



The Commonwealth of Massachusetts

Massachusetts Gaming Commission

NOTICE OF MEETING and AGENDA

June 5, 2012 Meeting

Pursuant to the Massachusetts Open Meeting Law, G.L. c. 30A, §§18-25, notice is hereby given of a meeting of the Massachusetts Gaming Commission. The meeting will take place:

Tuesday, June 5, 2012
1:00 p.m.
Division of Insurance
1000 Washington Street
1st Floor, Meeting Room E
Boston, Massachusetts

PUBLIC MEETING

1. Call to order
2. Approval of minutes
 - a. May 29, 2012 Meeting
3. Administration
 - a. Executive Search Firm – procurement process update
 - b. Additional Hires
 - c. Discussion of MGC Internal Policies
 - d. c.268A Disclosures
 - a. Votes
 - e. Background check standards and process
4. Racing Division
 - a. Status Report
 - b. Field trips
 - c. Permanent regulations
 - i. Vote
5. Project Work Plan
 - a. Consultant status report
 - b. Applicant relations with state agencies
 - c. Notice of Proposed Rulemaking
 - i. Vote
6. Finance / Budget
7. Public Education and Information
 - a. Economic Development Forum – June 14th
 - b. Community Mitigation Forum – June 18th
 - c. Compulsive Gambling Forum – June 25th
 - d. Community outreach/responses to requests for information
 - e. Report from Director of Communications and Outreach
 - f. Compulsive gambling meetings – June 1st and June 19th
 - g. Speaking engagements

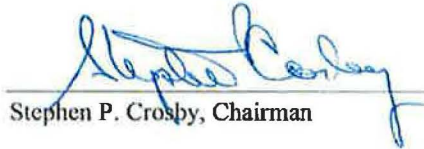
8. Other business – reserved for matters the Chair did not reasonably anticipate at the time of posting

I certify that on this date, this Notice was posted as “Gaming Commission Meeting” at www.mass.gov/gaming/meetings, and emailed to: regs@sec.state.ma.us, melissa.andrade@state.ma.us, brian.gosselin@state.ma.us and copies were mailed, postage prepaid, to:

Secretary of State, Regulations Division
One Ashburton Place, Room 2A
Boston, MA 02108

Executive Office of Administration and Finance
The State House, Room 373
Boston, MA 02133

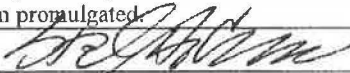
6/1/12
(date)


Stephen P. Crosby, Chairman

Date Posted to Website: June 1, 2012 at 1:00 p.m.

**DISCLOSURE BY NON-ELECTED STATE EMPLOYEE OF FINANCIAL INTEREST
AND DETERMINATION BY APPOINTING AUTHORITY
AS REQUIRED BY G. L. c. 268A, § 6**

STATE EMPLOYEE INFORMATION	
Name:	Stephen D. Anderson
Title or Position:	Outside Counsel, Special State Employee, Massachusetts Gaming Commission
State Agency:	Massachusetts Gaming Commission
Agency Address:	84 State Street, Suite 720 Boston, MA 02109
Office Phone:	617-621-6500
Office E-mail:	sanderson@andersonkreiger.com
	My duties require me to participate in a particular matter, and I may not participate because of a financial interest that I am disclosing here. I request a determination from my appointing authority about how I should proceed.
PARTICULAR MATTER	
Particular matter E.g., a judicial or other proceeding, application, submission, request for a ruling or other determination, contract, claim, controversy, charge, accusation, arrest, decision, determination, or finding.	Please describe the particular matter. Pursuant to Chapter 194 of the Acts of 2011 and G.L. c. 23K, the Massachusetts Gaming Commission (the "Commission") is authorized to promulgate rules, regulations, policies, procedures, an enhanced code of ethics, and other requirements and determinations affecting the activities of its employees and contractors as they may relate to potential gaming establishments within the Commonwealth, the host and surrounding communities for those facilities, and a wide variety of other matters within the Commission's broad jurisdiction.
Your required participation in the particular matter: E.g., approval, disapproval, decision, recommendation, rendering advice, investigation, other.	Please describe the task you are required to perform with respect to the particular matter. A team of lawyers from the law firm of Anderson & Kreiger LLP ("A&K"), of which I am a partner and project manager, has been retained pursuant to an RFR process as special outside counsel to the Commission in governance matters such as preparing, drafting, reviewing, implementing and enforcing the rules, regulations, policies, procedures, enhanced code of ethics, and other requirements and determinations described above. For purposes of this engagement, A&K's attorneys have been designated special state employees pursuant to A&K's contract with the Commission.
FINANCIAL INTEREST IN THE PARTICULAR MATTER	
Write an X by all that apply.	<input checked="" type="checkbox"/> I have a financial interest in the matter. <input type="checkbox"/> My immediate family member has a financial interest in the matter. <input type="checkbox"/> My business partner has a financial interest in the matter. <input checked="" type="checkbox"/> I am an officer, director, trustee, partner or employee of a business organization, and the business organization has a financial interest in the matter. <input type="checkbox"/> I am negotiating or have made an arrangement concerning future employment with a person or organization, and the person or organization has a financial interest in the matter.

