

**Attachment X.B.3.-1**

**A GAME CHANGER FOR THE LANDSCAPE OF SULLIVAN COUNTY:**

**WORKFORCE ENHANCEMENT OPPORTUNITIES  
THROUGH THE EMPIRE RESORTS PROJECT**

**June 2014**

**Prepared for Empire Resorts by SUNY Sullivan**

## EXECUTIVE SUMMARY

Empire Resorts, in applying for a Class III casino license for a site in Sullivan County, New York, has considered certain workforce factors and can effectively demonstrate that it will meet or exceed the State's application requirements as well as the Upstate New York Gaming Economic Development Act.

This application requires and does provide demonstration that Empire can and will: create an effective workforce development plan, utilize the current labor force in the region as well as provide training for the under/unemployed, use human resource practices that encourage the growth of skills in diverse fields and provide clear access to hiring and promotion, use affirmative action programs in hiring and recruitment, create strong partnerships with training partners in the region, and include special care for the hiring and recruitment of minorities, women and veterans both in construction and operation.

In addition New York State has requested that Empire show their use of sustainable development principles, demonstrate a plan for addressing problem gambling, and document harmonious relationships with trade unions, as well as agree to purchase where possible domestically manufactured equipment.

When Governor Andrew Cuomo signed the Upstate New York Gaming Economic Development Act on July 30, 2013, he did so with the intent to "bring jobs and boost local economies in Upstate New York, where decades of decline have taken their toll in our communities." (SOURCE: "Governor Cuomo Signs Upstate NY Gaming Economic Development Act," [www.governor.ny.gov](http://www.governor.ny.gov)) "This new law will bring the state one step closer to establishing world-class destination gaming resorts that will attract tourists to Upstate New York and support thousands of good paying jobs as well as new revenue for local businesses," Governor Cuomo added.

There is no single county in New York that would benefit more from the Upstate New York Gaming Economic Development Act than Sullivan County. Once a premier tourist destination, the county has over the past several decades seen declining tourism dollars spent in the area. Hotel revenues and taxes are down. Thousands of people who were employed in tourism at major venues such as the Concord, Kutsher's and Grossinger's, lost their jobs. Retail and restaurant establishments that once thrived from the residual successes of these resorts were forced to close. Even the once majestic Broadway of Monticello, the county seat of Monticello, now sits with more vacant storefronts than occupied ones.

## SECTION ONE: Characteristics of Sullivan County

### ***Sullivan County Conditions and Characteristics***

- Unemployment in Sullivan County currently stands at 8.4% as of March 31, 2014, and consistently runs higher than the state average.
- Sullivan County has the poorest ranking in terms of unemployment rates of all surrounding counties, and is ranked #47 of 62 (8.4%) in terms of highest unemployment rates. (SOURCE: New York State Department of Labor, Division of Research and Statistics- “Counties Ranked by Unemployment Rate, March 2014”)
  - All surrounding counties are ranked lower:
  - Orange (#12 at 6.3%)
  - Rockland (#4 at 5.3%)
  - Westchester (#6 at 5.7%)
  - Dutchess (#9 at 6.1%)
  - Ulster (#23 at 7.0%)
  - Delaware (#29 at 7.6%)
- The median income in the county (2008-2012) was \$48,050, which is \$9,633 lower than the state average of \$57,683.
- Recent data (2008-2012) indicates that 17.2% of Sullivan County’s population lives in poverty, higher than the state rate of 14.9%.
- New York State Department of Education School Report Cards indicates that in 2012-13, 48% of school children within Sullivan County were eligible for the free or reduced lunch program. (SOURCE: New York State Education Department School Report Cards 2012-2013).
- In fact, in four school districts within the county, more than 60% of students qualify for the free and reduced lunch programs.
  - Liberty – 64%
  - Fallsburg – 61%
  - Livingston Manor – 60%
  - Monticello – 59%
- New York State Education Department also reports that 53% of Sullivan County students are considered economically disadvantaged, the highest percentage among counties bordering Sullivan:

- Sullivan – 53%
  - Orange-40%
  - Ulster – 40%
  - Rockland- - 32%
  - Westchester – 34%
  - Delaware – 49%
- In 2013 Sullivan County auctioned off 342 residential, commercial and land properties due to delinquent payments of property taxes.
  - Sullivan County’s decades-long economic decline led it to be designated by the federal government as one of only five designated Rural Economic Area Partnership (REAP) Zones in the United States.

***Sullivan County’s Federal Designation as a Rural Economic Area Partnership (REAP) Zone***

From 1985 to 1995 Sullivan County suffered such great losses due to major hotel closures that the hospitality industry alone experienced over a 50% decrease in the number of jobs available. The United States Department of Agriculture (USDA) recognized that these job losses, and the resulting ripple effect of these losses, were devastating to the county that it was in need of programs, activities and education efforts that would support long-term development. Thus, the USDA established the Rural Economic Area Partnership (REAP) Zone designation as a way to coordinate these efforts across the region.

In addition to working to turn around stagnant or declining employment, THE USDA also focuses on low-density settlement patterns, geographic isolation and disconnection from markets and centers of finance, continued population loss, and economic distress. (SOURCE: [www.rurdev.usda.gov](http://www.rurdev.usda.gov)).

Sullivan County, which is one of only five (5) REAP zones in the United States, was originally designated as part of the Sullivan-Wawarsing REAP Zone in 1999. The four other REAP Zones in the United States include: one in Tioga County, NY, two in South Dakota and one in Vermont.

The continuing decline of economic conditions lead to the Sullivan County’s designation as a REAP Zone to be extended in 2009 and again as part of the [2014 Farm Bill](#), Section 6016. As a result, Sullivan County’s designation as a REAP Zone has been extended through September 30, 2018.

- “If you look at statewide statistics, it is clear why Sullivan County and the Town of Wawarsing were placed in the REAP zone over a decade ago. The benefits of the USDA grants obtained during this time have been immeasurable – from replacing the HVAC system at Headstart to money for upgrading the sewer and

water systems in Woodridge, Monticello and other communities. This is a wonderful federal program that recognizes the special economic needs of select areas – particularly this one – and then provides tools to provide real relief. Thanks to Congressman Maurice Hinchey for seeing the need – and to Senator Gillibrand and Congressman Gibson for continuing it,” said REAP Zone Vice President Roberta Byron-Lockwood, head of the Sullivan County Visitors Association.

- Ira Steingart, Chairman of the Sullivan County Industrial Development Agency, said, “The County of Sullivan Industrial Development Agency works to promote employment, trade and economic prosperity, and the support of Sullivan-Wawarsing REAP has been integral to our success, particularly in our recent efforts to secure funding for the Southern Catskills Red Meat Processing Facility and the Sullivan-Wawarsing REAP Food Distribution Hub. The REAP designation recognizes the unique economic challenges that our rural county faces, and enables us to better overcome those challenges. We are grateful for the efforts of Senator Gillibrand, Congressman Gibson, Senator Schumer, Assemblywoman Gunther and Senator Bonacic for their tireless support of our projects and of the Sullivan-Wawarsing REAP Zone in general.” (SOURCE: “Gillibrand, Gibson Push for Passage of Farm Bill that Extends Priority Access to USDA Funding for Sullivan County”, [www.gillibrand.senate.gov](http://www.gillibrand.senate.gov), August 9, 2013)

### ***REAP Zone Board of Directors Support Two Casinos for the Catskill Region***

On June 11, 2014, the Board of Directors of the Sullivan-Wawarsing REAP Zone held a press conference to announce that it had voted to support two casino applications for the Catskill region in order to begin improving the lives of Upstate New Yorkers. The board stated that “two resort destination projects in the REAP Zone boundary would foster community and economic opportunities that are needed in this region of the Catskills.” (SOURCE: Press Release dated June 11, 2014: *Sullivan-Wawarsing REAP Zone Supports Casinos in the Catskills*) Additionally in a letter to the New York State Gaming Commission dated June 1, 2014, REAP Zone President Roberta Byron-Lockwood stated that the type of economic development fostered by the proposed casino projects is essential to the mission of REAP, and these projects meets 16 of REAP’s established benchmark goals, especially the following:

