

X. WORKFORCE ENHANCEMENT FACTORS

B. WORKFORCE DEVELOPMENT

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.

Introduction: Live Hotel & Casino New York will establish comprehensive human resources strategies and policies to promote the development of a skilled workforce that not only reflects the diversity of Orange County but that grooms this local talent for promotion and increased responsibility.

The process of establishing and funding a functional Human Resource office will begin shortly after the announcement of a license award. At that time, we would announce our Human Resource strategic team and our interim recruiting space. We would market the job opportunities and begin actively working with various community organizations to educate and excite potential job candidates. We would capitalize on successful efforts each of the owners has had in launching other casino initiatives.

At a tactical level, we would begin by actively recruiting talent from all skill levels in the region through both internal efforts and by partnering with existing local and state resources. Live! NY will be working with not only local educational institutions but will also partner with local community organizations such as the NAACP and the Mid-Hudson Regional Economic

Development Council as well as the New York Department of Labor and similar organizations that can help us reach traditional disadvantaged groups and the unemployed. We will work with these organizations to target recruits who may be currently unemployed or underemployed and who have not been able to realize their full potential due to the recent prolonged economic slump.

The applicant anticipates that it will create approximately 4,000 permanent team members, an estimated 3,000 of which will be full-time employees receiving a competitive benefits package. The Applicant will use a proven hiring strategy that has facilitated successfully staffing facilities in the past. The ultimate owners have established and funded programs before and will again to do so in New York. LIVE! will work with local agencies, commissions, and colleges to cast a wide net to recruit talent for job openings. Numerous Open House sessions for regional applicants to learn about job opportunities at the casino will be scheduled and widely advertised. Free access to computers to complete online job applications will be provided to all applicants.

Our Human Resources function will be strategically aligned with our operational departments to ensure hiring and training to support our workforce development goals. We believe it is important for the community to learn about Live! Hotel & Casino New York and to understand the types of positions we offer, so community outreach will be a critical component of our early recruiting strategy. While we have already begun this outreach, should we be fortunate to be selected as one of the casino resort operators in the State, we would immediately begin ramping up our outreach efforts with multiple information sessions to discuss the requirements for our various positions.

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

All of the LIVE! positions, with the exception of a few key gaming executives, will be posted on our career website while the facility is still being built. As part of our online application system, we will employ an online skills/interests assessment process that we will require of all applicants. This assessment allows us to interview more effectively by matching prospective team members with the right types of jobs. This assessment also can also help with career pathing as it assists to identify other positions that may be a good fit for team members.

We will also be partnering with local educational institutions to assist us with training some of our skilled positions (those that we hire in volume) such as slot techs, slot attendants, dealers and culinary workers. Where basic skill training is applicable, we will provide “on the job” training prior to opening.

Recruits from the area will go through orientation and on the job training for the specifics of each job. Since we are a service based company, service training will be provided for the front line staff to provide quality service to the patrons. A Mentor Training program has been offered before

and will be offered again to prepare the front line team members to be promoted to positions of leadership. Leadership training will be provided for the staff to take on increasing levels of leadership, strengthening their leadership skills leading to more promotions from within. General training on diversity, inclusiveness, and anti-harassment training will all lead to better performing leaders.

Internal Training - Our education and training efforts will have several areas of focus to help develop a high-functioning, service-oriented diverse workforce. Live! NY will provide best practice training to ensure consistency with our EEO recruiting and hiring practices. We will conduct diversity training designed to foster a welcoming environment for all and reinforce respect in the workplace. We will also provide training to the management team on how to be a culturally sensitive manager with focus on consistency and fairness in the workplace, generational diversity, cultural diversity, and how to manage effective teams in a diverse, service environment. We will integrate diversity and respect into our mandatory orientation program. In addition to this broad, property-wide training, we will provide departmental skill-related training for our new associates. This will allow team members to successfully integrate themselves into their new departments. Building confidence in the ability to competently handle job duties and establishing an internal departmental support system will increase the chances of retaining new team members and will prepare employees for promotion within the organization.