Financial interest in the matter	Please explain the financial interest and include a dollar amount if you know it. Under the Particular Matters described above, the Commission may regulate its contractors and their principals (which would include A&K and its partners) in a manner that may directly or indirectly affect my reasonably foreseeable financial interests. Specifically, the Commission may promulgate an enhanced code of ethics that regulates or proscribes investments by contractors, their principals or members of their immediate families pursuant to G.L. c. 23K and 268A or that limits work that may be performed by contractors or their principals for potential host or surrounding communities defined by G.L. c. 23K, § 2. It is not possible to determine the dollar amount of any such potentially affected financial interest at this time as the enhanced code of ethics has not yet been promulgated.
Employee signature:	
Date:	5/29/12

DETERMINATION BY APPOINTING OFFICIAL

APPOINTING AUTHORITY INFORMATION	
Name of Appointing Authority:	Massachusetts Gaming Commission, Stephen Crosby, Chair
Title or Position:	Commission Chair
Agency/Department:	Massachusetts Gaming Commission
Agency Address:	84 State Street, Suite 720 Boston, MA 02109
Office Phone:	617-979-8400
Office E-mail:	Steve.crosby@state.ma.us
DETERMINATION	
Determination by appointing authority: Write an X by your selection.	As appointing official, as required by G.L. c. 268A, § 6, I have reviewed the particular matter and the financial interest identified above by a state employee. <input type="checkbox"/> I am assigning the particular matter to another employee, or <input type="checkbox"/> I am assuming responsibility for the particular matter, or <input checked="" type="checkbox"/> I have determined that the financial interest is not so substantial as to be deemed likely to affect the integrity of the services which the Commonwealth may expect from the employee.
Appointing Authority signature:	
Date:	
Comment:	

Attach additional pages if necessary.

File copy with:

State Ethics Commission, One Ashburton Place, Room 619, Boston, MA 02108

1 205 CMR: STATE RACING COMMISSION

2 205 CMR 13:00: MASSACHUSETTS GAMING COMMISSION ENFORCEMENT

3 13:01 Regulations and Licenses Continued

4
5 (1) *Definitions*

6 For the purposes of this section 205 CMR 13:01, the following words shall have the following
7 meanings:

8 “Commission” means the Massachusetts Gaming Commission established under M.G.L. c. 23K,
9 except where that word is used in the phrase “Massachusetts State Racing Commission.”

10 “Massachusetts State Racing Commission” means the state racing commission established under
11 M.G.L. c. 6, § 48.

12 (2) *Regulations and Licenses Continued*

13 The regulations at 205 CMR 3:00-12:00 promulgated by or on behalf of the Massachusetts State
14 Racing Commission and lawfully in effect on May 19, 2012 respecting the conduct of horse
15 racing, harness horse racing, dog racing, pari-mutuel wagering, and simulcasting, and the
16 disposition and injury reporting rules and regulations for greyhound racing, the award of
17 economic assistance, the distribution of funds to purse accounts of licensees, and the humane
18 handling, care, treatment, and transportation of racing greyhounds shall remain in full force and
19 effect on and after May 20, 2012, to the extent consistent with St. 2011, c.194.

20 All references in said 205 CMR 3:00-12:00 to the Massachusetts State Racing Commission shall,
21 on and after May 20, 2012, be deemed to refer to the Massachusetts Gaming Commission
22 established pursuant to M.G.L. c.23K, § 3 of the General Laws.

23 All licenses and permits, lawfully in effect on May 19, 2012, issued by the Massachusetts State
24 Racing Commission shall remain in effect. Any such license or permit shall be a revocable
25 privilege and may be conditioned, suspended or revoked by the Commission.

