

Exhibit X.B.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.

CVCR and McKissack & McKissack will strive to fill at least 30% of all front-line hourly positions in partnership with the New York State Career Center, including Career Central in Albany. This partnership will help us source the unemployed in the Albany area.

A Churchill Downs Incorporated (CDI) property, Oxford Casino in Oxford, Maine, successfully partnered with the Maine Career Center in Lewiston, Maine, to recruit the vast majority of the initial workforce. The Maine Career Center assisted the Oxford Casino with Job Fairs, access to those needing employment, and access to veterans. Unemployment in Oxford, Maine and in the recruiting vicinity of the Oxford Casino was 13.7%. The Maine Career Center's network to the unemployed, and under-employed in the local labor market, gave us access to a labor pool that was in dire need of opportunities after the loss of many manufacturing sector jobs. Oxford Casino ran display ads within the Maine Career Center facilities and familiarized the Career Center employees with the types of positions that needed to be filled. Although Oxford Casino initially didn't use the Maine Career Center as a screening source, that relationship developed over time after the initial hiring phase and is in use today. Oxford Casino also utilized the Veterans Representatives at the Department of Labor to channel candidates. This proved to be a key component in the recruitment of the Security Team, which had to be hired very early in the process. The Oxford Casino and Maine Career Center partnership has survived the casino opening. The Maine Career Center is still a major source of employees, and today is also an integral part of the casino's applicant screening system.

Similar processes were utilized at CDI's Miami Valley Gaming and Racing (MVG&R) joint venture casino in Mason, Ohio. MVG&R partnered with the Warren County Career Center in Lebanon, Ohio, to source candidates for this casino which opened in December 2013.

CVCR will ensure that all venues of advertising job opportunities will include an appropriate invitation for everyone to apply for employment, including those have experienced a period of non-employment. All qualified individuals will be considered for employment.

CVCR will use competency-based screening tools to recruit and select employees. Job descriptions reflect the essential job functions of the position and interview questions are structured probes for the key competencies required in the successful performance of the role. Interviewers will be trained to use only legal, non-discriminatory questions and to seek behavioral evidence of job candidates' skills, aptitudes and the ability to acquire new skills.

CVCR and McKissack & McKissack will seek to establish partnerships with all local/regional resources that can provide access to both qualified applicants or those with lesser qualifications but who demonstrate a high level of motivation.

Entry-level positions will be filled based on trainee motivation and performance during the Pre-employment Training Program, without regard to previous employment or unemployment status. All training courses will have the following features:

- Training will be competency-based, rather than time-based.
- Essential job competencies will be clearly stated in measurable terms.
- Performance will be measured against agreed upon skill sheets.

Successful trainees will be offered positions in the casino, as jobs become available.



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Construction hiring experiences:

CVCR will partner with McKissack & McKissack to drive our M/WBE efforts during construction and pre-opening hiring of our employees for the casino and hotel.

We understand that our industry is a starting point to obtain job training, employment and contracting opportunities for low- or very-low income residents and our project helps foster local economic development, neighborhood economic improvement, and individual self-sufficiency. Our business and strategy has been to build strong, long-term client relationships. McKissack & McKissack's presence and recent experience on several major projects gives our team an advantage, as we are familiar with the community and key stakeholders; we understand what is needed to meet the utilization goals for the East Greenbush project. McKissack & McKissack has achieved significant success managing the M/WBE utilization and community-oriented project goals, on the following projects:

- Henry J. Carter Hospital
- Harlem Hospital
- Mother Clara Hale Bus Depot
- Adam Clayton Powell Office Building

McKissack & McKissack was fortunate to have had the opportunity to strategize and support Columbia University, for the past seven years, on initial phases of the Manhattanville Development Project in Harlem, New York. With ambitious goals for contracting and workforce participation on this high visibility project, McKissack & McKissack has played an instrumental role not only in the project management services but McKissack & McKissack was also responsible for managing and monitoring compliance for the entire M/WBE and Workforce program. Columbia University has identified the local catchment areas for this project, and is committed to achieving the goals they have set forth. McKissack & McKissack works with the owner, construction manager, contractors and the community to ensure that the project utilization goals are being met and good faith efforts are tracked.

McKissack & McKissack effectively managed the Community Development Block Grant/HUD - Section 3 Program for the Dormitory Authority State of New York, Recreate NY Smart Home Project in Nassau County, Long Island. The project's accelerated schedule required immediate outreach to community based organizations and partners that could assist in providing referrals and training for a wide geographic area. McKissack & McKissack quickly educated itself on the demographics and local resources in Nassau County and sought out qualified firms and individuals to provide relevant services on the project. McKissack & McKissack hired and mobilized a diverse group of small businesses and consultants who possessed the appropriate skills, experience and expertise to complete the work on time and within the budget. McKissack & McKissack also achieved Section 3 participation by providing job opportunities to local individuals at their call centers and administrative offices and referring others to organizations that could provide employment assistance.

McKissack & McKissack is currently working with the New York City Economic Development Corporation on the reconstruction of the Rockaway Boardwalk, in Far Rockaway, New York, which also adheres to the requirements for Section 3 compliance. McKissack & McKissack customized a geographic action plan and process for community involvement and enhancement of ongoing workforce development for the Far



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Rockaway area. The program specifically addresses and includes: specific trade opportunities for Section 3 individuals and Business Concerns; employment referral process; methods to liaise with Trade Unions and Associations; potential partnerships with community-based/job readiness/training organizations; community outreach events, seminars and open houses; key stakeholder engagement; and program reporting procedures and measurement mechanisms.

As the consultant for the MTA Independent Engineering Consulting Mentorship Program, McKissack & McKissack facilitated and managed the mentorship program for M/WBEs. McKissack & McKissack provided a supportive framework to promote equality in procurement for eligible firms to develop and grow within the construction industry and to establish stable, long-term business relationships with the MTA. McKissack & McKissack also managed the New York City Schools Mentorship Program, with a mission to encourage and empower the participation of M/WBE firms by providing marketing and business development resources, general organizational and personnel guidance, technical assistance and training. McKissack & McKissack has also collaborated with many social service and community-based organizations, such as Strive, AmeriCorps, Green City Force, Fortune Society and Sanctuary for Families, just to name a few.

