

3. ECONOMIC DEVELOPMENT

General

3-1 Studies and Reports

Provide completed studies and reports showing the proposed gaming establishment's: (i) economic benefits to the region and the Commonwealth; (ii) impact on the local and regional economy, including the impact on cultural institutions and on small businesses in the host community and surrounding communities.

Job Creation

3-2 Employees

State the number of employees to be employed at the proposed gaming establishment, including detailed information on the pay rate and benefits for employees, and describe how the applicant proposes to ensure that it provides a high number of quality jobs in the gaming establishment.

3-3 Massachusetts Community College Workforce Training Plans

Describe any plans the applicant has for working with the Massachusetts Community College Casino Careers Training Institute or other training organizations as the applicant trains and hires the staff for its facility and specifically its plans for staffing gaming positions with Massachusetts residents.

3-4 Job Opportunities and Training for Unemployed or Underemployed

Provide strategy as to how applicant will focus on job opportunities and training in areas and demographics of high unemployment and underemployment.

3-5 Experience with Hiring Unemployed and Underemployed

Describe the applicant's approach to and experience with hiring in areas and demographics of high unemployment and underemployment in other jurisdictions where the applicant has done business in the last 10 years.

3-6 Plan for Workforce Development

Provide your plan for workforce development as set forth in the host community agreement and any surrounding community agreements that the applicant has executed.

3-7 Affirmative Action Plan

Provide an explanation as to how the applicant proposes to establish and implement an affirmative action program of equal opportunity whereby specific goals for the utilization of minorities, women and veterans on construction jobs; provided, however, that such goals shall be equal to or greater than the goals contained in the executive office for administration and finance Administration Bulletin Number 14. (See related attestation in section B. Signature Forms).

3-8 Workforce Development

Describe your workforce development plan and explain how the applicant proposes to implement it such that it: (i) incorporates an affirmative action program of equal opportunity by which the applicant guarantees to provide equal employment opportunities to all employees qualified for licensure in all employment categories, including persons with disabilities (applicant may reference response to question 3-7); (ii) utilizes the existing labor force in the commonwealth;

(iii) estimates the number of construction jobs a gaming establishment will generate and provides for equal employment opportunities and which includes specific goals for the utilization of minorities, women and veterans on those construction jobs; (iv) identifies workforce training programs offered by the gaming establishment; (v) identifies the methods for accessing employment at the gaming establishment; and (vi) addresses workplace safety issues for employees.

3-9 HR Practices

State whether the applicant has prepared, and how the applicant proposes to establish, fund and maintain human resource hiring and training practices that promote the development of a skilled and diverse workforce and access to promotion opportunities through a workforce training program that: (i) establishes transparent career paths with measurable criteria within the gaming establishment that lead to increased responsibility and higher pay grades that are designed to allow employees to pursue career advancement and promotion; (ii) 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 (iii) establishes an on-site child day-care program. Further, identify whether the applicant plans to establish employee assistance programs, including those relative to substance abuse and problem gaming, and outline its plan to establish a program to train its gaming employees in the identification of and intervention with customers exhibiting problem gaming behavior.

3-10 Organized Labor Contracts

State whether the applicant has, is subject to, or is negotiating any contract with organized labor, including hospitality services, and whether the applicant has the support of organized labor for its application, which specifies: (i) the number of employees to be employed at the gaming establishment, including detailed information on the pay rate and benefits for employees and contractors, (ii) the total amount of investment by the applicant in the gaming establishment and all infrastructure improvements related to the project, (iii) completed studies and reports including an economic benefit study, both for the Commonwealth and the region and (iv) whether the applicant has included detailed plans for assuring labor harmony during all phases of the construction, reconstruction, renovation, development and operation of the gaming establishment.

3-11 Labor Harmony

Outline the applicant's plans for ensuring labor harmony during the construction and operational phases of the project including whether the applicant plans to enter into any Project Labor Agreements or neutrality agreements. (Reference may be made to the response to question 3- 10). If the applicant does not intend to enter into any such agreements, please explain.

3-12 Employee Retention Record

Please describe and provide documentation that outlines applicant's employee retention record at other operational sites.

