

## Exhibit X.B.1 – Human Resource Practices

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*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.*

To develop the Capital View Casino & Resort (CVCR) Human Resource Plan, four senior Human Resource (HR) representatives from CVCR affiliates recently spent three days in the Capital District meeting with various State and local agencies to discuss partnership strategies and workforce solutions to ensure CVCR will source a skilled and diverse workforce during the construction and opening of the casino and hotel.

The CVCR HR members were pleased to meet and discuss strategies with the following State and local agency representatives at various office locations:

1. Ann E. Luby – NYS Dept. of Labor – Commissioner’s Capital Region Representative.
2. Daniel Gentile – Capital Region Workforce Investment Board – Executive Director.
3. Brian Suedkamp – NYS Dept. of Labor – Division of Employment & Workforce Solutions – Associate Business Services Representative.
4. James Ross – NYS Dept. of Labor – Division of Research & Statistics – Labor Market Analyst.
5. Bryan Baszczuk – NYS Education Dept. – Adult Career and Continuing Education Services – Vocational Rehabilitation – Employment Specialist.
6. Marjorie A. Adams – Women’s Employment & Resource Center – Employment & Training Coordinator.
7. Lisa Scaccia – Saratoga County – Department of Employment & Training – Director.
8. Richard E. Bennett III – Hudson Valley Community College – Continuing Education, Summer Sessions and Workforce Development – Associate Dean.
9. Marlene LaTerra – Hudson Valley Community College – Workforce Development Institute – Coordinator.
10. Gayle Healy – Hudson Valley Community College – Center for Careers and Employment – Director.

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11. Matt Grattan – Schenectady County Community College - Executive Director of Workforce Development.
12. David E. Brough – Schenectady County Community College – Dean – School of Hotel, Culinary Arts and Tourism.

The four HR representatives from Capital View Casino & Resort (CVCR) were as follows:

1. Chuck Kenyon – Senior Vice President of Human Resources, Churchill Downs Incorporated (CDI).
2. Thomas W. Krawczyk – Director of Human Resources and Labor Relations, Saratoga Casino and Raceway.
3. Kim Gerard – HR Manager, Churchill Downs Incorporated. Just two years ago, Kim was responsible for developing the Human Resource plan for the opening of a new casino, Oxford Casino in Oxford, Maine.
4. Eric Miller – Sr. HR Director, Churchill Downs Race Track. Prior to joining Churchill Downs, Mr. Miller worked extensively with Workforce Investment Board partners as an employee of KentuckianaWorks.

As a result of these meetings, the CVCR HR team is convinced that we can partner with State and local agencies to source candidates to include the unemployed, underemployed, veterans, individuals who are differently-abled, females and minorities during the construction and opening of the casino and hotel.

We were impressed with the capabilities and the genuine interest of the State and local agencies to help us meet our needs. We learned of the very recent assistance provided to Whole Foods and anticipate following that very successful model.

The Capital View Casino & Resort pre-opening budget will fund the initial hiring and training of our workforce. Post-opening, the ongoing hiring, training, and development of our workforce will be funded from the casino Human Resources budget.

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We will partner with McKissack & McKissack to ensure that we utilize minority- and women- owned business enterprises (M/WBEs) during construction of the casino and hotel. McKissack and McKissack has previous experience in New York utilizing M/WBEs in other construction projects. CVCR Human Resources, in conjunction with McKissack and McKissack, will work together to source a skilled and diverse workforce for the opening of the casino and hotel. Once the casino and hotel is open, the CVCR HR team will be responsible for the sourcing, staffing, training and development of the workforce.

We will work with the NY State Department of Labor Career Central to assess candidates and we will ensure individuals without a current job history are included in the Capital View Casino & Resort Pre-employment Training Program. The Pre-employment Training Program will be a partnership between CVCR and various existing community resources, such as the Hudson Valley Community College (Capital District Educational Opportunity Center, Workforce Development, Center of Careers and Employment). The Pre-employment Training Program will include the following components:

- Workability training.
- Skills assessment.
- Placement into one of four (4) career paths including Dealer, Slot Technician, Hotel Front Desk/ Hospitality, and Cashier.
- Vestibule training in which the trainee will achieve skill mastery using equipment identical to that used at the work site.
- Simulation training during pre-opening.
- On-the-job coaching during the first 90 working days of employment.