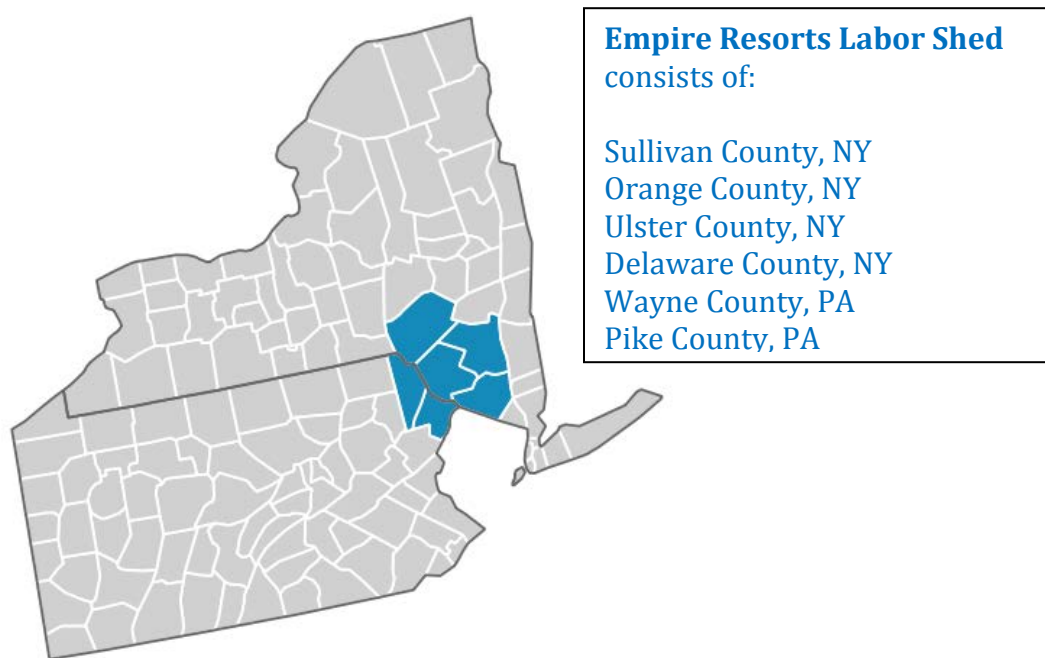
- Benchmark #10: Successful linking to appropriate markets will result in more profitable and numerous farms in the region.
- Benchmark #15: Improve education and job training opportunities by creating a seamless continuum of vocational and educational opportunities.
- Benchmark #17: To increase the number and quality of rental units for households of all incomes and size.
- Benchmark #20: Increase the availability of affordable single family homes (\$110 - \$112K average).

- Benchmark #39: Create businesses that provide jobs as well as recreation for locals.

***Existing Labor Shed Conditions and Characteristics***

The labor shed for Empire Resorts is largely independent of the New York metro area, with 78% of its workers residing either within Sullivan County or in one of the five counties directly adjacent. (SOURCE: HR& A Living Wage Report, February 28, 2014). Empire Resorts, through its Adelaar Resort project, will bring much needed employment to this economically struggling area.

The labor shed for the resort is considered to be Sullivan County and its five adjacent counties, which include Delaware, Orange, and Ulster Counties in New York, as well as Pike and Wayne Counties in Pennsylvania (referred to as the “Sullivan County labor shed”). Sussex County, New Jersey, may also be a part of the overall labor pool.



***Characteristics of Empire Resorts labor shed (Sullivan, Orange, Ulster, Delaware, Pike and Wayne Counties)***

An analysis of the job market within the Empire Resorts labor shed reveals:

- According to the most recent American Community Survey data, the Empire Resorts labor shed (composed of Sullivan, Orange, Ulster, Delaware, Wayne and Pike Counties) has 798,534 residents within 286,234 households.

- While Sullivan County is the geographic center of this region, the top destinations for employment of residents of this labor shed are Orange County (26%) and Ulster County (11%).
- Only 6% of the workers who reside in this region are employed in Sullivan County.
- On average, residents and households in the Empire Resorts labor shed have the following characteristics, compared to the New York metro area:
  - Lower levels of educational attainment (26% have a bachelor's degree or greater versus 36%)
  - Lower median household incomes (\$61,167 versus \$65,791)
  - A significantly greater share of retired persons (33% versus 22%)
  - A higher rate of homeownership (71% versus 52 %)

### ***Industries in Decline***

The proposed Empire Resorts project would help reverse a trend of declining industries within the labor shed area since 2006. For example:

- The fields of "Accommodation and Food Services" comprise 11% of the total unemployed (26,189) in the Labor Shed.
- Construction also accounts for 11% of the total unemployed in the labor shed.
- Jobs related to Elementary and Secondary Schools are one of the top three declining industries in the labor shed, having lost 1,377 jobs since 2006. (SOURCE: Sullivan County Office of Workforce Development Report, Economic Modeling Specialists International, [www.economic modeling.com](http://www.economicmodeling.com))

### ***Labor characteristics of Sullivan County:***

- 60% of jobs in Sullivan County are occupied by Sullivan County residents.
- Another 18% of jobs are filled by people who live in adjacent counties.
- Unemployment remains a key concern. The Sullivan County unemployment rate as of March 31, 2014 stands at 8.4%, ranking the county 47 out of 62 counties with the highest unemployment rates.
- 27% of Sullivan County's employed travel outside the county for work.

In 2012, Sullivan County had 24,947 jobs, including 2,666 in Leisure and Hospitality sectors (which include the gaming, accommodation, and food service industries). For the Leisure and Hospitality sectors, this represents an 18% decline in employment from 2003, when there were 3,258 jobs in Sullivan County.

In March of 2014 the State Department of Labor showed that Sullivan County saw a 2.7% drop, or 500 fewer jobs than in January 2013. As such, Sullivan County was the only area in the Hudson Valley to experience a year-over-year decrease in private-sector

employment. Sullivan weathered job losses in service-providing industries, and no gains in other areas. It ranked last of 26 small counties in New York for job growth.

Sullivan County’s median household income was \$48,050 in 2008-2012 and has grown by 29.87% since 2000. The income growth rate is lower than the state average rate of 32.93% and is higher than the national average rate of 26.32%. (SOURCE: US Census)

Based on data averaged from 2008 through 2012, 17.2% of Sullivan’s County’s population lives in poverty.

***Sullivan County & the Labor Shed’s Educational Levels***

	Sullivan County	%	New York	U.S.
Total 25 Years and Over Population	53,564	100%	13,101,982	204,336,017
Less Than High School	8,311	15.52%, <a href="#">see rank</a>	15.13%	14.28%
High School Graduate	17,873	33.37%, <a href="#">see rank</a>	27.31%	28.24%
Some College or Associate Degree	16,399	30.62%, <a href="#">see rank</a>	24.77%	28.99%
Bachelor Degree	6,225	11.62%, <a href="#">see rank</a>	18.64%	17.88%
Master, Doctorate, or Professional Degree	4,756	8.88%, <a href="#">see rank</a>	14.14%	10.61%
USA.com Education Index <sup>#</sup>	13.08, <a href="#">see rank</a>	-	13.63	13.47

The counties within Empire’s labor shed have an educated workforce. In Sullivan County 33% of the population are high school graduates (ranking #37 out of 62 counties in New York State) and 30% have some college or an associate degree (ranking #19 out of 62 counties in New York State) and 11% have bachelor degrees (ranking #41 out of 62 counties) and 9% have advanced degrees (ranking #40 out of 62 counties). This places Sullivan in the mid ranks (35<sup>th</sup> out of 62) of New York State counties for educational levels. (SOURCE: USA.com New York Average Education Index County Ranking).

More than half of the workers in the labor shed have either entry level or mid level skills, meaning some college, an associate degree or a high school diploma. Of those who are unemployed, again more than half belong in this group. This means that there are 21,000 unemployed adults in the region with entry level or mid level skills, certainly enough to successfully fulfill Empire Resorts employment needs for jobs with these skill levels.

