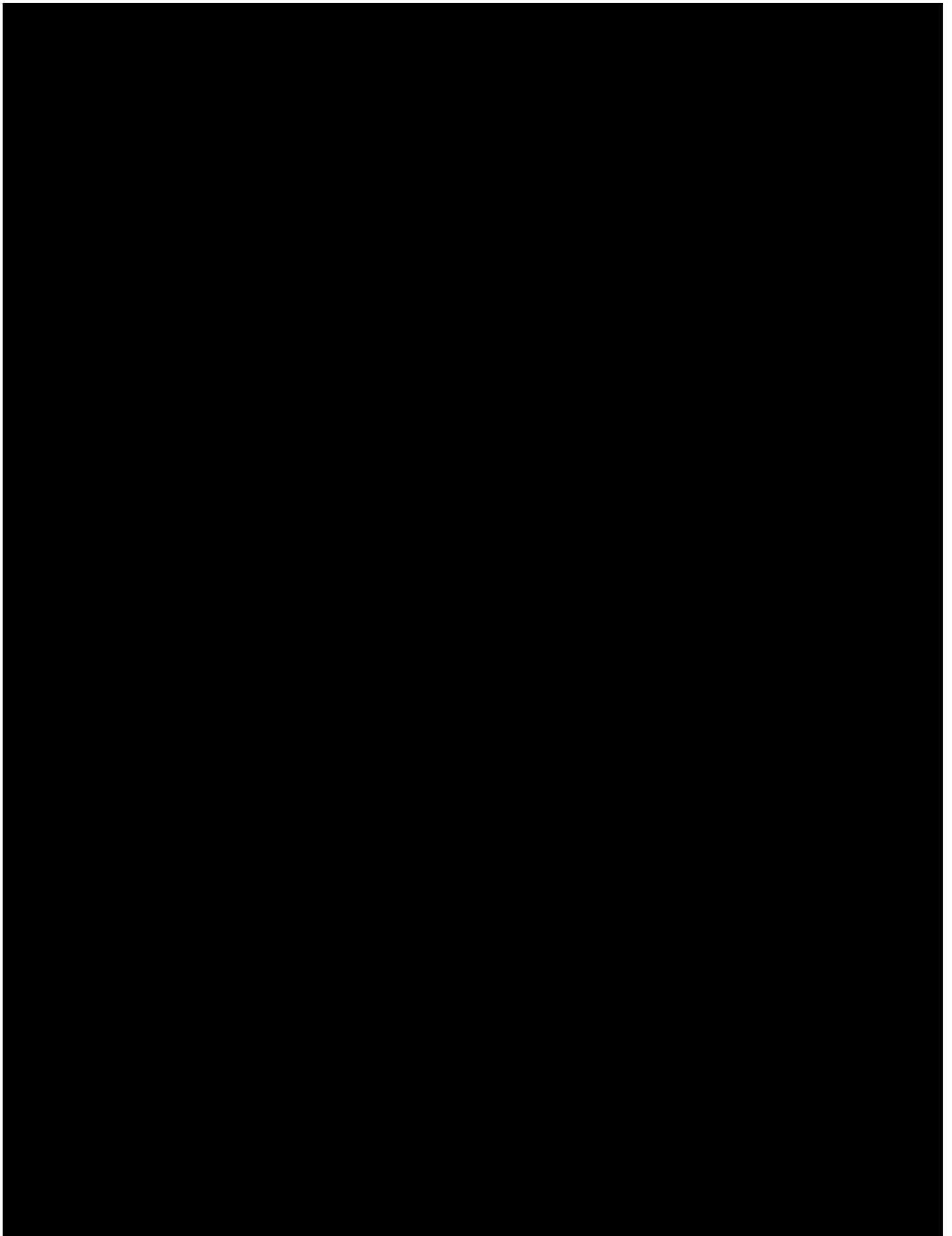


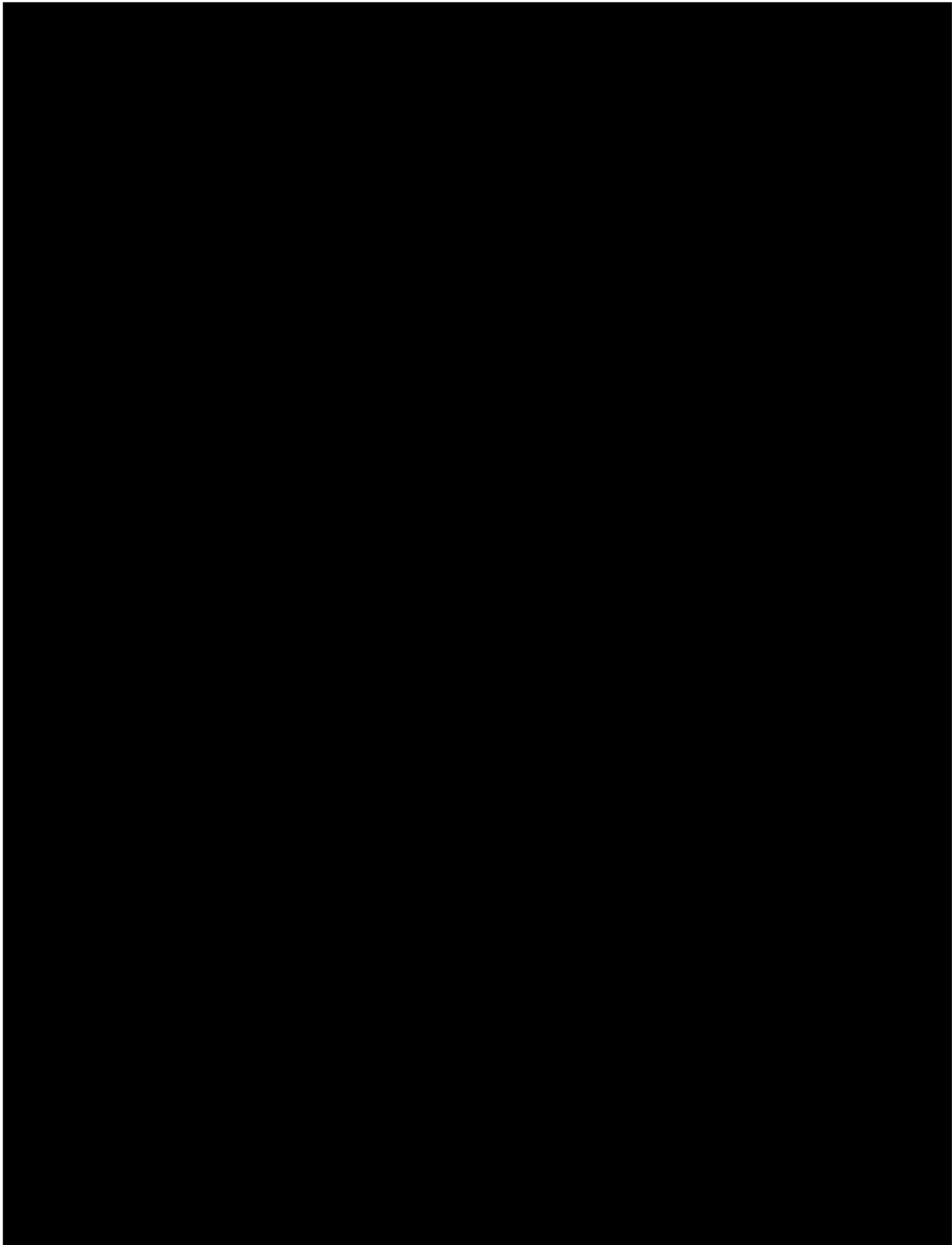