26 Any investigation or enforcement action commenced, any cause for suspension or revocation of
27 any such license or permit existing, and any offense as to any matter within the jurisdiction of the
28 Massachusetts State Racing Commission committed, on or before May 19, 2012 shall not abate
29 but shall continue on and after May 20, 2012 and shall be subject to investigation and
30 enforcement by the Commission, the department of state police, the attorney general’s office, or
31 other governmental authority.

32 Regulatory Authority: G.L. cc. 23K, §§ 4(28), (37), 5; St. 2011, c. 194

The Commonwealth of Massachusetts
Massachusetts Gaming Commission

Advance Notice: Massachusetts Gaming Commission Seeks Comment on Upcoming Regulations for Casino Application Process

[Date]

To Interested Parties

The purpose of this letter is to provide advance notice that the Massachusetts Gaming Commission (Commission) intends to develop regulations that will implement the bifurcated process required under Chapter 23K of Massachusetts General Laws enacted by the Expanded Gaming Act of 2011 (Gaming Act) to allow for the determination of the background qualifications and suitability of applicants for casino licenses in advance of the determination of an applicant's entire application.

The Gaming Act imposes the responsibility on the Commission to review all applications for casino licenses. The standards for review are multi-faceted and involve two general categories. First, the Commission must carefully scrutinize the background suitability of each applicant and determine whether it meets the high standards of integrity required to hold a casino license in the Commonwealth. The Gaming Act creates a Bureau of Investigations and Enforcement within the Commission to which this function is partially delegated. Second, the Commission must evaluate the merits of each proposed casino development within its jurisdiction to determine whether the overall policy and licensing objectives of the Gaming Act are met.

Section 12 of the Gaming Act addresses the procedure for handling casino applications. It provides that, "upon receipt of an application for a gaming license, the commission shall instruct the bureau to commence an investigation into the suitability of the applicant." The Act then lists the factors that should be included in that investigation, including, but not limited to, the applicant's "integrity, good character and reputation." Section 12 further provides that if the bureau has determined that an applicant has failed to meet the required integrity standards, "the bureau shall cease any further review and recommend that the commission deny the application." On the other hand, if the bureau has determined that an applicant is suitable for a gaming license, "the bureau shall recommend that the commission commence a review of the applicant's entire applicant." (emphasis added).

These provisions anticipate a bifurcated process in which the first stage is the evaluation of the applicant's background suitability and the second stage is the evaluation of the applicant's entire proposal. The Commission intends to promulgate regulations in two phases to codify this two-stage process. The first set of regulations will focus on the background suitability stage and the second set of regulations will implement the overall licensing process.

The Commission believes that there are good and sufficient reasons to follow this approach:

1. This process will expedite the selection of the ultimate licensee(s) by vetting out those applicants at the first stage who do not meet the necessary integrity standards;
2. By vetting out unqualified applicants, host communities are saved from having negotiated with an applicant and voted on and approved a proposed project only to have the proponent of that project later determined to be unqualified for the required license;
3. This procedure also will allow the licensing process to begin sooner with the first stage which will not require a complete project description, the preparation of which would entail significantly more time and expense for all parties concerned; and
4. This procedure will save applicants, host and surrounding communities, relevant government agencies and the interested public the time and expense of reviewing complex developmental plans that may never proceed past the first stage.

The Commission invites all interested parties to provide early input concerning the proposed two-phased approach as the Commission develops its regulations. Comments may address but need not be limited to:

- Whether the proposed two-phased regulatory approach will best serve the interests of the Commonwealth, its cities and towns, the regulated community and the public;
- What considerations the Commission should take into account in developing the proposed regulations;
- Whether the proposed regulations will either save costs or incur more costs; and
- Whether the proposed regulations will either save time or require more time in the context of the overall casino licensing process.

The Commission welcomes comments from interested parties which should be submitted by _____, 2012 via e-mail to _____ or by mail addressed to the undersigned at 84 State Street, Suite 720, Boston, MA 02109.

Very Truly Yours,

Stephen Crosby
Chairman

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Send to all Commissioners

DRAFT

Massachusetts Gaming Commission

Director of Administrative Services/Transition Start-Up Manager

This position is designed to help the Massachusetts Gaming Commission get its internal operations up and running and to help the Commissioners manage their relationships with the Commission's various outside contractors during the period of development of the Commission's Strategic Plan, and to ensure the Commission is meeting its operational goals. It is anticipated that this position will be temporary, while the Commission conducts and completes a search for the Executive Director. It is expected that once the Executive Director begins work, the person holding this position will either assume a direct report position to the Executive Director in a mutually agreeable role (which may be at a Director level for Human Resources, Information Technology, Administration or other) or return to previous employment in state government.