Recent One-Stop data from Sullivan, Orange and Ulster Counties reveals that there are approximately 500 people with food-pre and service related job experience that are actively looks for jobs through their counties’ One-Stop employment centers, more than enough to fill the approximate 415 jobs in these categories that the Empire project will need. This does not include those people who have these skills but are not actively job searching through the One Stop. Likewise, there are approximately 380 people in the three counties who area experienced cleaners and housekeepers who are actively



looking for work through the One Stop – and who could fill the 45 FTEs needed for housekeeping/cleaning positions at the Empire Project. (SOURCE: “Region’s Casino Developers Promise Thousands of Jobs,” June 8, 2014. [www.recordonline.com](http://www.recordonline.com))

### ***Commuting to and from Sullivan County***

Sullivan County is the geographic center of the region, but the top destination for employment in the region is Orange County (26%) and Ulster County (11%). Only 6% of the workers who reside in this region are actually employed in Sullivan County, with 27% of the county’s employed workers traveling to other counties for work. People commute within these counties for work. Large portions of workers also commute outside the region. Only a very few commute into the area. Of the 386,821 workers in the region, 56,639 commute from county to county for work. Large portions of workers (114,000) commute for work outside the region. A small number of workers (34,300) commute into the region.

With its location at the border between two regions, prevailing wages in Sullivan County likely lie between the averages for the Hudson Valley and the Southern Tier. For food and beverage occupations, median annual earnings are between \$19,000 and \$20,000. This is lower than those in New York City (\$21,000). For building and grounds cleaning and maintenance occupations, median annual earnings are between \$23,000 and \$30,000. (SOURCE: HR&A Living Wage Report for Empire Resorts, February 28, 2014).

HR&A estimates that an hourly Living Wage necessary to cover the average costs of living in the Sullivan County labor shed is \$12.23, if benefits such as health care and subsidized child care are also provided. This translates to \$25,428, significantly above the prevailing wages for food and beverage occupations, but at the low range for building and grounds cleaning and maintenance occupations.

## SECTION TWO: SUPPORTING NEW YORK'S ECONOMIC DEVELOPMENT

### ***The Empire Resorts Project supports New York State's Economic Development Goals***

The Empire Resort project supports New York State – contributing in ways identified in by the State in the Mid-Hudson Regional Economic Development Plan, the State University of New York's (SUNY) Strategic Plan, SUNY Sullivan's Strategic Plan, and the Sullivan County draft Comprehensive Economic Development Plan.

The location of the Empire Resorts project lies within the Mid-Hudson Regional Economic Development Council's region, one of 10 economic development regions established in 2011 by Governor Andrew Cuomo to “put New Yorkers to work.” The Regional Councils have worked to developing long-term strategic plans for economic growth for their regions, and are public-private partnerships made up of local experts and stakeholders from business, academia, local government, and non-governmental organizations.

In 2013, the Mid-Hudson Regional Economic Development Council developed a set of Core Strategies aimed at creating jobs in targeted industry sectors. Those sectors include:

- Invest in Technology
- Attract & Retain Mature Industries
- Grow Natural Resource-Related Sectors
- Revitalize the Region's Infrastructure

### **Empire Resorts Project Named a Priority Project by Mid-Hudson Regional Economic Development Council**

The Empire Resorts project supports each of these Mid-Hudson Regional Economic Development Council's strategies, as demonstrated below, and in 2013, the REDC named the EPT Concord Resort (Empire Project) as one of the region's “priority projects.” In fact, the Empire Project was the only priority project named in Sullivan County. The agency also noted that this project could have a “transformational impact on the region.” (SOURCE: Sullivan County Democrat, March 15, 2013).

“When the Council endorses a project as a Priority Project it sends a strong message to the State that it advances our strategic plan to grow our economy and continue creating much needed jobs in the Mid-Hudson Region,” said Dr. Dennis Murray, co-chair of the Mid-Hudson Regional Economic Development Council. (SOURCE: Mid-Hudson Regional Economic Development Council Endorses 21 Projects as Regional Priorities for 2013 Competition, September 18, 2013 via [pressoffice@esd.ny.gov](mailto:pressoffice@esd.ny.gov)).

**Invest in Technology:** Casinos in general rely heavily on technology and the Empire Resorts project is no different. The use of technology will be evident throughout the Empire Project, from the installation and maintenance of slot machines, to its use in payroll processes, to ordering systems for food and beverages, to its reservations systems. Specific job titles include but are not limited to the Director of IT, Director of Credit, Surveillance shift managers, slot machine technicians, Front Desk personnel, Accounts and payroll managers and clerks, Executive Director of Food & Beverage, as well as restaurant managers, advertising and marketing coordinators, the Director of Facilities, reservation managers and attendants, and the Vice President of Operations.

**Attract & Retain Mature Industries:** This sector focuses heavily on the food and beverage industry, which is folded into the resort and casino industry. It is estimated that the Empire Project will spend approximately \$10 million annually on food and beverage expenses alone.

Empire Resorts also projects that it will employ 396 people in food and beverage-related jobs, including executive chefs, restaurant and banquet managers, bartenders and wait staff, among others. These monies will have a multiplier effect on both Sullivan County and the mid-Hudson region, as employees and vendors re-spend the monies they receive through Empire Resorts. Whenever possible, Empire has indicated that it will purchase locally. On Wednesday May 21, 2014, Empire Resorts held a Vendor Fair at the Monticello Casino & Raceway to meet with vendors including, but not limited to:

- Food & Beverage items
- Tabletop items
- Food Services Equipment and Repairs
- Refrigeration
- Building Maintenance and Supplies
- Cleaning Chemicals and Supplies
- Direct Mail Services
- Maintenance Supplies and Equipment
- Marketing and Promotional Gifts
- Disposables
- Electrical Wiring, Service and Repairs

This vendor fair was promoted through press releases, print ads in local newspapers including the Times Herald Record and Sullivan County Democrat, local business organizations such as the Sullivan County Chamber of Commerce and tourism organizations such as the Sullivan County Visitors Association.

**Grow Natural Resource-Related Sectors:** Tourism and Recreation are key categories in this sector. According to the Economic Impact of Tourism in New York, 2012 Report, tourism is most important to the Adirondacks and the Catskills, generating 18% and 15% of total employment, respectively.

The Catskill region (of which Sullivan County is a part of) employed 16,812 persons in tourism jobs during 2012. Year-over-year traveler spending was up 4% in 2012 over 2011, to almost \$1.1 billion in 2012, compared to \$1.02 billion in 2011 and under \$1 billion in 2010. The combined direct, indirect and induced economic impact of tourism on the Catskills is as follows:

<b>Direct Sales</b>	<b>Labor Income</b>	<b>Employed Persons</b>	<b>Local Taxes</b>	<b>State Taxes</b>
<b>'000s</b>	<b>'000s</b>		<b>'000s</b>	<b>'000s</b>
\$1,070,983	\$469,276	16,812	\$71,270	\$58,776

The Empire Resorts project will clearly draw tourism to the area; those interested in the casino gaming as well as the waterpark and outdoor-related activities. The Empire project will also lead to extended stays for tourists coming to the area to attend concerts at Bethel Woods Center for the Arts and those who are members of the Monticello Motor Club. “We believe Adelaar is uniquely positioned to achieve the tourism and economic investment goals set forth by the Gaming Act.” (Source: Town of Thompson Board Resolution, April 2014).

Empire Resorts announced on May 7, 2014 its intention to launch a casino player points reward program that can be utilized by Empire’s guests at eligible local community businesses in Sullivan County and the Catskills region of upstate New York. (SOURCE: Business Wire: “Empire Resorts Casino Player Points Program to Benefit Local Businesses” May 7, 2014). Player points will be earned by guests at Empire’s casino and will be able to be redeemed through the player points reward program’s partner businesses. This program would provide Empire’s guests the opportunity to experience the wide variety of excellent and diverse entertainment, retail and hospitality options in Sullivan County and the Catskills, while fostering economic and job growth for local businesses.

Empire plans to conduct information seminars for local community businesses in Sullivan County and the Catskills region of upstate New York to explain how the program operates and they can become a part of the program.

Local business interested in becoming an Empire player points reward program partner are already able to register their interest by sending an email to [communityoutreach@empireresorts.com](mailto:communityoutreach@empireresorts.com).

**Revitalize the Region’s Infrastructure:** The \$750 million Empire project, which will be situated at the former world-famous Concord Resort, will revitalize a 1,700-acre parcel of property in the Town of Thompson. The Concord Resort housed over 1,500 guest

rooms, a dining room with seating for 3,000 and when it closed in 1998, employed approximately 400 people.