a) The Applicant has established career ladders and foundations for training to develop team members for promotions. These ladders, applicable to ALL positions and covering ALL departments, will allow entry level team members the opportunity to visually see the career advancement opportunities available to them. These paths, and the relevant job descriptions, detail for team members the skills and measureable criteria needed for each successive promotion and advancement opportunity. The very nature of this type of hospitality environment offers growth opportunities for the workforce by its diversification; that combined with the Company's policy of promoting from within and providing educational and training incentives, encourages stability in the workforce based upon personal growth, the availability of upward mobility and a future with the company. As a matter of fact, many in the anticipated employee workforce will have little to do with actual gaming activity, but will be employed in positions involving information services, human resources, food and beverage, finance, hospitality, security and surveillance, marketing, community relations and general executive positions. Qualified persons for these jobs are highly sought after and will require that the Company pay competitive wages and benefits to be able to recruit and retain these individuals. The Company is committed to do just that. Moreover, we are committed to establishing and maintaining a fair and comfortable work environment, free from all forms of prejudice and workplace harassment.

b) Once operational, we will be offering a tuition assistance program and will continue our partnership with local educational institutions so we are providing a foundation in which our team members can grow their careers. To highlight this commitment we want to point to several examples from casino subsidiaries of Live! New York partners Penn National and Cordish:

Penn National Gaming, Inc.

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

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

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

Institutions involved included Central Ohio Technical College, Columbus State Community College and Hondros College.

The Cordish Co.

The Cordish run Maryland Live! Casino initiated a partnership with Anne Arundel Community College to train and recruit high volume positions. This partnership's first graduating class resulted in the hiring of over 500 newly trained dealers from the school. Numerous culinary staff were also hired from the culinary program at Anne Arundel Community College in Maryland.

The Applicant's affiliate Maryland Live! has paid out over \$80,000 in tuition reimbursement since opening in 2012.

Once the facility is initially staffed, it is our goal to develop bench strength from within the existing team member population. All open positions will be posted internally first, to identify any internal talent prior to looking externally to fill open positions. It is our goal to develop our team members to take on positions of greater responsibility and promote internally whenever possible. As part of our engagement and performance management strategy, managers will be encouraged to have continued conversations with their team members to discuss training needs as well as potential career pathing opportunities.

EAP: Both Live! NY joint venture partners currently offer employee assistance programs (EAPs) to all employees at their various casino and non-casino operations. A similar program will be available at no cost to all full-time and part-time Live! NY employees. This program will offer free confidential assistance to employees who may be struggling with personal problems such as depression or other mental illness, relationship issues, addiction problems (including problem gambling), financial problems etc., through access to a free helpline. The helpline is staffed by trained mental health counselors 24 hour a day. Sometimes an employee just needs someone to talk to or some quick advice and other times they need to be directed to outside resources for help or intervention. The EAP staff will be able to meet these needs which we believe will help provide for a healthier, happier and more productive workforce.

All employees will also be trained on responsible gaming matters which will include:

- Description of the nature and prevalence of problem/compulsive gambling;
- Typical behavioral characteristics and warning signs associated with problem/compulsive gamblers;
- Programs available to help problem/compulsive gamblers;

While the primary thrust of this training will be to educate our employees about problem gambling so they may be better able to respond to any Live! NY customer with such a problem, it will also be useful for any employee who may be struggling with a gambling problem of their own.

c. The Applicant has planned for an 8500 square foot child care facility on-site, and in separate building from the casino hotel facility. It has entered into a memorandum of understanding with Bright Horizons Family Solutions, a publicly traded limited liability company with offices in New York, to assist in the implementation of the program and to manage the facility. See attached MOU.

Attach: MOU Bright Horizons Family Solutions