

Exhibit X.B.2 – Affirmative Action Plan

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CVCR will partner with McKissack & McKissack to drive our M/WBE efforts during construction and the pre-opening hiring of our employees for the casino and hotel.

We believe that community involvement and providing opportunities for construction labor professionals and minority, and woman-owned businesses (M/WBE) is as important to a project as completing a project successfully. McKissack & McKissack possesses the experience, personnel and drive to provide the best possible professional services to our construction initiatives, while effectively stimulating neighborhood and community involvement.

CVCR and McKissack & McKissack will establish innovative M/WBE Equal Opportunity Community Outreach and Workforce Programs for the casino site in East Greenbush. The primary goal of the M/WBE Equal Opportunity Community Outreach and Workforce Programs is to monitor, assist and engage certified M/WBE firms with meaningful contracting opportunities to participate in the development, construction and operation of the gaming industry in this region. In conjunction with CVCR, McKissack & McKissack will also customize and implement an equal opportunity program that focuses on employment opportunities for minorities, women, veterans, people with disabilities and local labor force professionals in order to meet the participation goals set forth by the project and to increase diversity of the gaming industry workforce.

The New York State Gaming Commission has been a major catalyst for economic growth and improvement upstate, as it supports The Upstate New York Gaming and Economic Development Act, which aims to increase economic opportunities, revenue and employment. CVCR and McKissack & McKissack understands obtaining job training and employment for local residents and contracting opportunities for small businesses helps foster local economic development, neighborhood economic improvement, and individual self-sufficiency in upstate New York, and has the expertise, resources and experience to comply with the project requirements.

While it is essential that both minority- and women-owned certified businesses gain significant utilization in a variety of areas, M/WBE goal recommendations for this project are based on the availability of M/WBEs statewide. For use when procuring goods or services and labor force, we suggest goals of 15%-17% (MBE); 5%-8% (WBE) for construction contracting opportunities and 10% EEO construction workforce participation. We believe based on the project value for the casino site in East Greenbush that these goals are achievable and reflect the New York Gaming Facility's objective to provide meaningful opportunities for M/WBE firms and construction personnel to participate in the development and construction of this project.

McKissack & McKissack's dedication to empowering M/WBE firms is engrained in corporate culture and management policies to provide maximum practicable opportunities to small and minority-owned businesses. Community support, local engagement and key-stakeholder buy-in is vital to the successful construction and ongoing use and maintenance of these facilities. CVCR and McKissack & McKissack embrace community organizations by providing a foundation of cooperation through local entities. Our programs are transparent and reflect diverse perspectives and interests. McKissack & McKissack helps responsible owners, developers and contractors positively affect the growth of local and minority-and women-owned businesses.



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The CVCR and McKissack & McKissack Project Team has the expertise and technical skills to establish and implement outreach programs to solicit small businesses that are qualified and interested in working on the project. We serve as a resource for small businesses by providing direction, resources, and guidance, and assisting them in navigating procurement and employment opportunities, certifications and bonding requirements, as these relate to other specific project requirements and standards.

We will establish initiatives and incentives to promote small businesses enterprise development and growth. To increase M/WBE participation on this project, we will interface with project managers, contractors, subcontractors and the community to strategize and ensure compliance with the project M/WBE participation goals. We assess their credentials and refer these individuals and firms to contractors who are working on or bidding work on the project. Our track record in providing mentorship and monitoring capabilities has empowered and encouraged small businesses to pursue various procurement opportunities and to perform at their highest standards, all while staying within the project budget and maintaining proper contractual documentation.

Affirmative Action Plan Program Objectives:

- Meet the NYS Gaming Commission requirements for M/WBE participation for the contract
- Accelerate and guide the small business collaboration process through due diligence in research, strategic planning, and implementation of EEO initiatives
- Engaging stakeholder participation, buy-in, and ownership through customized facilitation and development of an action-plan and process for the small business program
- Utilize ESD NYS M/WBE Directory of Certified Firms to identify qualified firms for bidding opportunities
- Support project construction outreach seminars and workshops to identify qualified businesses
- Participate in all project bidding and procurement opportunities for M/WBEs
- Prequalify, interview and refer eligible M/WBE subcontracting firms for contracting opportunities
- Provide technical resources and assistance to M/WBEs as needed
- Maintain, manage and track all compliance reporting and documentation including good faith efforts

We will reach out to local businesses, churches, various community boards and construction trade unions to promote and ensure continuous public awareness and participation on the project and to identify and address concerns and needs before they become an issue. Our expertise and experience allow us to provide feedback on industry resources and work with the project team to act as a liaison with community representatives, elected officials and other key stakeholders.

CVCR and McKissack & McKissack believe in giving back to our communities and supporting important causes, as this project intends to spur upstate tourism and revitalize neighborhoods. We offer a broad range of tools that help provide community insight, including but not limited to, a geographic resource guide which includes neighborhood demographics, local businesses, vendors and service providers as well as community board members, local leadership and governmental officials. We drive messaging points for our clients to advertise the actions being taken to address the expectations of the community.