Empire State Development, cited in an overview of the Upstate NY Gaming and Economic Development Act, estimates that 1,700 direct construction jobs will be created per gaming casino. Empire Resorts will pay these construction positions the prevailing union rate and benefits for their trade. Workers will travel from throughout Sullivan County, as well as from surrounding counties including Orange, Ulster, Rockland, to construct the project. Additionally, a percentage of workers will choose to stay in area hotels and apartments during the construction phase, resulting in increased revenue generation from rent, hotel stays and taxes, grocery store purchases, restaurant sales, gasoline purchases, etc.

***The Mid Hudson Regional Economic Development Council in 2013 also identified supporting strategies, which include:***

- Enhance the region’s workforce development initiatives through its colleges and universities, One Stop Centers, WIBS, BOCES, school systems, public libraries and library systems and child care system.
- Promote entrepreneurship, start-ups, small businesses and MWBEs
- Make the region and NY state more business-friendly
- Ensure public-private support and collaboration, including inter-regional partnerships that leverage cross-regional resources

***Enhance the region’s workforce development initiatives through its colleges and universities, One Stop Centers, WIBS, BOCES, school systems, public library systems and child care system:*** The resort has extensive plans for workforce development as outlined in Section 3 of this document and has identified a number of potential workforce and education partnerships in the region. Please see Section 4 for descriptions of these organizations. Successful workforce development programs require the type of strong network ties with community stakeholders and nonprofit organizations already enjoyed by Empire in both Sullivan County and surrounding areas. Thus, Empire is well- situated to foster healthy workforce development.

Effective strategies for workforce development will be created through networks and partnerships between the Workforce Investment Boards, One-Stop Career Centers, trade unions, adult basic education providers, community-based organizations, community colleges and other institutions of higher education, and other training and service providers. These partnerships are designed to connect low-income or disadvantaged individuals with employment, offering the promise of financial stability with Empire Resorts.

Empire will participate in activities such as provide input into the development of curriculum and training that responds to hiring needs, and will assist in the creation of

evaluation and assessment tools for such training and education. Empire will also partner with the local Workforce Development Board on local and regional recruitment.

**Promote entrepreneurship, start-ups, small businesses and MWBEs:** Construction and operation of the Empire project will require vending from many businesses. Empire Resorts is committed to hiring MWBEs whenever possible, and has engaged DACK Consulting Solutions, Inc. to assist in establishing a program for the inclusion of minority, women and veteran-owned businesses in the pre-construction and construction phases of its gaming resort. Empire is committed to working with its construction manager, LP Ciminelli, and DACK, to identify and implement innovative and comprehensive strategies for MWBE's. (SOURCE: Business Wire, April 28, 2014, "Empire Resorts Announces Workforce Development Plan to Implement Equal Employment Opportunities for Minority, Woman and Veteran-Owned Businesses.").

Empire is also working with DACK to establish a diversity program for the operations of the gaming facility.

The project's residential village will include a dedicated town square and feature farmer's markets with locally-produced goods, carnivals, and other seasonally-themed fun, thus providing local farmers, vendors and entrepreneurs opportunities for revenue development. Additionally, Adelaar's 200,000 square foot Entertainment Village will feature retail shops (from brand names to local artisans), casual and fine dining restaurants, bowling, arcades, movie theatres and more. Local businesses have already been invited to inquire with Empire about core leasing opportunities.

**Make the region and New York State more business-friendly:** With hospitality and tourism at its center, the entire premise of the Empire project involves making the county, the region, and thus the state, more business-friendly. The project, in addition to the casino and hotel space, will also include a 1,300 seat event center, pre-function space and a 500-seat showroom, all geared to attracting conferences, conventions and trade shows from New York, Boston and Philadelphia. Sullivan County, which once had a major conference center at the Concord Resort, is well-situated as a conference destination for attendees from major cities such as New York City, Boston, and Philadelphia.

**Ensure public-private support and collaboration:** The Empire Resort proposal has a wide range of support from both public and private sectors in the region including but not limited to:

- The County of Sullivan
- The Sullivan County Partnership for Economic Development
- The Sullivan County Chamber of Commerce
- The Sullivan County Visitor's Association
- Sullivan County IDA (Industrial Development Agency)

- The Town of Thompson
- SUNY Sullivan
- Sullivan County BOCES
- Sullivan County Workforce Development
- Hudson Valley Economic Development Council
- Hudson Valley Building & Construction Trades Council
- New York Hotel & Motel Trades Council
- Monticello Motor Club (private industry)
- Bethel Woods Center for the Arts (not-for-profit)
- M & M Auto Group (private industry)
- Robert Green Chevrolet (private industry)
- Schmidt's Wholesale (private industry)

The Town of Thompson Board on April 1, 2014 passed a resolution in support of Empire and Monticello Raceway Management, Inc.'s application to the New York State Gaming Facility Location Board for a destination gaming resort license.

In its resolution, the Town Board found that by “the passage of local laws; the execution of various agreements with the Town of Thompson and other nearby municipalities; public statements and declarations; letters and resolutions from the Town of Thompson, County of Sullivan, nearby local governments, private organizations, community, religious and civic groups, charitable organizations, entertainment venues, chambers of commerce, local businesses, and labor organizations, received on behalf of the Adelaar, including MRMI's Gaming Facility, MRMI and the EPR subsidiaries, EPR Concord II, LP and EPT Concord II, LLC (collectively, “EPT”), have demonstrated local support from the County of Sullivan, Town of Thompson and nearby municipalities. Citing a host of significant and necessary steps already taken by Adelaar's developers towards the commencement of construction, the Thompson Board voted in support of MRMI's application.” (SOURCE: Business Wire, April 2, 2014 and Thompson Board Resolution – April 1, 2014).

The Thompson Board's resolution highlighted some specific factors that influenced their vote, including:

- Adelaar also supports the Mid-Hudson Regional Economic Development Council's objectives by providing a targeted investment in the region that encourages job creation and economic vitality by creating destination hotels and casino gambling; and
- Adelaar was named as one of the region's Priority Projects, and a project that the Mid-Hudson Regional Economic Development Council believes supports the core goals of its Strategic Plan, which can have a transformational impact on the region (SOURCE: Thompson Board Resolution – April 1, 2014)

## ***Empire Resorts Supports the State University of New York's (SUNY) Strategic Plan***

SUNY's Six Big Ideas represents its strategic plan for promoting advances and partnerships among business and industry, education, and New York State residents. The Empire Resorts project will enhance SUNY's Six Big Ideas through workforce development, enhanced and new educational partnerships, career ladders and opportunities, and collaboration with key constituencies, agencies, and business and industry. The support is matched specifically with regard to the Entrepreneurial Century, the Seamless Education Pipeline, a Healthier New York, an Energy-Smart New York, a Vibrant Community, and the World. SUNY Sullivan's mission is also directly supported by the Resort Plan.

***SUNY and The Entrepreneurial Century*** - SUNY's goal is to help new and existing businesses innovate, prosper, and grow. As mentioned earlier in this report, Empire Resorts held a Vendor Fair on May 21, 2014, inviting vendors from a wide array of business categories to the Monticello Casino & Raceway. Entrepreneurs will have opportunities to open businesses in the resort's entertainment village, and as a natural spillover from the resort, businesses such as restaurants and shops will likely open in area communities in order to accommodate the resort's workforce.

***SUNY Seamless Educational Pipeline*** - New post-AA/AS degree opportunities to obtain baccalaureate degrees will exist for area residents, significantly expanding their access to higher education degree options and thus expanding the education pipeline. SUNY Sullivan will partner with SUNY Morrisville and SUNY Institute of Technology (SUNYIT) so that students who succeed in high school or BOCES can then earn associate degrees, followed by baccalaureate degrees related to management and business, green technology, and IT related fields in Sullivan County.

***SUNY and A Healthier New York*** - SUNY believes that the health of New Yorkers is essential to the success of the state's economic development. Sullivan County is currently listed by the Robert Wood Johnson Foundation as the second unhealthiest county (61 of 62) (*County Health Rankings, 2013*) in New York State. Adelaar's facilities will contain designated areas for boating, canoeing, cross country skiing, fishing, golfing, hiking, hunting, kayaking, mountain biking, off-road adventures, paintball, rafting, river tubing, running, tubing and sledding. Employees (many of whom will reside in Sullivan County) will increase their fitness activities by spending time outdoors with guests, and community members will have the opportunity to take advantage of these facilities as well.

