Community Benefit Forum

Jeff Cohen
Principal, Rock Gaming LLC
Vice Chairman, Cleveland Cavaliers
August 3, 2012
1990
2006
1996
2008
• Opening in May 2012

• Gaming
  – 2,100 Slots
  – 63 Table Games
  – Poker Room (30 Tables)
  – High Limits Area

• Food & Beverage
  – Buffet
  – Food Court
    • Corky & Lenny’s, B-Spot
  – Feature bar
  – Stage Bar

• VIP Lounge

• Dedicated Valet & Parking
Why was the outcome different?

Didn’t run campaign at 30,000 feet?
Do you believe it? Then you can make it happen.
It doesn’t work the other way around. Affect the
outcome. It changes your actions.
GRASS ROOTS EFFORT
INCLUSION: COMMON EXCUSES

• “Contractors are too small”
• “Project is too big”
• “Can’t get bonded”
• “Don’t have financial wherewithal”
• “It costs more”
HOW TO MAXIMIZE DIVERSITY & INCLUSION

• Outreach
• Utilize local resources
• Subcontractor Mentoring
• Youth Mentoring
OUTREACH

• Make The Community Aware Of Project
• Have Events – Mixers for trades, suppliers and subcontractors to engage one another
• Encourage Partnerships
LOCAL RESOURCES

- Minority Business Solutions
- Cleveland Office of Equal Opportunity
- GCP Office of Economic Inclusion
- Civic Organizations
- Trade Organizations
SUBCONTRACTOR MENTORING

• Project Scheduling
• Project Biding/Estimating
• BIM (Building Information Modeling)
• Project Safety
CONSTRUCTION: EI HIGHLIGHTS

✓ 47% awarded MBE/WBE

Total Contracts $100.5 Million

- Majority: 20%
- MBE: 53%
- FBE: 27%

Workforce Diversity 388,513 hours

- Majority: 74%
- MBE: 21%
- FBE: 5%
Local Workforce
- 90% from MSA
  ✓ Forged Relationships with Local Organizations for Recruiting Events and Job Expectations

Local Vendor Opportunities
- RFPs Online at HorseshoeCleveland.com
BEST PRACTICES

• Require contractors to have a minimum of 20% inclusion as part of RFP process
• Break project down into smaller digestible parts
• Put together a point system by which the contractors will be evaluated and contract awarded
• Leverage the project
ACCOUNTABILITY

• Ownership/Project Leadership-driven

• Accurate monitoring by 3rd party MBE consultants to validate numbers and workforce

• Requirements documented in all contracts
Don’t chase money. Chase the skills that will make you great at what you are doing or what you are building. Become an expert. Become the best. Pursue your vision with uncompromising passion, and numbers and money will follow you. Chasing numbers and money first will leave you chasing your tail.
Innovation is rewarded. Execution is worshipped.

Ideas and innovation are fundamental to who we are. We encourage them. We love them. But ideas alone don't mean much. It takes both ideas and execution to make things happen. Great ideas are huge and they get you to the 50-yard line. Outstanding execution gets you in the end zone.
Do the right thing.
The high road is not a shortcut. Stick to the highest standard of integrity, without compromise. Character is what you do when no one is looking over your shoulder! Doing the wrong thing is never worth it. Remember, eventually three things always come out: The Sun, The Moon, and The Truth.