Administration:

The first responsibility of this position is to take the lead role in overseeing the administrative and organizational "standing up" of the Commission and its operations. This includes developing and overseeing budget and financial management tools and procurement systems. Relevant experience for this part of the position's responsibilities include familiarity with Comm-Pass and HRCMS, as well as substantial experience in financial management and budgeting, procurement and other aspects of the operations of an organization. The ideal candidate will also have experience in facilities management, preparing the Commission's other office space for use and possibly beginning the search for a permanent location.

The second part of this position is to help the Commission oversee its relationship with its outside contractors (gaming consultant, law firm and racing consultant), and oversee the day-to-day implementation of the contractors' work plan, development of the Commission's strategic plan, and maintaining the comprehensive project management chart for all the Commission's operations. The ideal candidate will have familiarity and/or experience with project management tools, and may be required to populate the Commission's project management chart, oversee its maintenance, and assure that its tasks and deliverable deadlines are met.

Human Resources:

Other additional responsibilities in the start-up phase may include drafting, developing and recommending personnel policies and on-boarding processes; including additional hiring of support staff in either a permanent or temporary basis. In an HR capacity, the Transition manager will also oversee basic elements of training for new hires, performance evaluation and documentation. The ideal

candidate will also coordinate with other departments (HRD) and agencies of the Commonwealth for the HR functions, including payroll, benefits and other compensation aspects of the organization.

Information Technology:

As a major part of this job, this person will lead the development and utilization of a document management/information flow system, particularly for the specific operations of the five Commissioners and its staff. Additional duties may include the research, recommendation and use of available software tools, or the scoping and procurement of additional information technology resources, that can support the requirements of public records retention and archiving.

Qualifications:

- Demonstrated management experience including high-level supervisory positions
- Demonstrated experience in state government systems and procedures, including public procurement procedures. Direct familiarity with the Massachusetts public procurement laws and Comm-PASS is a plus
- Experience with operational and financial controls
- Experience in a regulated/regulatory environment
- Ability and willingness to learn a new industry
- Familiarity with key aspects of a Massachusetts state agency (public records, open meeting, ethics)

Crosby, Steve (MGC)

From: Ticotsky, Charles <CTicotsky@mapc.org>
Sent: Monday, June 04, 2012 11:40 AM
To: Crosby, Steve (MGC)
Cc: Driscoll, Elaine (MGC); Reilly, Janice (MGC)
Subject: forum line-up
Attachments: image001.png; image002.png; image003.png; image004.png; image005.jpg

Here is our proposed line-up for the June 18 forum. Please let me know if you have any questions or concerns.

We will now pivot to focusing on content and that will certainly include working with the panelists to ensure a rich and valuable program.

-Welcome from member of MGC

-Senator Spilka (welcoming remarks)

Panel moderated by Marc Draisen:

-Mary Kay Peck (Former city manager and community development director of Henderson, NV and former President of the American Planning Association. Has presented several times on topics related to planning and gaming, and can speak about the negotiation of a development agreement with the latest casino built in Henderson) (she would be coming in from Florida where she is now a consultant (not on gaming issues))

-Kathleen Conley Norbut

-Karen O'Connell (Economic Development Director in Dedham, MA. Can speak about the mitigation agreement and ongoing mitigation issues of Legacy Place, a new, large development in Dedham)

-Steve Smith (Executive Director of SRPEDD—RPA perspective and surrounding communities)

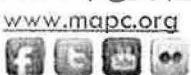
-Vera Kalias (Principal Planner at Central Massachusetts Planning Commission- has researched and worked on mitigation issues with the Town of Warren and other communities that could be potentially affected by a gaming facility in Central MA—RPA perspective and surrounding communities)

Marc seems to be leaning towards one large panel as opposed to two smaller panels, perhaps broken up somehow 3 / 2. The idea being that questions that come up in Q/A will likely not be a clean split between any of the panelists. Any thoughts on that question are welcomed as well.