3-13 Ethnic Diversity

Please describe and provide documentation that outlines the ethnic diversity of the applicant's workforce at other locations, the plans for workforce diversity the applicant has used at those facilities, the results of those plans and, unless they are self-explanatory, the metrics the applicant has used to determine those results.

3-14 Local Business Promotion

Describe plans for promoting local businesses in host and surrounding communities including developing cross-marketing strategies with local restaurants, small businesses, hotels, retail outlets and impacted live entertainment venues.

3-15 Local Suppliers

Describe plans for use of Massachusetts based firms, suppliers and materials in the construction and furniture, fixtures, and equipment ("FFE") furnishing phase of the applicant's project.

3-16 Local Business Owners

Describe plans for contracting with local business owners for provision of goods and services to the gaming establishment, including developing plans designed to assist businesses in the Commonwealth in identifying the needs for goods and services to the establishment.

3-17 Assisting Businesses

Provide your plans to assist businesses owners in the Commonwealth in identifying the future needs of the applicant for the provision of goods and services to the establishment.

3-18 Promoting Regional Businesses

Provide plans to demonstrate how you will support and/or promote regional businesses. (Applicant may refer back to response to question 3-14).

3-19 Vendor Supplied Goods

Provide plans detailing an outside spending budget for vendor supplied goods and services and breakdowns by category of expenditures.

Supporting External Business And Job Growth

3-20 Minority, Women, and Veteran Businesses

Provide a copy of a marketing program, and an explanation as to how the applicant proposes to implement the program, by which the applicant identifies specific goals, expressed as an overall program goal applicable to the total dollar amount of contracts, for utilization of: (i) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the design of the gaming establishment; (ii) minority business enterprises, women business enterprises and veteran business enterprises to participate as contractors in the construction of the gaming establishment; and (iii) minority business enterprises, women business enterprises and veteran business enterprises to participate as vendors in the provision of goods and services procured by the gaming establishment and any businesses operated as part of the gaming establishment. (See related attestation in section B. Signature Forms).

3-21 Projected Benefit for Regional Businesses

Provide projections for increases in gross revenues for regional businesses as a result of gaming establishment operations each year for the first five years of operations on a best, average and worst case basis, identifying and describing the methodology used to produce the projections and describe the assumptions on which each projection is based.

3-22 Domestic Slot Machines

Describe any plans the applicant has for purchasing domestically manufactured slot machines for installation in the gaming establishment.

3-23 Gaming Equipment Vendors

Realizing that formal plans may not be finalized, please provide the names of all proposed vendors of gaming equipment to the best of your present knowledge and belief. If more space is needed, please use an attachment. Provide the primary business address for each vendor in an attachment.

Regional Tourism And Attractions

3-24 Local Agreements

Provide local agreements designed to expand gaming establishment draw (i.e. - number of patrons brought to the region).

3-25 Cross Marketing

Provide plans that demonstrate how you will cross-market with other attractions.

3-26 Collaboration with Tourism and Other Industries

Provide plans that detail collaboration by the applicant with tourism and other related industries including the Massachusetts tourism and other related industries.

3-27 International Marketing Efforts

(Optional For Category 2 applicants) Provide plans for international marketing efforts. Reference may be made to the response to question 3-26.

3-28 Other Amenities

Provide plans for planned attractions and amenities beyond hotel, gaming, restaurants and in- house entertainment to draw customers. (Note- hotel optional For Category 2 applicants)

3-29 Unique Business and Marketing Strategies

Provide additional plans that demonstrate unique business and marketing strategies to draw new revenues from new customers.

3-30 Regional Economic Plan Coordination

State whether the applicant's proposed gaming establishment is part of a regional or local economic plan, and provide documentation demonstrating inclusion and coordination with regional economic plans.

3-31 Other Community Enhancements

Provide plans outlining community enhancements not already covered by section 3. Economic Development.

3-32 Record of Success

Provide documentation that outlines the applicant's record of success at other operational sites in other jurisdictions in meeting objectives similar to those discussed in the responses to questions 3-24, 3-25, 3-26, 3-27, and 3-29.

3-33 Entertainment and Athletic Events

Provide details of the applicant's plans for using entertainers and entertainment, including athletic events, to attract patrons to the applicant's facility.