

NORFOLK RESORT & CASINO

Minority Outreach and Hiring Plan



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Introduction

The Pamunkey Indian Tribe ("Tribe") has established the Pamunkey Indian Tribal Gaming Authority ("Authority") as a wholly-owned non-corporate entity of the Tribe to own and operate a commercial gaming facility for the Tribe. The Authority serves an essential governmental function of the Tribe. The Authority is governed by a three-member board, all of whom must be members of the Tribe and a majority of whom must be members of the Tribal Council. The Authority is empowered to do all things necessary for the acquisition, undertaking, financing, construction, maintenance, and operation of the Norfolk Resort and Casino in accordance with Virginia law.

In preparation for operating a world-class resort and casino, the Authority has developed this comprehensive Minority Outreach & Hiring Plan ("Plan"). This Plan is designed to provide equal opportunities to potential vendors and employees who are members of traditionally disadvantaged groups and to develop a workforce that reflects the diversity of the community in which we operate. The Authority will implement this plan through proactive community outreach, consistent stakeholder engagement, and robust recruitment and training to ensure we've identified qualified hard-working individuals to join our team.

As an original North American disenfranchised minority, the Pamunkey Indian Tribe's diversity philosophy is more expansive than simply offering opportunities to minorities. The Authority is committed to proactively engaging with minority communities to ensure we recruit a diverse workforce. We have set an aggressive local hiring goal to ensure our neighbors are given opportunities to become a part of our team.

While we are only in the referendum phase of this project, it is not too early to be thinking about community outreach and our commitment to a locally sourced and diverse workforce. This Plan is a living document. As we engage with the community through this fall and into the construction phase, we will continue to make updates as we identify partners during our proactive community outreach. When appropriate, the Authority will host career fairs and bidder conferences to ensure information on opportunities is widespread.



Pamunkey Indian Tribal Gaming Authority's Non-Discrimination Policy

The Pamunkey Indian Tribal Gaming Authority is an equal opportunity employer. The Authority will make employment decisions based on each applicant's abilities, performance, and qualifications. We do not discriminate on the basis of race, color, religion, gender, gender expression, age, national origin, disability, sexual orientation, military status, or any other characteristic protected by law in any of our activities or operations. In addition, the Authority will make reasonable accommodations for qualified individuals with known disabilities.

This non-discrimination policy covers all employment practices, including selection, job assignment, compensation, discipline, separation of employment, and access to benefits and training.



Current Community Outreach & Communications

Food Security

Access to food is an issue that is not foreign to the Tribe and it is an issue that disproportionately affects minority communities. That is why the Tribe has made access to food a cornerstone of its community involvement. Since July, the Tribe has been partnering with churches and non-profit organizations across Norfolk to replenish food pantries and provide hot meals to those in need.

To date, the Tribe has worked with:

- Basilica of St. Mary of the Immaculate Conception
- Burning Bush Worship Center - (Xodus III Community Development Corporation)
- Episcopal Church of the Advent
- Episcopal Church of the Ascension
- Holy Trinity Catholic Church
- Impact Southside - (Solid Rock Worldwide Outreach)
- People First Empowered by USI
- Royster Presbyterian Church
- St. Columba Ecumenical Ministries, Inc.
- Village Family Food Pantry

In addition, the Tribe has committed \$150,000 in financing to open a grocery store in the St. Paul's neighborhood as soon as a grocery store operator is identified by the City of Norfolk. This is just the beginning of the Tribe working with the City to strengthen the community in which we operate. Ultimately, the Tribe will create a foundation that will provide ongoing support to efforts to combat food insecurity and our other community initiatives.

Workforce Recruitment & Minority Contracting

Minority Contracting Opportunities Website

The Tribe and the Authority have launched a new webpage (<https://www.pamunkeyfuture.com/minority-opportunity>) upholding our commitment to minority opportunities. We have also setup a form where interested vendors can share their contact information with our development team for consideration.

Outreach and Advertising

It will be imperative for the Authority to coordinate with existing local, regional, and state-based organizations and programs to be able to successfully hire a locally based, diverse, and qualified workforce that is reflective of the community in which we operate.

Representatives of the Authority have already taken an aggressive approach to begin collaborating with these organizations and local educational institutions. Thus far, Pamunkey representatives have met with the following organizations and institutions to discuss working together on workforce training and job placement:

- Norfolk State University
- Old Dominion University
- Tidewater Community College
- Norfolk Works
- Hampton Roads Workforce Council
- Virginia Values Veterans Program
- Norfolk NAACP
- Hampton Roads Veterans Employment Center
- Saint Paul's Community Development Corporation
- Hampton Roads office of the Local Initiatives Support Corporation

We have conducted these meetings with the goal of:

- Identifying existing educational programs that prepare graduates to work in our facility;
- Identifying educational institutions where we can develop long-term partnerships with existing career certificate programs;
- Identifying existing workforce development organizations with the infrastructure to provide job advertising services;
- Partnering with organizations on job information sessions and job fairs; and
- Assessing the local employment demographics, available labor pool, existing labor challenges, and understanding the needs of the under and unemployed residents of the surrounding community.



