

**X-B-2-c**

**Live! Hotel & Casino Strategic Plan  
To Engage & Recruit the Diverse, Under & Unemployed  
Workforce Population**

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## **Introduction**

Live! Hotel Casino New York (Live!) has developed this comprehensive Workforce Diversity Plan not only to provide equal opportunity to individuals identified in traditionally disadvantaged groups but also to promote a workforce that is reflective of our surrounding community. This plan will be implemented by engaging in aggressive outreach, recruitment and training in order to identify motivated and qualified individuals to join our team.

The project's joint venture partners, Cordish Company and Penn National Gaming, Inc. each have a strong track record in their development and successful implementation of employment diversity plans. This inclusive diversity philosophy will be made a part of the Live! culture and is intended to be more far reaching than simply the inclusion of minorities, women and veterans. As part of our commitment to our local host and surrounding communities, we have also set an aggressive local hiring goal that will also serve to address local unemployed and underemployed challenges.

## **Live!'s Equal Opportunity Policy**

To give equal employment and advancement opportunities to all employees and applicants, Live! will make employment decisions based on each person's performance, qualifications, and abilities. We do not discriminate in employment opportunities or practices on the basis of race, color, religion, gender, national origin, age, disability, sexual orientation, or any other characteristic protected by law. In addition, we will make reasonable accommodations for qualified individuals with known disabilities.

The Equal Employment Opportunity policy covers all employment practices, including selection, job assignment, compensation, discipline, separation of employment, and access to benefits and training.

Our vision for diversity and inclusion is to leverage the unique talents, strengths, and assets of our Team Members in order to become the region's overwhelming first choice of gaming and entertainment. We will continuously strive to maintain an environment in which everyone feels valued, accepted, and rewarded as an integral part of the team. We encourage Team Members to understand and recognize difference and to appreciate the contributions that all diverse groups and individuals bring to the system. Our top management believes in the value of a diverse and inclusive work force.

## **Outreach & Communications**

Developing relationships with community and state-based organizations is integral in our ability to succeed in hiring a local and diverse workforce that is reflective of the community and region around us.

The Applicant will engage local residents in both the construction and operational phases of the Project. The Applicant will implement a Hiring Preferences Policy in which hiring priority will be given to residents of the local area as well as nearby communities, veterans and referrals from Community Partnerships. Training will be undertaken internally and/or through outside public partners in order to maximize local participation and potential advancement.

Our team will take an aggressive approach to begin collaboration with several of these organizations and educational institutions. The organizations we will seek to work with include (but are not limited to):

- Local community colleges,
- Local and state workforce agencies; and
- Local membership organizations such as NAACP, Urban League, VFW, American Legion and others that can help us reach our intended audiences.

We approach our relationships with these organizations with the goals of:

- Identifying existing educational institutions with programs that allow graduate skillsets to transfer to the needs of our facility and/or implement job-specific training programs on our behalf;
- Identifying educational institutions where we can foster longer term partnerships in existing career training programs;
- Identifying organizations in both the education and workforce development communities that have an existing communications portal that can provide job advertising services;
- Engaging organizations that have existing or can create partnering opportunities for events like job information sessions and job fairs;
- Understanding local demographics, available labor pool and challenges with recruiting qualified team members, understanding under and unemployed dynamic in the local area.
- Reaching potential employees from traditionally disadvantaged demographics.

Our goal is to reach as broad a group of potential employees as possible during our initial hiring phase as well as throughout the ongoing operations at Live!

In addition to these communication and professional training partnerships, we will also conduct a broader advertising program for our hiring program that will include paid media advertising in local and minority-specific publications as well as targeted online and social media advertising.

Tapping into the resources available through the state and local workforce-related agencies will be key for recruiting of our entire workforce, but will be critical for providing opportunities for under and unemployed individuals. If awarded the license, we will work with staff from local career centers educating them on the gaming industry and available opportunities that will exist at Live!. These centers will act as a critical talent pipeline for talent for our recruiting needs, particularly for our ability to tap into the under and unemployed populations.

Along with training the staff at the local career centers, we will be conducting job information sessions/job fairs in the community with the goal to educate potential employees on the various positions within the casino and qualifications for employment at the casino.

We will also establish an offsite career center for the purposes of creating a central location for our hiring program. Applicants can submit resumes there or online and interviews will be conducted at this office throughout the hiring timeframe. A separate career center area will be housed in the permanent facility, allowing ongoing access by interested individuals seeking employment and career opportunities.

Live! is committing to treating all applicants with similar skill sets the same even if one has been steadily employed and the other is currently unemployed or has had previous long stretches of unemployment.

## **Goals**

The Cordish Companies and Penn National Gaming are committed to actively pursuing a straightforward workforce diversity philosophy: our workforce should reflect the community around us.

If the applicant is fortunate enough to be selected as the operator of a resort casino in New York, the Applicant will work with the New York Gaming Commission to develop a final affirmative action plan for casino employment that will contain measurable goals and that will meet the expectations of the Commission, area residents and the business community.

We will also focus our hiring program locally, with local preference given to residents in the villages of South Blooming Grove and Washingtonville, town of Blooming Grove, Orange County and the greater Catskills/Hudson Valley region.

## **Training and Advancement Opportunities**

We have implemented a successful recruitment and training program throughout the country. For many of our employees, the opportunity they begin with is not just a job but also the start of a very successful career. We believe that our training and advancement programs will be the very catalyst to bolster New York's goal to have our industry positively impact the unemployed and underemployed members of our communities.

### **Education Begins at Career Centers/Community Colleges**

We will work with local career and workforce centers and community colleges in an effort to understand the needs of the un/under-employed community as well as to educate these agencies about the types of jobs we will have available. In order to have a longer-term impact, we don't see each job as just a "job" but as the opportunity for long-term careers in our company and the industry as a whole. Our workshops with local career center staff will include an effort to educate them about the long-term paths available for various skillsets and career goals for individuals seeking employment with our company.

### **Hospitality Service Training**

Our casino resorts are known for their top-notch hospitality and the high quality service of its employees. Each employee undergoes our hospitality-training program, starting from the first day and onward throughout his or her employment.

### **It Doesn't Stop There**

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, our managers are encouraged to have continued conversations with their team members to discuss training needs as well as potential career pathing opportunities. We help individuals achieve *the next level* through our various supervisory and management training programs. It is our goal to develop bench strength from within the existing team member population. All open positions are posted internally first, to identify any internal talent prior to looking externally to fill open positions.

### **Promoting Education**

In addition to our internal training programs, we will also provide a tuition assistance program for interested and eligible employees. This program offsets the costs associated with our team members who seek to pursue two-year, four-year or even graduate degrees. We also will explore, based on workforce needs and demand, the option of bringing classes onsite to Live! in partnership with local educational institutions.



## **COMMITMENT**

Live! is committed to developing a high performance, inclusive work environment that reflects the diversity of our community. We will strive to create a company culture where all ideas and all contributions are valued no matter how or from whom they may originate. We will actively seek out team members from traditionally disadvantaged groups to build an entertainment facility our community and the State of New York will be proud of. Our commitment to making inclusiveness the foundation for our culture is driven not only from our desire to enhance our community, but also because such commitment supports a sound business strategy.