	Milestone/				Ν	Лау		Ju	ine				July				Au	gust	Septembe
Activity	Deliverable	Owner	Others Involved	Status	WB 5/21	WB 5/28	WB 6/4	WB 6/11	WB 6/18	WB 6/25	WB 7/2	WB 7/9	WB 7/16	WB 7/23	WB 7/30	WB 8/6	WB 8/13	WB 8/20 WB 8/27	WB 9/3
lission and Goals of the Commission					1											1			
rategic Plan				1				1											
Table of Organization		Spectrum																	
		opeenan																	
Review statutory requirements for Commission organization to																			
determine mandatory hires and other staffing requirements		Spectrum																	
Obtain list of pay grades for government jobs		Spectrum																	
estant list of pay Brades for Bereinment Jopp		opeoerani																	
Meet with variety of groups (e.g. IT, personnel, admin services, HR,																			
legal, treasurer) to determine where gaming roles/pay grades fit in																			
and what centralized resources are available to the Commission		Spectrum																	
Meet with state police, attorney general's office and ABC to begin		opeenum																	
discussion about resources/relationships		Both Consultants																	
Research organization structure/departments, staffing levels and		Both consultants																	
phasing in of staff in several other jurisdictions		Spectrum																	
Research role of bureau of investigations and enforcement in		Spectrum																	
statute		Both Consultants																	
Understand structure and role of investigations and enforcement		Both Consultants																	
groups in several other jurisdictions		Both Consultants																	
Conduct preliminary discussions with Commission about org		Both Consultants																	
structure, staffing and role of bureau of investigations and		Spectrum, Michael &																	
enforcement	х	Carroll (enforcement)	Commission																
Feed preliminary organization structure and staffing data into	^		COMMISSION														-		
		Coostrum																	
budget process Iterate on budget and hone in on realistic organization and		Spectrum						-									-		
staffing options for the Commission to consider		Coostrum																	
Develop options for setup, timing and operations of bureau of		Spectrum																	
investigations and enforcement and benefits and drawbacks of																			
-		Coostrum																	
each		Spectrum						-									-		
Develop options for organization structure, staffing and phasing in																			
Develop options for organization structure, staffing and phasing in of staff, including benefits and drawbacks of each		Coostrum																	
		Spectrum																	
Team provides feedback on options		Michael & Carroll																	
Conduct detailed discussions with Commission about org	N.	C	6																
structure, staffing and bureau of investigations options	Х	Spectrum	Commission					-									-		
Finalize Commission staffing, organization structure and bureau of		C																	
investigations and enforcement decisions		Spectrum																	
Write Table of Organization section of plan		Spectrum Michael & Carroll						-											
Team reviews written plan								-											
Budget		Spectrum						-											
Review act to understand revenue sources for Commission and																			
milestone dates which must be met		Spectrum	Anderson & Kreiger	A&K Started															
Obtain updated revenue projections from Commission		Spectrum	Commission																
Determine expected revenue (and therefore available budget for		G																	
Commission)	ł	Spectrum			I				 		┠──┼					 	ł		╂────
Estimate key milestone dates impacting budget (i.e. casino		C		1															1
opening)	ł	Spectrum																<u> </u>	┟───
Team provides feedback on milestones	L	Michael & Carroll								l									<u> </u>
Review milestones with Commission	Х	Spectrum	Commission																<u> </u>
Calculate costs of various staffing and organization decisions to		L		1				1											1
assess feasibility of different options		Spectrum		l															

		Milestone/			May June nvolved Status WB 5/21 WB 5/28 WB 6/4 WB 6/11 WB 6/18 WB 6/25 WB 7/2							July			August					
	Activity	Deliverable	Owner	Others Involved	Status			WB 6/4			WB 7/2	WB 7/9		WB 7/23	WB 7/30	WB 8/6	WB 8/13 WB 8/20	WB 8/27	Septembe WB 9/3	
	Calculate budget and iterate taking various options into					, i					,									
	consideration		Spectrum																	
	Team reviews budget		Michael & Carroll																	
	Review budget and levers with Commission as part of detailed																			
	organization and staffing discussions; iterate as decisions are																			
	made	х	Spectrum	Commission																
	Finalize organization, staffing and bureau of investigations and	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	opeoerani	Commission																
	enforcement decisions with Commission		Spectrum																	
	Write Budget section of plan		Spectrum																	
	Team reviews written plan		Michael & Carroll																	
Regulati			Michael & Carroll																	
Regulat																				
	Develop list of regulations needed		Michael & Carroll		A&K Started															
	Team provides feedback on list		Spectrum																	
	Review regulations list with Commission	Х	Michael & Carroll	Commission																
	Outline options for degree of control and regulatory policy		Both Consultants																	
	Team provides feedback on options		Both Consultants																	