Empire Resorts (through its Monticello Gaming and Raceway facility) currently offers medical insurance to its employees, covering between 75 – 95% of the costs of



premiums, depending on salary and union membership. Empire also offers dental and vision insurance to full-time employees, covering 75% of the premium.

Health insurance coverage is an important indicator of access to health care and overall health status. In Sullivan County, 85.8% of the civilian, non-institutionalized population is insured (which in turn indicates that 14.2% are uninsured), which compares to 88.4% across New York and 84.8% across the nation. Of the population that is insured, the majority (59.9%) are covered by private health insurance. However, a higher percent is covered by public insurance (37.6%) when compared to New York (32.9%) and the nation (29.5%) (SOURCE: U.S. Census Bureau, 2012).

***SUNY and an Energy-Smart New York*** - SUNY sees New York as a green incubator. Empire Resorts through its Adelaar project is committed in philosophy and action to minimizing environmental impact and – whenever possible – building with sustainable materials in order to achieve LEED-certification. LEED, or Leadership in Energy & Environmental Design, is a green building certification program that recognizes best-in-class building strategies and practices. To receive LEED certification, building projects satisfy prerequisites and earn points to achieve different levels of certification. (SOURCE: U.S. Green Building Council at [www.usgbc.org](http://www.usgbc.org)).

***SUNY and The Vibrant Community*** - SUNY believes that strong communications are at the heart of economic revitalization. SUNY Sullivan’s Strategic Plan, Objective 3.2, states that the college will bring partners together to assist in the facilitation of economic development. The Empire Resorts project will model effective communication and collaboration through partnership and community engagement. Sullivan County and the surrounding region are in dire need of a positive approach toward prosperity and vibrancy. Vibrancy is accentuated when the community can witness the transformation of students through student achievement and success. Students will have opportunities for community and industry based internships and volunteering, and the Empire Resorts project will position them for good paying jobs, and promote baccalaureate-level education in Sullivan County, where there is currently no four-year college or university.

***SUNY and The World*** - SUNY Sullivan, one of the most diverse college campuses within the SUNY system, is in the midst of developing a comprehensive International Student Program. Empire Resorts anticipates hiring international students to work at the waterpark when their colleges are not in session, thus bringing a global approach to the project. Additionally, Adelaar is being planned as a world-wide destination, annually hosting thousands of international visitors.

## **SECTION THREE: PROJECTED EMPLOYMENT/HUMAN RESOURCE PRACTICES**

### ***Construction Phase***

Empire Resorts estimates that during the two-year construction phase 1,400 to 1,500 union jobs will be created in all trades. Construction positions will be paid the prevailing union rate and benefits for their trade. On March 13, 2013, Empire Resorts announced that LP Ciminelli, Inc., its construction manager had signed a Project Labor Agreement with the Hudson Valley Building and Construction Trades Council (HVBCTC) to build the Adelaar resort. (SOURCE: [www.recordonline.com](http://www.recordonline.com), March 13, 2013) According to Hudson Valley Building & Construction Trades Council President Todd Diorio, at least 87.5% of the construction labor will come from HVBCTC affiliated-unions. "There is priority for Sullivan County members," Diorio said. "Most of (the other workers) will come from Ulster, Orange and possibly Delaware."

Diorio said HVBCTC, which consists of 28 local construction unions and over 10,000 tradesmen and women covering the counties of Orange, Ulster, Sullivan and Dutchess, has an understanding with EPR Properties to reach similar labor agreements with developers of other projects on the site, including the planned themed water park.

### ***Workforce Training Program***

On April 20, 2014, Empire Resorts announced that it has retained DACK Consulting Solutions, Inc. (DACK) to assist in establishing a program for the inclusion of minority, women and veteran-owned businesses (MWVBEs) in both the pre-construction and construction phases of its proposed resort in accordance with the Upstate New York Gaming and Economic Development Act.

Should Empire be granted a gaming license, DACK's responsibilities in development of the MWVBE program will include:

- Outreach to potential contractors and workforce
- Facilitating bidding and labor opportunities in the area
- Working to identify contracting opportunities
- Development of an initial plan to achieve participation objectives
- Monitoring compliance concerning the achievement of MWVBE utilization and workforce diversity goals and
- Providing mentoring to the selected MWVBEs during the bidding phase

DACK (which is itself a minority woman owned business) also plans to hold forums in several localities surrounding Sullivan and Orange Counties to increase awareness of the project and the potential opportunities for certified MWVBEs. The first community information forum was held on June 17, 2014, focusing on construction opportunities

for Sullivan County, minority, women and veteran-owned firms and sub-contractors. Forums will include local churches, civil groups, not-for-profit organizations, business chambers, veterans groups and local governments in an effort to help DACK better plan for how the Empire Project can utilize MWVBes during construction.

### ***Empire Resorts/Adelaar Operations***

#### ***Hiring***

The total effect of the first full year of annual operations of the Gaming Facility at Adelaar (High-Revenue Case, No Regional Competition Scenario) has been projected for Sullivan County and for New York State using the IMPLAN (IMpact Analysis for PLANning) model and specific operating data. Based on data provided by Gaming Hospitality Experts, LLC, Waterpark Ventures Management Services, LLC, and EPR Properties, there would be an estimated 2,420 full- and part-time direct employees (1,267 FTEs) at the proposed Gaming Facility, which includes the Empire Resort Casino, Indoor Waterpark Lodge, Monster Golf Course, and Entertainment Village during the first full year of annual operations.

Total employment resulting from operations of the Gaming Facility at Adelaar would also include jobs in business establishments providing goods and services to the facility (indirect jobs), and jobs resulting from direct and indirect employees' household spending (induced jobs). Based on the IMPLAN model's economic multipliers for Sullivan County and New York State, the Gaming Facility at Adelaar would generate up to 570 indirect full- and part-time jobs in New York State, of which an estimated 541 full- and part-time jobs would be in Sullivan County. In addition, the Gaming Facility would generate 444 induced jobs in New York State, of which an estimated 368 jobs would be in Sullivan County. In total, the model estimates that operations of the Adelaar Gaming Facility would generate up to 3,434 direct, indirect, and induced full- and part-time jobs in New York State, of which an estimated 3,329 jobs would be in Sullivan County.

Levels of employees will range from executive to managerial to introductory, and will encompass the areas of back-office functions, such as legal, finance and accounting, and marketing and advertising. Hotel positions will include room and spa attendants, front desk attendants, laundry supervisors and transportation managers. Food and beverage employees will include executive chefs, restaurant managers and wait staff. Facilities workers will focus on grounds and landscaping and include directors as well as working crews; golf course employees will include a golf pro and a director of golf, manager of golf grounds and clubhouse staff. Security and emergency technicians range from a director to shift managers to EMTs. Administrative and administrative support positions include human resource managers and IT technicians. A variety of slots and table game positions will include supervisors, dealers, surveillance personnel and credit executives.

In 2012, Empire signed a labor peace agreement with the New York Hotel and Motel Trades Council (NYHTC), agreeing to use union hotel and beverage workers for

housekeeping, the front desk, cage operators and slot workers, among other jobs. (SOURCE: [www.recordonline.com](http://www.recordonline.com) March 13, 2013). The New York Hotel and Motel Trades Council is the union of hotel, hospitality and gaming workers in New York. NYHTC represents over 30,000 non-managerial employees working in all hotel departments in over 300 Hotels across New York and New Jersey.

Empire will establish a recruiting base at its existing facility in Monticello using an aggressive outreach effort to the local and surrounding communities to recruit local residents to the new resort. Empire will partner with the local Workforce Development Board and utilize the existing local and regional recruitment structure. This includes job fairs, job listings, applicant skills match and community outreach. Empire's efforts will also include listings and announcements in social media (Hudson Valley Help Wanted, Craigslist, Empire Resorts website) and local print and radio. In addition, strong outreach to local civic, religious, business and political officials will assist in coordinating these outreach efforts and publish the information to residents. The Project intends to have jobs fairs in each local community to introduce the property and allow people to apply for positions. The existing workforce development recruitment structure includes multiple partners that will participate in this effort. The local partners include the Center for Workforce Development, NYS department of Labor, SUNY Sullivan, Sullivan BOCES, ACCESS VR, Delaware Valley Job Corps, and Community Action. Regional partners include the Workforce Investment Boards, Department of Labor, Community Colleges, and BOCES.