As this project moves to the construction phase, the Authority will continue expanding our relationships with these organizations while pursuing additional partnership opportunities to ensure we reach a broad and diverse group of potential employees for our initial hiring. These partnerships will not only continue but expand as we move into ongoing operations at the Norfolk Resort and Casino.

In addition to robust workforce development partnerships, the Authority is committed to conducting a broad advertising program within the minority community for both our vendor contracting and employment opportunities. This program will include paid media advertising in local and minority-specific publications as well as targeted online and social media advertising. Our outreach will begin with advertising for construction jobs and closer to opening, shift to advertising for Resort and Casino Jobs.

Partnering with Norfolk Works and the Hampton Roads Workforce Council will be a key component for recruiting our entire workforce and will be critical for providing opportunities for under and unemployed individuals. Next spring, the Authority will be conducting workshops with staff from local career centers to educate them on the gaming industry and opportunities that will exist at the Norfolk Resort and Casino. These centers will act as a critical talent pipeline for our recruiting needs, particularly for our ability to tap into the under-employed and unemployed populations.

Closer to opening, the Authority will be establishing an offsite career center as a central location for all hiring at the facility. Applicants will be able to submit resumes in person or online and interviews will be conducted there as we begin hiring our workforce.



Minority & Local Hiring Goals

National Search

The Authority will conduct a national search for top minority resort and casino executives. It is our goal that the top executive team reflect the community in which the resort and casino will be built.

Hiring Goals

As a minority-owned enterprise, the Authority will be like no other resort and casino operator in the Commonwealth. The Authority will have the following hiring goals for the resort and casino:

- 90% of our workforce is hired from Norfolk and designated surrounding localities; and
- 50% of our workforce is comprised of individuals from minority groups

After an exhaustive effort, should the Authority fail to reach our 90% local hiring goal, we would expand our outreach in concentric circles to incorporate additional localities. Additional recruitment focus would be given to localities with higher than average unemployment rates.



Job Offerings Overview

Below you will find an overview of our forecasted workforce needs. A detailed workforce-hiring plan will be developed next year, once the Virginia Lottery has issued regulations and the Executive Team is in place.

The Authority's hiring will focus on the categories below with the percentages reflecting the portion of new hires for that category. The hiring plan will be updated as our Executive Team comes on board.

<u>Category</u>	<u>% of Jobs</u>	<u>Salary Range</u>
Executive/Admin:	<0.2%	\$100,000 - \$250,000
Facilities:	5%	\$40,000 - \$60,000
Finance/Cage:	5%	\$50,000 - \$75,000
Food & Beverage:	20%	\$40,000 - 60,000
Gaming Operations:	30%	\$60,000 - 75,000
Hotel Operations:	20%	\$40,000 - 50,000
HR:	1%	\$50,000 - 70,000
IT:	2%	\$60,000 - 75,000
Marketing:	4%	\$40,000 - 60,000
Security:	8%	\$40,000 - 60,000
Surveillance:	2%	\$50,000 - 75,000
Valet:	3%	\$30,000 - 45,000

Our staffing/hiring model consists of a gradual ramp time schedule with some of the initial hires starting in December of 2020, growing through 2021 - 2022, and peaking in the second half of 2022, with continued hiring through the following few years of continued development. Below is a snapshot of the current staffing program and the percentage of workforce we anticipate starting employment by month.

As we approach the completion of construction in late 2022, the majority of our positions will be posted on our recruitment website. This hiring ramp up will coincide with the opening of our property's career center.



Training and Advancement Opportunities

The Authority will be hiring employees not focused on just a job but on a very successful career. We believe with the proper training and advancement opportunities this project can effectively impact the under and unemployed members of the surrounding communities.

As mentioned above, the Authority is exploring direct partnerships with local educational institutions and workforce development entities to ensure that we can effectively develop and train minority employees to meet our hiring goals.



Commitment

The Tribe and the Authority are committed to developing a world-class, state-of-the-art resort and casino with a highly qualified, diverse, and inclusive workforce that reflects the community in which we operate.

As an original disenfranchised North American minority, we will actively seek out individuals from traditionally disadvantaged groups to become members of our team and help develop a facility that all Norfolk residents can be proud of. We will create an Authority culture where all ideas are valued no matter the source, nor how big or how small. Our commitment to make an inclusive team and facility not only stems from the experiences of our ancestors but from sound business strategy and our desire to be a good neighbor to our host locality.

