

## EXHIBIT 5c: UTILIZING LOCAL COMPANIES TO BUILD OUR PROJECT

In order to ensure that we maximize the number of opportunities for local City contractors and vendors, specifically MWV, we will begin early during Preconstruction to align our strategies and goals with the City of Springfield.

- We will start by introducing the project to the Pioneer Valley Trades Council and involving all qualified subcontractors in the bidding process. We will also arrange to meet with the Council President and local Business Managers to further identify potential contractors and vendors.
- As a part of our strategy we will also host Business Opportunity Conferences for local City contractors and vendors specif, including targeted minority, women, and veteran businesses, to introduce the project and educate the local market on the project specifics. These conferences help to share information and develop interest, as well as provide an opportunity for firms to introduce their capabilities in participating in the bidding/construction of the project. This conference is part of our vendor outreach program that ensures we maximize the number of local vendors utilized on the project.
- One of the best approaches to create more opportunity for City contractors will be to package the scope of work to align with the capabilities of the local market. There are few firms that can handle the entire electrical scope of work, however, there are many firms that could handle particular phases of the job. We will work together with the design team to structure bid packages that would provide such opportunities. This effort would continue through the Outreach/Qualification process.
- Furthermore, we will partner with local advocates of minority, women, and veteran businesses such as the Massachusetts Supplier Diversity Office (SDO), the Western Mass Development Collaborative and the Greater New England Minority Supplier Development Council to identify additional qualified minority, women, and veteran business firms. All of whom will be invited to attend the Business Opportunity conference mentioned above.
- Once we have collected all of the data we will assemble a final Bidder's List with a clear plan per trade on the minority, women, and veteran businesses commitments necessary to reach the overall goals. We will then alert the subcontractors of the minority, women, and veteran businesses goals that will be included in their contract when the scope is put out to bid. The subcontractors are encouraged to develop their own strategies to ensure that they will be able to successfully meet these goals. At the time the subcontractors are awarded the initial commitments from the subcontractors will be recorded and included in their subcontracts. We will then track the volume of the minority, women, and veteran businesses commitments to first and second tier subcontractors. Tracking the commitments levels is done on a monthly basis to verify that the subcontractors follow through with contractual commitments and to address any discrepancies that arise early on.

The intent of the subcontracting plan outlined above is that by taking a proactive approach from early on in preconstruction we can identify and utilize every opportunity that exists to successfully incorporate city contractors and vendors on the Project. Penn National Gaming takes great pride in our efforts to involve minority, women, and veteran businesses and local businesses in the workforce on all of our projects throughout the state of Massachusetts and New England.



**Chicopee**

Ayotte & King for Tile Inc.

**Ludlow**

**Palmer**

Superior Caulking and Waterproofing

**East Hampton**

DOS Concrete Services

**Holyoke**

Sullivan & Narey Construction Company

**West Springfield**

**PROFESSIONAL DRYWALL CONSTRUCTION**

**Springfield**

**Agawam**

Edward F. Cocoran Plumbing & Heating Company, Inc.  
F.B. Paige Plumbing & Heating Services

**Springfield**

A Tyco International Company

**Chabot & Burnett**

**WBE Second Tier Supplier**

**Fairborn**

FAIRBORN EQUIPMENT COMPANY INC.