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Workforce Program

The Upstate New York Gaming and Economic Development Act has outlined several benefits for the gaming industry developments in upstate New York. In addition to the incentives for state tax revenue, property tax relief and new education aid, the Act forecasts ten thousand construction and permanent jobs for the upstate region. The CVCR and McKissack & McKissack Project Team will develop a Workforce Program to provide services to traditionally under-served populations (displaced workers, unemployed and underemployed individuals).

Our program provides a broad range of workforce development services for all levels of construction personnel and helps to provide a career path for both new and developing construction professionals. Our Workforce Development Program embraces community organizations by providing a foundation of cooperation through local entities. We establish and increase working relationships with community-based organizations and non-profits regarding workforce development and improved job readiness and training, with a focus to prepare individuals for future opportunities in construction and its supportive areas of employment. Our program will address the greater needs of CVCR and the community with a full complement of resources and partnerships.

There exists a broad range of opportunities within large-scale projects, such as this, for training and hiring of local residents. CVCR and the McKissack & McKissack Project Team are committed to planning for and maximizing these opportunities so that we can meet or exceed the goals for hires. Within the construction phases of the project, it is essential that any Project Labor Agreement (PLA) and all construction contracts be crafted such that local resident hiring goals are integrated into the entire construction procurement process. We will work in partnership with existing workforce development programs in the region, throughout the entire development timeline to ensure that we are most effectively implementing the plan.

EEO Action Plan Program Objectives:

- Develop and implement strategies to maximize opportunities in the workforce for women and minorities, veterans and disabled individuals, particularly in the local communities
- Enhancement of minority, women and local employment utilization goals and workforce development within the community
- Act as a community-based labor resource for contractors, consultants, suppliers, and vendors
- Promote and advertise, whenever possible, opportunities for community residents to acquire training, construction trade and non-construction positions. Attend Community Board meetings, as needed
- Prescreen and assess employment candidates
- Provide referrals for training, educational and technical courses
- Partner with community-based organizations for training programs, outreach and networking events
- Establish mechanisms for monitoring and evaluating the effectiveness of the Workforce Development Program
- Adherence to state laws and mandates as it pertains to EEO compliance
- Maintain, manage and track all compliance reporting and documentation including good faith efforts



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To best serve the project during construction, address the high unemployment in the region and to support the facility with ongoing job placement services, the CVCR and McKissack & McKissack Project Team will establish an Office of Community Employment. This Employment Referral Center will work with State and local agencies to service traditionally under-served populations and develop a strategy through all forms of outreach to include advertising at the project sites, contractor offices, local community boards, not-for profit agencies, organizations and political and community workforce leadership, in order to maximize announcements of potential hiring. We also liaise with Trade Unions and Associations to learn more about their direct entry and training programs but also to assist in formalizing and identifying candidates for potential apprenticeships. For example, we know that the Sheet Metal Workers Union is training members to learn how to program and use new plasma cutters, and the International Brotherhood of Electrical Workers Union has training centers across the State. These training programs and other like them are expected to increase the opportunities of local contractors to win additional work that will lead to increased employment for members.

We recognize local, qualified talent and through our clients, we offer referrals in the communities in which we work. Workers enrolled in our program are recruited through multiple sources, and our guidance provides local entry-level workers with marketable skills. Participants for employment are provided with referrals for quality educational courses which promote self-sufficiency and meet employers' needs. Referrals to the program obtain supportive services for successful completion of programs and entry into productive employment with opportunities for advancement. Programs offered include short-term, pre-vocational training that includes GED instruction, pre-vocational workplace skills and construction industry specific training such as Occupational Safety and Health Association (OSHA) 10-hour seminars. Skills that craft employees receive from this training result in improved project productivity, profitability and safety performance.

With a regional project of this size and potential impact on the community, it is critical that the CVCR and McKissack & McKissack Project Team work with the NYS Department of Labor to better understand the local demographic groups that are affected by unemployment and long-term unemployment, and develop strategies to source these candidate for casino and/or hotel jobs. We will look to support and foster job creation for local residents and develop tailored pre-employment training programs that target a diverse candidate pool.

We understand and respect the importance of workforce participation requirements, and it is our intention to meet these goals and commitments. We will strive to fill 30% of our front-line jobs with candidates who have been sourced through the NYS Department of Labor Career Central. We will post jobs with the New York State Job Bank and utilize the NYS Dept. of Labor facilities to hold career fairs and conduct face-to-face interviews. We will also use the Skills Matching Services – NY Talent and SMART to find the most qualified candidates for our openings. By utilizing the NYS Department of Labor Career Central and extending our community outreach efforts, we will strive to fill 20% of our pre-opening front-line workforce with minorities and 40% with females.



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We will develop partnerships with training professionals to assist in developing and implementing new programs and coordinate with already established community-based job training programs. Such professionals include Hudson Valley Community College, including the Hudson Valley Community College Workforce Development Institute and their Continuing Education and Workforce Development departments and Schenectady Community College amongst others. Training programs blend classroom instruction, seminars and on-the-job-training. Each module of the program is designed to train and improve the participant's ability to carry out entry-level tasks and responsibilities.