	Review options with Commission and gain consensus	Х	Both Consultants	Commission																
	Write Regulations section of plan		Michael & Carroll																	
	Team reviews written plan		Spectrum																	
MOUs			Michael & Carroll																	
	Identify agencies requiring MOUs		Michael & Carroll		A&K Started															
	Define what is to be covered in the MOUs		Both Consultants																	
	Define negotiation strategy, approach and justification		Both Consultants																	
	Decide on process and timing for negotiating MOUs		Michael & Carroll																	
	Team provides feedback on agencies, scope, strategy, process and																			
	timing		Spectrum																	
	Review proposed plan with Commission	Х	Both Consultants	Commission																
	Write MOU section of plan		Michael & Carroll																	
	Team reviews written plan		Spectrum																	
Scope o	f Licensing		Spectrum								Î								1	
	Review act and determine entities, holding companies, individual		1																1	
	qualifiers required to file		Spectrum																	
				Anderson & Kreiger,																
	Identify interested applicants (via Notice to Interested Parties)		Spectrum	Commission																
	Select potential applicants to meet with		Spectrum	Commission															1	
	Meet with potential applicants to determine which entities and		1	1		Ī	İ	Ī										1	Ī	
	individuals need to file		Spectrum	Commission																
			1	1		Ī	İ	Ī										1	T	
	Develop recommendations of what scope of licensing should be		Spectrum																	
	Team provides feedback on recommendations		Michael & Carroll	1	1	1		1			1							1	1	
	Review options with Commission and gain consensus	Х	Spectrum	Commission			1												1	
	Write Scope of Licensing section of plan		Spectrum				1												1	
	Team reviews written plan		Michael & Carroll	1	1	1		1			1							1	1	
	P Process		Both Consultants								1								1	
	Talk to other jurisdictions to capture learnings about RFP process,					İ	ł				1	1						1	1	
			1				1					1	1	1	1		1 1	1	1	

	Milestone/					May June 3 5/21 WB 5/28 WB 6/4 WB 6/11 WB 6/18 WB 6/25 Y						July			August				Septen	
Activity	Deliverable	Owner	Others Involved	Status	WB 5/21	WB 5/28	WB 6/4	WB 6/11	WB 6/18	WB 6/25	WB 7/2	WB 7/9	WB 7/16	WB 7/23	WB 7/30	WB 8/6	WB 8/13	WB 8/20	WB 8/27	WB 9
Identify the unique aspects of the MA act and objectives that																				
impact process		Both Consultants																		
Brainstorm RFP process, topics, timeline and other key points to																				
get Commission feedback on		Both Consultants																		
Gather input from Commission	х	Both Consultants	Commission																	
Draft proposed RFQ/RFP process, scope of questions and timeline		Michael & Carroll																		
Team provides feedback on draft		Spectrum	a · ·															-		
Review with Commission and gather feedback	Х	Both Consultants	Commission										-							
Write RFP Process section of plan Team reviews written plan		Michael & Carroll Spectrum																		
ualification Process Review statute and planned emergency regulations to determine		Both Consultants																		
		Michael & Carroll																		
standards for evaluating RFQ		WICHAEL & CALLOI											-							
Talk to other jurisdictions to capture learnings about qualification process resource and time requirements		Both Consultants																		
Develop options for resourcing qualification process and implied		Doth Consultants																		
timelines		Both Consultants																		
Review options with Commission and gain consensus	х	Both Consultants	Commission																	
Finalize gualification plan/process	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	Both Consultants	Commission																	
Write RFP Process section of plan		Michael & Carroll																		
Team reviews written plan		Spectrum																		
election Process		Both Consultants																		
Talk to other jurisdictions to capture learnings about scoring and																				
selection process		Both Consultants																		
Identify the unique aspects of the MA act and objectives that																				
impact Selection Process		Both Consultants																		
Brainstorm scoring and selection, relative weightings and key																				
points to get Commission feedback on		Both Consultants																		
Gather input from Commission	Х	Both Consultants	Commission																	
Draft proposed weightings and scoring and selection process		Spectrum														I				<u> </u>
Team provides feedback on draft		Michael & Carroll																		<u> </u>
Review with Commission and gather feedback	Х	Both Consultants	Commission																	L
Write Selection Process section of plan		Spectrum																		
Team reviews written plan		Michael & Carroll																		
earing and Appeal		Michael & Carroll															-			
Most with Anderson & Kreiger to understand how hereiters were				A Q K Startad																
Meet with Anderson & Kreiger to understand how hearings work in MA		Michael & Carroll	Anderson & Krsterr	A&K Started																
		WILLINGEL & CALLOII	Anderson & Kreiger	(procedure)											<u> </u>		<u> </u>	<u> </u>		
Outline options for hearing process		Michael & Carroll		A&K Started																
Team provides feedback on options		Spectrum			<u> </u>															1