### ***Human Resource Practices***

Empire Resorts is committed to providing a living wage to employees and has a hired the consulting firm of HR&A Advisors, Inc. to help determine fair and appropriate wages for the region. In addition to salaries, Empire offers a benefit package that includes paid time off, life insurance, annual raises, and matching contributions to 401(k) funds that are extremely valuable to the quality of life for employees. Subsidized childcare is currently under review as part of Empire's benefits package.

Empire Resorts abides by all State and Federal regulations for affirmative action. They have guarantees in place to provide equal employment opportunities to all employees qualified for licensure in all categories, including persons with disabilities. The Resort will establish and make available a formal Equal Employment Opportunities policy.

### ***Training, retention and development of Employees***

With approximately 2,420 employees projected for the Empire Project, and encompassing a broad scope and depth of positions, there will be clear paths designed that will encourage and enable employees to move up the organization based on their performance.

The Resort will have a Supervisory Development Program where hourly employees who are identified as supervisory/management possibilities and wish to be considered for promotion will be provided an intense training program to prepare them to handle a management position. On-site training will be available for certain positions. Empire Resorts has partnered with SUNY Sullivan (Sullivan County Community College) to provide the managerial training and on-site training programs.

Each new hire will begin his/her career at Empire Resorts with attendance at a mandatory employee orientation, which introduces them to company values, operating philosophy, benefits, work rules and an introduction to their work assignment.

Because career development is important to the management of Empire Resorts, a tuition reimbursement program for courses that benefit the employee's career development will be offered, and is currently in development.

### ***Day Care***

Empire will provide a day care facility for employees, and also plans to provide a daycare subsidy to its employees. If openings exist the daycare facility will also be available to Sullivan County residents. Empire plans to contract with another provider to provide childcare functions to the resort's guests.

### ***Labor Relationships***

Empire estimates that the number of union employees for operation should total 800 to 850. Empire has always enjoyed good relationships with their union employees and expects this to continue at the new resort.

Empire Resorts has the support of organized labor for its application. In 2012, Empire signed a labor peace agreement with the New York Hotel and Motel Trades Council, agreeing to use union hotel and beverage workers for housekeeping, the front desk, cage operators and slot workers, among other jobs at its proposed resort and casino. (SOURCE: [www.recordonline.com](http://www.recordonline.com) March 13, 2013)

## SECTION FOUR: Training Institutions and Educational Partners

Empire Resorts has established partnerships with several educational institutions and labor-related agencies in order to provide a qualified workforce for its resort destination. These include:

### ***SUNY Sullivan:***

SUNY Sullivan, the only higher education institution in Sullivan County, currently offers associate degree and certificate programs in fields that directly relate to the proposed casino project, providing credentials in hospitality and tourism management, culinary & pastry arts, professional chef, computer information systems, computer simulation and game development, criminal justice, cyber security, emergency management, accounting, business, marketing and green building maintenance and management. Upon completion, students can choose to either enter the workforce or transfer to a four-year college or university to pursue an advanced degree.

SUNY Sullivan also regularly works with employers to customize education and training programs to meet specific employer needs. Empire officials have had several meetings with the President and administrators of SUNY Sullivan, and have begun collaborating with the college to develop a comprehensive training program, customized to prepare graduates to join the future casino and resort workforce.

SUNY Sullivan and Empire will work together on the development of courses to complement SUNY Sullivan's current Hospitality and Tourism Management, Culinary Arts and Computer Information Systems programs. Courses are expected to range from an overview of careers within the gaming industry to management and leadership development. SUNY Sullivan also anticipates the establishment of an internship program for students who are interested in a career in the casino and resort industry.

During the late 1990s, SUNY Sullivan developed a credit-bearing academic program in Casino Management, which was approved by both the New York State Education Department and SUNY. Although the program is not currently offered by SUNY Sullivan, should Empire Resorts decide that this academic program is necessary for its gaming workforce, the college would begin to accept students into the program.

SUNY Sullivan is also expected to develop a series of personal enrichment offerings for Adelaar's guests through their Office of Community Learning. Examples of such courses might include: Food & Wine Pairings, How to Prepare Delicious Holiday Party Foods, and An Introduction to Craft Brewing.

Through SUNY Sullivan's partnerships with SUNY Morrisville and the SUNY Institute of Technology (SUNY IT), 2 + 2 degree program will be available to help SUNY Sullivan's graduates achieve advanced degrees. Associate degree holding students can earn

baccalaureate degrees related to management and business, green technology, and technology-related related fields while staying in Sullivan County.

“One of the major advantages of a community college is its ability to respond directly to an industry’s needs,” explained Dr. Karin Hilgersom, president of SUNY Sullivan. “Our collaboration with Empire is a prime example of this and would result in customized instruction specifically related to the many types of jobs within a casino and resort. We will be extremely pleased to partner with Empire in the development of a highly-skilled workforce that will directly contribute to the economic ‘re-development’ of Sullivan County.” (SOURCE: “Empire Resorts and SUNY Sullivan Announce Partnership”, April 5, 2014).

During the 2013-14 academic year SUNY Sullivan re-opened its Office of Career Services, which had been closed for several years due to economic constraints and personnel retrenchments caused by budget shortfalls. This office works to better serve students find employment, both while students are in college and in anticipation of them receiving their degrees. This office will work closely with Empire Resorts to help them fulfill personnel vacancies, and to help SUNY Sullivan students gain employment related to their fields of study.

SUNY Sullivan also partners with the Sullivan County Veterans Service Agency. This agency provides entitlement information and advocacy assistance to military veterans and their dependents. Many state and federal educational opportunities are available to veterans, including the Veterans Tuition Awards and the Montgomery GI Bill, which provides up to 36 months of education benefits.

***Sullivan County BOCES:***

Sullivan County Board of Cooperative Educational Services (BOCES) offers numerous services to Sullivan County residents – both students and adults – to prepare them for employment, help them upgrade their skills, or to continue their educational studies, and will serve as a major feeder of employees to Empire Resorts. BOCES serves a wide array of students who, upon completion of their programs, help fulfill Empire’s employment needs, from traditional-aged high school students to adults, from those who are educationally and economically disadvantaged, to out-of-school youth, to those with special needs, to veterans.

The Sullivan County BOCES offers a Career and Technical Education program for high school students, a GED program for students aged 16 – 20, an Adult & Continuing Education program, a Community-Based Work program, a National Work Readiness Credential and a Life Skills program. Additionally, the Sullivan County BOCES Monticello location is home to one of the State’s ATTAIN labs.

Career and technical education programs for high school students provide pre-professional and vocational training. Programs that directly relate to Empire’s hiring



needs include: Human Services (Early Childhood Education) & Cosmetology), Health Sciences, Natural Resources, Information Technology, Architecture and Construction (Electrical, Construction and Green Technology), Culinary Arts & Sciences, Public Safety and Internet Business & Web Design.

The number of high school students that Sullivan County BOCES serves from throughout the eight (8) school districts in the county has continued to increase, growing from 474 in 2009-10, to 494 in 2010-11, to 553 in 2011-12.

BOCES career and technology education programs have articulation (transfer) agreements with SUNY Sullivan, other SUNY community colleges throughout the state, as well as with trade schools and four-year colleges such as Alfred State, SUNY Cobleskill, Morrisville State, and Lincoln Technical Institute.

The Adult and Continuing Education program at Sullivan County BOCES offers educational, technical and vocational services to returning adults, out-of-school youth and those whose primary language is other than English. Programs that will directly align with Empire's needs include Health Occupations, HVAC, Broadband Academy, New York State Security Guard Training, Commercial Driver License Training, Green Technology, Office Procedures, and Microsoft Office Specialist.

These adult and continuing education programs prepare students for entry-level employment, provide skills upgrades to make employees more effective in their current positions, and retrain people who are changing occupations.

BOCES also offers a National Work Readiness Credential, which focuses on academic literacy, soft skills and job readiness, and will prove to be beneficial for those seeking entry-level employment at Empire Resorts.