The job titles included in the CVCR Pre-employment Program were not selected randomly. The Dealer and the Slot Technician positions are traditionally two of the highest paid front-line positions in a casino. Because these jobs are at the core of the Gaming Industry, they often lead to advancement in casino organizations. The Hotel/Hospitality and Cashier positions are integral to the operation of the casino, but are transferable to any hospitality or money-handling careers.



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CVCR will provide a transparent path to promotional opportunities using the following tools:

- Job Ladders will be built into front-line job descriptions. All front-line job descriptions will contain essential job functions for at least two steps. After mastering the job skills for the lower step, employees may choose to enter into a self-paced program to learn the skills for the next higher step. When all steps have been completed for a front-line position, the employee may apply to enter into the Supervisor Development Program.
- Supervisor Development Training will be offered in partnership with the Hudson Valley Community College. We will partner with Hudson Valley Community College to develop a list of courses which will prepare employees for supervisory positions. This program will be eligible for funding through the CVCR Tuition Reimbursement Program. A similar program was developed by Riverwalk Casino, a CDI property in Vicksburg, Mississippi. The program was developed in conjunction with the Mississippi Community College Board.
- Management Development programs will be offered to high-performing employees.
  - a) Teamwork in Management. The Teamwork in Management Program is a year-long experience which gives middle managers an opportunity to complete real world projects, while working with other managers from different areas of the casino. Participants will be chosen by the casino's Executive Committee. Each participant will be assigned a mentor during his/her participation in the program.
  - b) General Manager's Associate Program. This program is for recent college graduates who seek a career in the Gaming Entertainment Industry. During the 24-month program, participants will work four (4) months in each of the following areas: Slots, Table Games, Casino Cage, Security, Hotel, and Food Service. In each area, the participants will spend time working in both a front-line and a supervisory role. The experience will be similar to clinical rotations in a health care curriculum.

CVCR will establish and maintain a development partnership with employees by offering a tuition reimbursement program that will provide substantial financial support to employees seeking to improve their growth potential within the organization by seeking and obtaining skill sets or degrees that provide for qualification(s) to support upward movement potential within the organization, locally or corporately.

The tuition reimbursement program is generous – employees who successfully complete one year of service are eligible for tuition reimbursement for undergraduate courses, plus books and course fees up to \$4,000

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per year. Employees who have completed a bachelor's degree are eligible for up to \$5,000 per year to attain a business-related graduate degree.

Employees may also take courses from a library of more than 1,000 online learning courses covering technical skills such as Microsoft Office and other computer applications, plus soft skills in areas such as communication, leadership and customer service. Online learning is available 24/7 to employees, who may take courses at home as well as in the workplace.

CVCR will designate space for classroom training to include computer access. CDI has set up computer training labs and/or classroom space for the benefit of employees in current businesses including the Fair Grounds Race Course and Slots in New Orleans, Louisiana and Oxford Casino in Oxford, Maine.

Additional training will be provided by CVCR through blended learning that comprises face-to-face meetings, webinars, online learning cohorts, online courses and collaborative learning opportunities with local colleges and universities.

At this point in time, we do not contemplate providing an on-site day care program at the facility. However, we recognize the challenges of parents trying to balance the needs of work and family, and may establish a day care assistance benefit, to offset some of the day care cost, on a sliding scale based on income.

CVCR will establish and maintain an Employee Assistance Program (EAP) partnership with local providers that will provide free access to professionals relating to a variety of life issues including, but not limited to, family/domestic issues, various mental health issues, including addiction issues such as gambling and/or substance abuse. Employees found to be in violation of drug or alcohol policies will be provided a second chance through use of a Last Chance Agreement (LCA). The LCA will be a signed employment contract for a 1-year period during which the employee pledges to remain drug/alcohol free, seek appropriate assistance through the EAP, and to remain compliant with all company policies. The success rate for this program throughout other CDI properties supports the concept of the LCA for our employees.