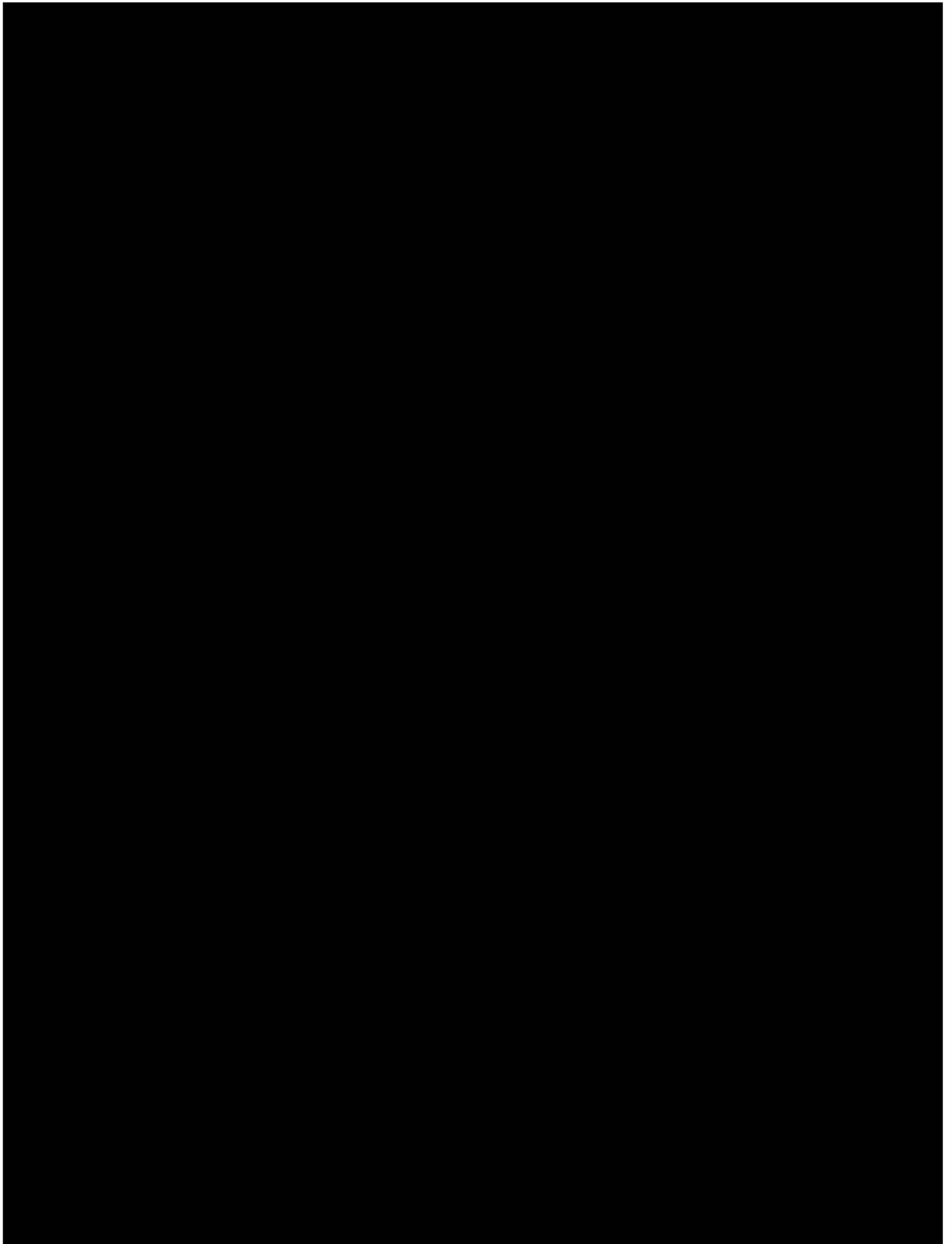


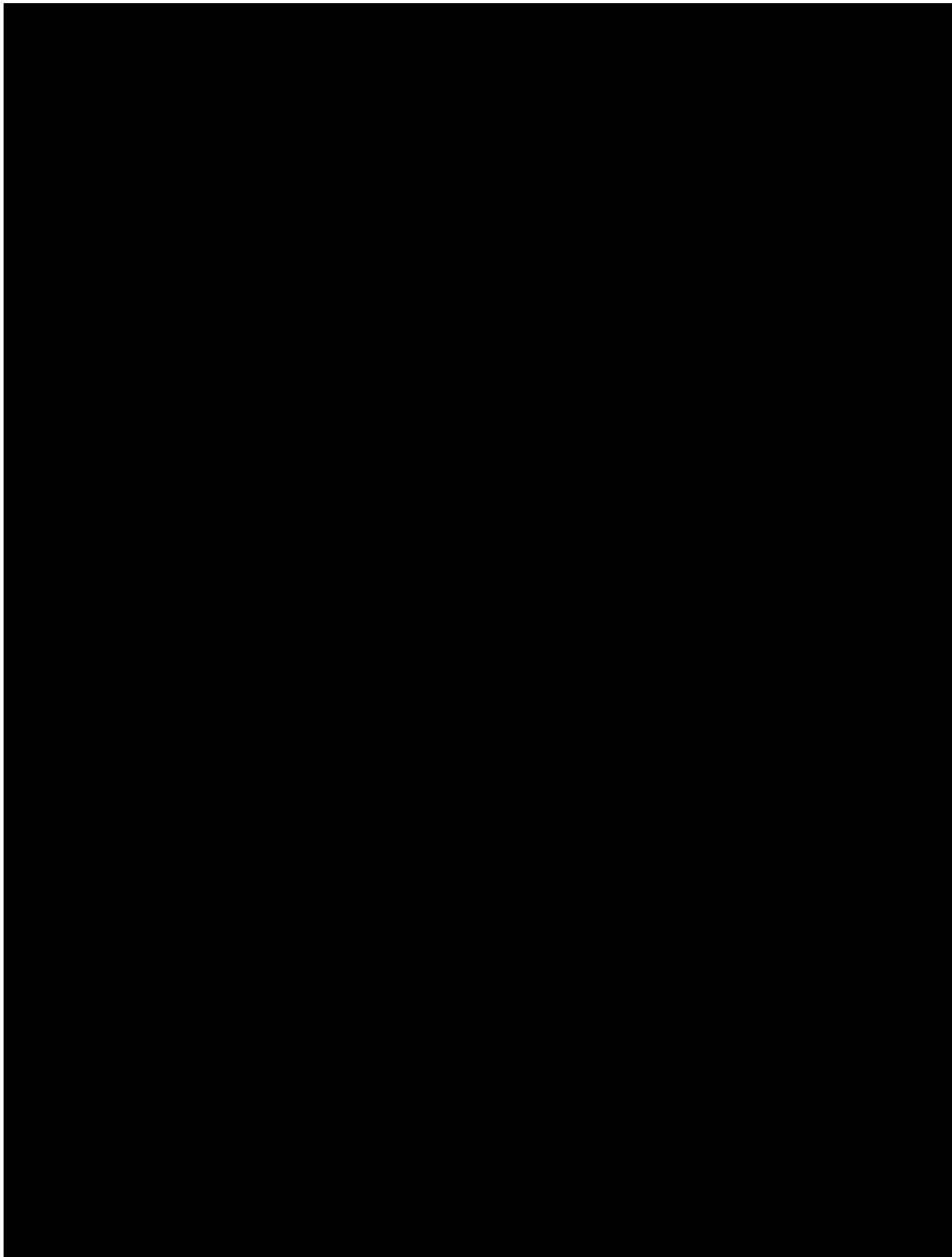












**A PROPOSAL
FOR THE MANAGEMENT OF THE
TIOGA DOWNS RACETRACK
CHILD CARE CENTER**

Prepared by:



www.brighthorizons.com



May 2015