Best,
Charlie

Charlie Ticotsky

Government Affairs Coordinator
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www.mapc.org



Crosby, Steve (MGC)

From: Kathy Scanlan <kms@masscompulsivegambling.org>
Sent: Monday, June 04, 2012 12:36 PM
To: Crosby, Steve (MGC); Reilly, Janice (MGC)
Cc: Marlene Warner
Subject: forum on problem gambling 6/25/12
Attachments: image001.gif

Hello Steve,

The agenda for the forum on problem gambling on June 25 is beginning to come together. It looks like the location will be the North Shore Community College in Lynn. (Marlene will confirm that with you.)

I have attached here a draft of the agenda that I'm proposing. The presenters that are listed are all available and interested except for Bo Bernhard. He is trying to re-arrange his schedule to be here, and I hope to hear from him in the next few days with an answer. As soon as you let me know that you've reviewed these and are okay with them, I'll confirm with the presenters.

I'm still playing with the format and process and might make a few shifts in placement of presenters, time slots, etc. (I will keep the start and end times firm.)

You'll see that Howard Shaffer is not listed as a presenter. He's not able to commit to it at this point, but there is always a chance that he might change his mind with the passing of some time. He was able to provide involvement of Division on Addictions staff.

I plan to send you longer bios of the folks listed later this afternoon.

Thanks, Steve. Let me know what you think.

Best,
Kathy

Kathleen M. Scanlan
Senior Advisor, Special Projects
Massachusetts Council on Compulsive Gambling
190 High Street, Suite 5
Boston, MA 02110-3046
617-426-4554

857-383-3562 (direct)

We understand the problem. We can help.

DRAFT
FORUM ON PROBLEM GAMBLING
JUNE 25, 2012

1:00 Welcome, introductions, goal, etc

1:15 Understanding Gambling Problems

- Marlene Warner, Executive Director, Mass. Council on Compulsive Gambling
- Rachel Volberg, President, Gemini Research
- Debi LaPlante, Director of Research and Academic Affairs, Division on Addiction; Assistant Professor of Psychiatry, Harvard Medical School
- Speakers in recovery from gambling problems, Gamblers Anonymous

2:45 Recess

3:00 Identifying and Addressing Challenges in Minimizing Harms Related to Problem Gambling

- Kevin Mullally, General Counsel and Director of Government Affairs of Gaming Laboratories International; former Executive Director of the Missouri Gaming Commission
- Christine Reilly, Senior Research Director, National center for responsible Gaming
- Bo Bernhard, Executive Director, University of Nevada Las Vegas International Gaming Institute

4:30 Adjourn

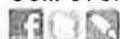
Crosby, Steve (MGC)

From: Marlene Warner <Marlene@masscompulsivegambling.org>
Sent: Monday, June 04, 2012 12:29 PM
To: Crosby, Steve (MGC)
Cc: Reilly, Janice (MGC); Driscoll, Elaine (MGC)
Subject: RE: [***SPAM*** 11.00] RE: Follow-up on a few items from the Mass. Council on Compulsive Gambling
Attachments: facebook.jpg; twitter.jpg; blogspot.jpg; image001.jpg; image002.jpg; image003.jpg; image004.jpg

Thanks! I'll let NSCC know.

We will definitely have people in recovery on the agenda--Kathy will be sending it shortly. We really enjoyed having them there. They seemed to have learned a great deal and we hope to build upon that on the 25th.

Marlene D. Warner
Office: 617.426.4554
Cell: 978.394.4722



From: Crosby, Steve (MGC) [mailto:steve.crosby@state.ma.us]
Sent: Monday, June 04, 2012 12:16 PM
To: Marlene Warner
Cc: Reilly, Janice (MGC); Driscoll, Elaine (MGC)
Subject: [***SPAM*** 11.00] RE: Follow-up on a few items from the Mass. Council on Compulsive Gambling

Sounds good. Go for it.

We got great feedback from Bruce and Enrique about your conference Friday. Among other things, they said the testimonials were incredibly powerful and enlightening. Do you think it would be a good idea to have some or all of them appear at our forum on the 25th, so all commissioners and the public get the benefit of their testimony?

From: Marlene Warner [mailto:Marlene@masscompulsivegambling.org]
Sent: Monday, June 04, 2012 12:08 PM
To: Crosby, Steve (MGC)
Cc: Reilly, Janice (MGC); Driscoll, Elaine (MGC)
Subject: RE: Follow-up on a few items from the Mass. Council on Compulsive Gambling

Steve, Janice and Elaine,

We just received confirmation that the North Shore Community College in Lynn is available on the 25th from 1 to 4:30 and able to accommodate our needs.