Sullivan County BOCES also offers a GED program for students who are 16 – 20 years old. Students in this program must develop a post-secondary plan and are assisted in the college, trade school and/or job application process.

A Life Skills Program is also offered by BOCES to encourage educationally and economically disadvantaged youth become more fully functioning members of society. Additionally, a Community Based Work Program helps students with special needs learn workplace skills through real-life experience.

BOCES offers 44 vocational programs that have been approved by the Division of Veterans' Affairs, which allow certified veterans to receive tuition assistance when entering BOCES retraining programs.

***SUNY ATTAIN Lab at Sullivan County BOCES:***

In 2001, The State University of New York University Center for Academic and Workforce Development (UCAWD), through funding support from the New York State Legislature, created the Advanced Technology Training and Information Networking (ATTAIN) project to promote digital parity in New York’s economically challenged communities. Through this initiative, technology labs are placed in communities where residents can have access to the Internet, state-of-the-art hardware and interactive, multimedia software. The resident users are able to enhance their employability and academic skills in an ATTAIN lab, as well as gain invaluable insight into how technology profoundly affects the lives of the entire family.

The ATTAIN project seeks to narrow the existent digital divide by providing ongoing access to education and training through the use of technology. Once access occurs, computer literacy and training can begin, and opportunities for success in school and at the workplace increase. The natural outcomes are enhanced employability skills leading to greater earning potential and academic skills leading to post secondary enrollment.

The SUNY ATTAIN (Advanced Technology Training and Information Networking) Lab (the only one within the Sullivan County Labor Shed) at Sullivan County BOCES in Monticello will serve as a feeder for Sullivan County residents to upgrade their skills, and thus employability, for employment at Empire Resorts.

The lab will also be very useful in providing STEM-related skills needed for several positions within the Empire project. The Microsoft IT Academy within the ATTAIN Lab provides participants with a comprehensive selection of courses leading to certification in areas such as Microsoft Certified Desktop Support Technician (MCDST) and Microsoft Office Specialist (MOS).

***Sullivan County Workforce Development***

The Workforce Development Board of Sullivan Inc. is an employer led board whose mission is to “catalyze the employment and business and growth and sustainability in Sullivan County.” The Sullivan County Center for Workforce Development provides staff to the Board and, on behalf of the Board, works to bring together eight local entities to provide employment and training services through a streamlined, customer driven system to the business and job seeking communities.

The workforce system’s core partnership includes the Center for Workforce Development, the NYS Department of Labor, Sullivan County Community College and Sullivan County BOCES. Additional partners are Delaware Valley Job Corps, Community Action Commission to Help the Economy (CACHE), ACESS VR, and Pathstones. Access to information and services is made available through the Sullivan Works One Stop Center.

The Center for Workforce Development (CWD) works closely with the local Department of Labor in assisting residents who are unemployed, underemployed, job or career changers. The services provided include job search assistance, workshops, labor market information, resume development, career counseling, e-learning, financial support for classroom training and supportive services.

The Business Services Team, led by the Center for Workforce Development provides a full menu of services to the business community. This includes electronic job listings, skills matching of potential applicants, tax credit information, on-the-job training contracts, customized training, access to e-learning opportunities and recruitment assistance including on site and job fairs.

The Director of the Center for Workforce Development co-chairs the Hudson Valley Regional Business Services Team that brings together the seven workforce areas of the Hudson Valley to better communicate and coordinate cross border services, notably recruitment on behalf of employers.

The Center for Workforce Development and the workforce partners work to help fulfill the employment goals within the ten identified sectors set within the Mid-Hudson Regional Economic Development Council's Five-Year Strategic Plan. Of these ten sectors, Agriculture, Tourism Arts and Culture, and Healthcare are the three biggest industries in Sullivan County. (SOURCE: Sullivan County Local Plan, July 1, 2013 – June 30, 2014, Division of Employment and Workforce Solutions)

An additional area of focus for Sullivan County's workforce efforts is entrepreneurship. The county's economic development partners have worked to streamline the business start-up process and have brought in a variety of financial supports and expertise to help ensure success. This focus should prove to be especially fruitful if Empire Resorts is granted a casino license.

The Center for Workforce Development is the recipient of federal training dollars and has leveraged the strong partnership with the community college and BOCES to meet the training needs of the business community. Regional training projects ranged from the manufacturing and healthcare industries to the creation of a regional green talent pipeline that connects the regions' training providers through green and sustainable offerings. The partnership of the Center for Workforce Development, the community college and BOCES has resulted in local employer specific training including insurance, welding, HVAC, CDL Drivers and Direct Support Professionals.

The Sullivan County workforce partners have built a local system where programs and providers regularly collaborate and coordinate activities and information so that

the system as a whole is coherent and accessible for individuals and businesses.

### ***Sullivan County High Schools***

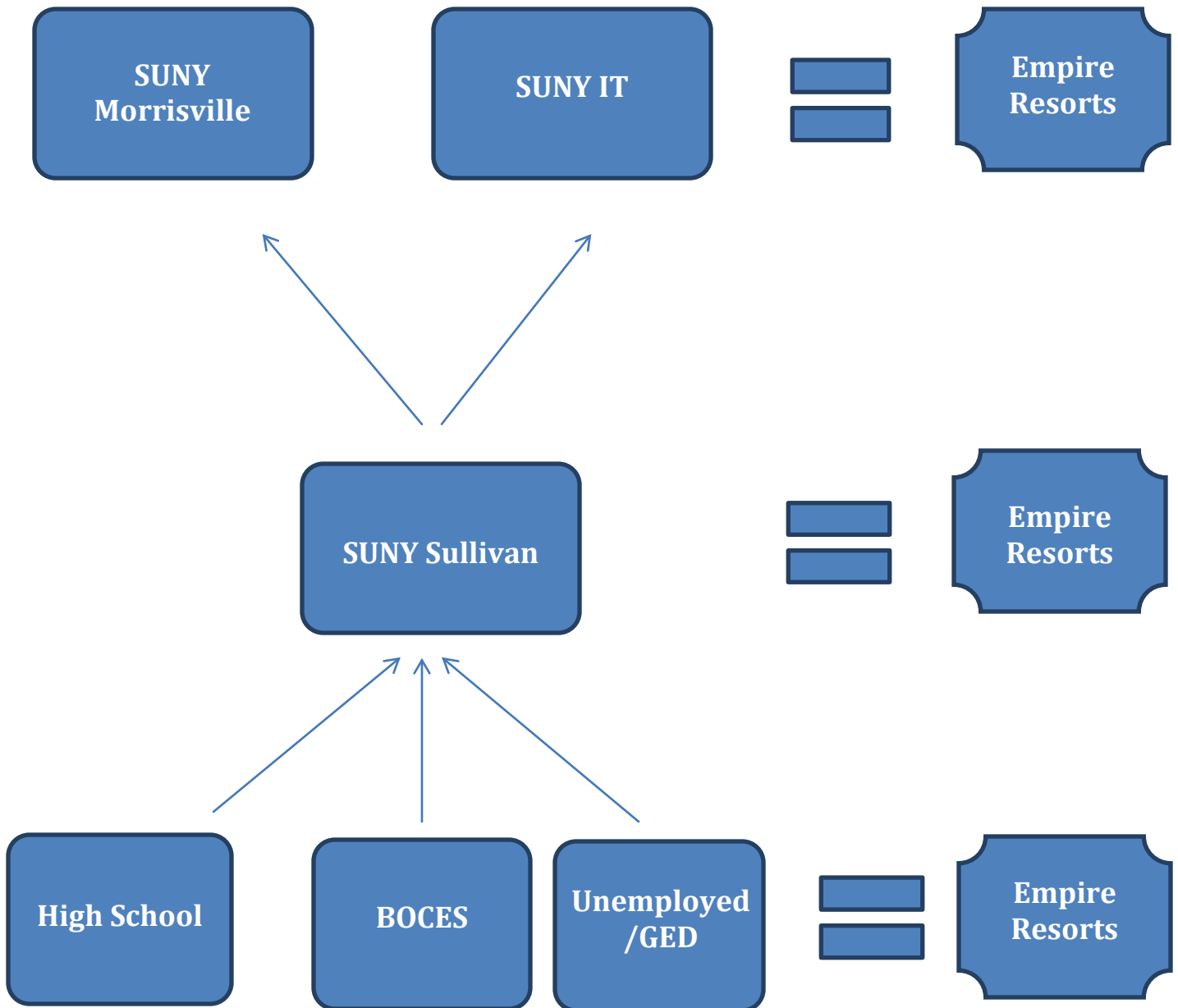
The Sullivan County secondary education system consists of eight school districts: Eldred, Fallsburg, Liberty, Livingston Manor, Monticello, Roscoe, Sullivan West, and Tri-Valley. In 2013, 641 high school seniors were eligible to graduate from Sullivan County high schools. In 2014, 734 seniors are projected to be eligible to graduate, with another 703 in 2015. (SOURCE; New York State Education Report Card 2012-13)

Both Monticello High School and Pine Bush Central School offer two-year Academies of Finance, which are part of the National Academy Foundation. The Academy works with local businesses and educational and governmental leaders to design and offer financial education opportunities for students, including a comprehensive summer internship program that may prove beneficial to both Empire Resorts and these students.

### ***Literacy Volunteers of Sullivan County***

This not-for-profit organization provides a variety of free services including programs to assist adults functioning at low levels of literacy and furthering proficiency in English as a second language. Literacy Volunteers also help students earn their GEDs enabling them to pursue other workforce and educational opportunities. Students who succeed with their literacy training can apply for employment at Empire, or once they earn their GEDs, can apply for admission to SUNY Sullivan.

# Educational Ladder leading to Employment at Empire Resorts



## **Regional Partnerships for Addressing the Workforce Needs of Empire Resorts:**

Sullivan County workforce and educational providers are members of several regional partnerships, helping to advance the employability of the labor shed's employable residents.

### **Community College Consortium**

SUNY Sullivan is part of the Hudson Valley Educational Consortium (HVEC), a collaborative effort among SUNY Orange, SUNY Ulster, SUNY Rockland and SUNY Sullivan to create broader access to academic programs and workforce training throughout the four-county region. The consortium is governed by the Executive Committee, composed of the Chief Academic Officers and support staff of member community colleges.

The four consortium member colleges offer Associate in Applied Sciences degree programs with one another through articulation agreements, opening their courses to one another's students, in both the academic and continuing education disciplines. Hudson Valley Educational Consortium member colleges work cooperatively to not only further the mission of the respective college but also to develop and meet regional educational needs. The consortium member colleges' Continuing Education programs serve over 21,000 students each year.

Students participate in consortium programs from their home college via the Interactive Television Training rooms. General Education courses are taken through traditional means at the home college, and some programs also offer online courses.

Programs offered through the HVEC include: Cyber Security, Emergency Management, Fire Protection Technology and Green Building Maintenance & Management.

Sullivan County is also represented on the Mid Hudson Regional Economic Development Council, regional WIB consortiums, as well as regional BOCES consortiums.

## SECTION FIVE: OTHER SOCIETAL FACTORS

### ***Problem Gambling***

Empire Resorts has a Responsible Gaming Committee already established on their current property. This program will be extended to the new resort and an expanded Responsible Gaming Program will be finalized as the Project proceeds. This program will detail all the responsibilities employees have and will also provide guidance on spotting possible problem gaming. The resort will also prominently display all hot line information as shall be required by the NYSGC.

Empire Resorts is a member of the National Council on Problem Gambling, whose mission is to increase public awareness of pathological gambling, ensure the widespread availability of treatment for problem gamblers and their families, and to encourage research and programs for prevention and education. (SOURCE: [www.ncpgambling.org](http://www.ncpgambling.org))

The council's 2007-2014 Strategic Goals include:

1. Provide core programs to ensure the availability of services for problem gamblers and their families.
2. Optimize the size and function of the NCPG Board of Directors.
3. Recruit 50 Affiliate members by 2014.
4. Recruit 25,000 Individual members to the NCPG.
5. Recruit 500 Organizational members for the NCPG.
6. Create a comprehensive Development Program for the NCPG.
7. Encourage the certification of 4,000 gambling counselors.
8. Create a state-of-the art Management Information System.
9. Advocate for national funding for services for problem gamblers and their families.
10. Plan increase in the NCPG full-time national staff.
11. Create a program to develop the NCPG partnerships with universities and colleges.
12. Create a Reserve Fund for the NCPG.
13. Create an Endowment Fund for the NCPG.
14. Increase public awareness and recognition of the NCPG.

Empire Resorts and Monticello Raceway Management, Inc. ("MRMI") in March 2014 participated in National Problem Gambling Awareness Month ("NPGAM"). (SOURCE: [www.businesswire.com](http://www.businesswire.com) March 20, 2014) The National Council on Problem Gambling ("NCPG") sponsors the month-long NPGAM campaign, a grassroots public awareness and outreach campaign. The goal of this campaign is to educate the general public, and health care professionals, about the warning signs of problem gambling and to raise awareness about the help that is available both locally and nationally.

The MRMI Responsible Gaming Committee (“RG Committee”), which is comprised of the Assistant General Managers of Casino and Marketing and Racing and Facilities, Directors of Finance, Food & Beverage, IT, Pari-Mutuel, Security and Surveillance and the Chief Compliance Officer (Chair)(who is also the Chair of the NCPG Membership Committee), organized creative activities, to last throughout the month, that aim to educate employees about responsible gaming and how it applies to the work they do every day. Activities include responsible gaming contests with games such as word search, cryptogram, scavenger hunt and a game to identify underage individuals from a series of photos. Informational posters are displayed in back-of-house areas and there is a display of information and materials in the MRMI employee dining room. The posters and MRMI’s responsible gaming materials form the basis of the scavenger hunt to teach and test employee knowledge in a fun and exciting way. Additionally, MRMI unveiled its revised Responsible Gaming web page which provides information, tools and links for assistance. The Responsible Gaming web page can be located by following the Responsible Gaming link on Empire’s website, [www.empireresorts.com](http://www.empireresorts.com), Monticello Casino’s website [www.monticellocasinoandraceway.com](http://www.monticellocasinoandraceway.com) or Monticello Raceway’s website at [www.monticelloraceway.com](http://www.monticelloraceway.com).

### ***Sustainable Practices***

Empire Resorts seeks to utilize sustainable practices in construction and operation. They are in the process of engaging a consultant to assist both the architect and management. Empire Resorts is planning to reach LEED-certification by the U.S. Green Building Council.

A recycling program will be instituted with the segregation of items into separate containers. The resort will have energy star appliances, reduced water flow faucets and showerheads and lower capacity toilets. Under consideration is a method to capture and reuse the heat generated by laundry operations. Pervious asphalt will be used in all surface lots. From a landscaping perspective certain indigenous grasses are to be used which requires substantially less mowing.

### ***Domestic Purchasing***

Empire recognizes the importance of supporting domestic manufacturing and will make efforts to purchase from American manufacturers. A partial list of domestic manufacturers of gaming equipment for slots and table games at gaming facilities includes: Bally, IGT, Williams, Scientific Games, MGAM, Bally Gaming, Gemaco, IGT, National Table Games, Shufflemaster, United States Playing Card Company.



## Section Six: A Conclusion that's only the Beginning

### **Empire Resorts: A Game Changer in Sullivan County**

The Empire Resorts project will change the landscape of Sullivan County, both literally and figuratively. A beautiful resort and casino will rise on property that is now home to land left vacant following the demolition of the once-regal Concord Resort.

As the language in the Upstate New York Gaming Economic Development Act resounds, Sullivan County residents, who have suffered from decades of economic decline, higher than state average unemployment rates, will be able to choose from a host of good paying jobs. Rather than people coming to Sullivan County to sign up for social service benefits, they will come to sign up for jobs.

As increased numbers of residents return to work, their overall health will improve. And they will have health insurance.

Homes will be purchased; apartments rented. Increased monies will be spent throughout the county and the region for grocery and retail shopping.

The number of foreclosed properties in Sullivan County will decrease. Property tax revenue will increase.

The Town of Thompson and the County of Sullivan will benefit from the increased revenues of hosting a casino. Capital improvements will be made. A county-wide transportation system can be implemented. More people will be able to get to their jobs. New businesses will spring up. To reiterate, these are the blunt and the harsh realities of why the Empire Resorts project in Sullivan County meets the exact intent of the Upstate New York Gaming Economic Development Act.