If you are ok with this location, I'll confirm that we want it and we'll move forward with the pr materials (with Elaine) and registrations (with Janice).

Massachusetts Gaming Commission

MEMORANDUM

Date: June 5, 2012

To: Commissioners

From: Enrique Zuniga

Re: Project Management and Scheduling Resource Procurement

As we evaluate the need to have on-going resources assigned to the planning, scheduling and monitoring of an implementation plan, I have researched options that this commission should consider as it decides to allocate, contract or hire resources relative to this effort.

Description of the Project

I would articulate the statement of the problem as the need to hire a firm or individual to help set up and manage a schedule (Gantt Chart) in Microsoft Project (MS Project) or similar, where such a chart would identify critical tasks and milestones, dependencies and durations of key activities. More importantly this commission needs to identify and continuously manage to a "critical path" that would allow for the important focus of key and limited resources. I believe there is consensus that this is a fundamental tool in the management and oversight of the licensing process.

I would pose that this project consists of two phases: (1) A Planning Phase and (2) An Implementation Phase.

The distinct identification of these two phases is relevant because the resources needed for each phase may be different, and this commission may thoughtfully decide to approach each phase differently.

I would also pose that this commission already finds itself in the planning phase, having hired gaming consultants and outside counsel who have started the 16-week planning process. I would further state that it is not all that important to plan for the planning phase (I see not much value in trying to schedule

the 16-week workplan that has already started). I see however, a lot of value in having scheduling resources assigned to what will become the implementation plan (the gaming consultants' deliverables) and map that implementation plan with timelines and milestones as this commission goes on to implement the RFQ/RFP process for soliciting, evaluating and awarding the gaming licenses.

Options of Resources

At a broad level, this commission may utilize one or more of the following types of resources:

- 1) Hire a scheduling / project management firm
- 2) Contract with a staffing firm for individuals/consultants on a "project" basis
- 3) Hire an individual(s) permanently

There are pros and cons to each of the options above, **but perhaps more importantly, the advantages and disadvantages may be more relevant to be considered in the context of what part of the project we are thinking about (planning phase or implementation phase).**

- 1) Scheduling / Project Management Firm. A firm with multiple resources (senior and staff level) may prove to be very advantageous during the planning phase of this project. Indeed, a firm could be engaged to "draw-up" the initial schedule, conceive of and identify the important milestones, durations and dependencies. There is an inherent cost premium for these types of services, but this option can be implemented quickly. I believe that for a planning phase, these services may not exceed \$50,000 which would render the procurement very straightforward (i.e., soliciting in writing at least three quotes from qualified firms).
- 2) Contract with a Staffing Firm. This option would be more cost effective than option 1, but would require a little more time. While there are several qualified firms with a state contract with other agencies, an individual(s) would still need to be identified and brought in. There is value in the fact that the commission would retain the option to hire additional resources, suspend those hires as the project wanes down, evolves or needs change. Nonetheless this approach would allow for the commission to retain valuable hiring options, which includes retention of some expertise in-house.
- 3) Hiring a permanent position(s). This option is perhaps more appealing in the second phase of the project, or the implementation phase. Not only would this take longer (i.e., search, receive, screen, interview, etc.), the ideal candidate may not be one at a senior level, and would thus may require some level of training. An important aspect of this option is the fact that this option would keep the know-how and active management in-house. A relevant question of this option is whether an individual solely assigned to this effort would be busy on a full time basis, or may be able to take on additional technical responsibilities.

Recommendation

I recommend that this commission consider options 1 and/or 2 for the planning phase, and options 2 and/or 3 for the implementation phase.

On the planning phase, expertise of a firm who can assign multiple resources to the short planning phase will be crucial. Also, the insight in a thought out and manageable schedule will also be key. A firm could also be very useful as it relates to documenting the important assumptions made in the drawing up of such a schedule.

On the implementation phase, there are good reasons to have much of the expertise in-house. Whether such expertise is here on a “project” basis (staffing agency) or permanent basis (direct hire) may be a matter of policy and preference. Importantly, a staffing agency offers the option of a “temp-to-perm” hire and remains a valuable option for this kind of project.

Finally, there are also good reasons to consider overlapping resources for some period of time. Either towards the end of the planning phase or at times on an “ad-hoc” basis to troubleshoot on the implementation phase. For this reasons, an expert firm (option 1) and some inside help (either of the options 2 and 3) may be relevant to be considered contemporaneously.