Review options with Commission and gain consensus	х	Michael & Carroll	Commission		l										<u> </u>	1	<u> </u>	<u> </u>		1
Write regulation (see Preliminary Regulations)	~	Michael & Carroll																		1
Write Hearing and Appeal plan section		Michael & Carroll																		
Team reviews written plan		Spectrum																		
Ingoing Operations and Regulatory Enforcement		Spectrum	1	1																

	Milestone/				N	/lav	1	lu	ne				July					September		
Activity	Deliverable	Owner	Others Involved	Status	-	WB 5/28	WB 6/4	WB 6/11	-	WB 6/25	WB 7/2	WB 7/9	,	WB 7/23	WB 7/30	WB 8/6		gust WB 8/20		WB 9/3
Activity	Denverable	owner	others involved	Status	110 5/21	110 5/20	WB 0 / 4	WD 0/11	110 0/10	110 0/23	10772	110 175	110 //10	101723	1107/30	110 0/0	WD 0/15	110 0/20	110 0/2/	110 5/5
Review act to understand scope of minimum controls and																				1
requirements around rules of the game and gaming equipment		Spectrum																		1
Research best practices from other jurisdictions		Spectrum																		
Outline options for minimum controls, rules of the game and		Spectrum																		·'
gaming equipment, accounting system and other operational																				1
decisions		Spectrum																		1
Team provides feedback on options		Michael & Carroll																		·'
Review options with Commission and gain consensus	х	Spectrum	Commission					-							-		-			'
	^	spectrum	Commission					-							-		-			'
Discuss with Commission the pros and cons of maintaining a																				1
separate parallel system to federal system for anti-money laundering	х	Caractering	Comminutor																	1
· · · · · · · · · · · · · · · · · · ·	^	Spectrum	Commission													-				'
Get decision from Commission	 	Spectrum													+		+			
Research auditing best practices from other jurisdictions		Spectrum				<u> </u>											+			1
Identify MA-specific auditing needs/requirements		Spectrum									I					┣───				I
Outline auditing options and recommendations		Spectrum	-																	
Team provides feedback on options		Michael & Carroll																		 '
Review options and recommendations with Commission	Х	Spectrum	Commission																	 '
																				1
Research regulatory best practices from other jurisdictions, paying																				1
particular attention to the law and practices around the interplay																				1
between regulatory and criminal enforcement		Spectrum																		<u> </u>
Discuss interplay between regulatory and criminal enforcement																				1
with law enforcement		Spectrum																		<u> </u>
Outline process for deciding regulatory vs. criminal as situations																				1
arise		Spectrum																		 '
Team provides feedback on process		Michael & Carroll																		
Review options and recommendations with Commission	Х	Spectrum	Commission																	l l
Finalize process		Spectrum																		l l
Write Ongoing Operations and Regulatory Enforcement section of																				ĺ
plan		Spectrum																		1
Team reviews written plan		Michael & Carroll																		í l
Timeline		Spectrum					1										1			
					1	1									1		1			l
Research timeline for build out of new facilities in New England		Spectrum			1												1			i i
Estimate build out process timeline for casinos		Spectrum		1												1	1			
Review budget and plan sections to determine amount of time	1			1													1			[
required and sequencing for each area		Spectrum			1												1			1
Adjust estimates based on experience	1	Spectrum	1	t	t	İ	1	1		1				1			1	1		
Develop draft timeline	1	Spectrum	1	t	1	İ	1	1		1				1				1		
Team provides feedback on timeline	1	Michael & Carroll				<u> </u>	1	1		1	ł			<u> </u>				1		
Review with Commission and gather feedback	Х	Spectrum	Commission																	
Write timeline section of plan	~	Spectrum																		
Team reviews written plan	1	Michael & Carroll		}											+		+			
	 			}											+		+			
Delivery of Strategic Plan Consolidate sections of plan		Spectrum		}		<u> </u>		+							+	ł				
	l	Spectrum	Chaotrum	 		<u> </u>								<u> </u>						
Team does final review of plan Deliver plan to Commission	х	Michael & Carroll Both Consultants	Spectrum												+		+			
	^	DOTILCONSULUTION			1					1										

	Milestone/				N	1ay		June				July				Au	gust	Septemb
Activity	Deliverable	Owner	Others Involved	Status	WB 5/21	WB 5/28	WB 6/4 WB 6/1	1 WB 6/18	WB 6/25	WB 7/2	WB 7/9	WB 7/16	WB 7/23	WB 7/30	WB 8/6	WB 8/13	WB 8/20 WB 8/27	WB 9/3
t Term Activities			Î.															
Consultant Comments on Statute		Michael & Carroll								1					1			1
Conduct legal review and assessment of Act		Anderson & Kreiger		Complete														
Review statue and add comments		Michael & Carroll		In Process														
Team contributes additional comments		Spectrum																
Submit document to Chairman		Michael & Carroll																
Coordination with Anderson & Kreiger		Both Consultants																
Schedule initial meeting with Anderson & Kreiger		TBD	Anderson & Kreiger															
Conduct initial meeting to answer initial questions		Both Consultants																
Coordinate as necessary for each deliverable		Both Consultants																
Legal Support for Operations		Anderson & Kreiger																
Develop "Policy on Policies"		Anderson & Kreiger		In Process														
Devel of the second		A																
Board of governance		Anderson & Kreiger		In Process														
Public records		Anderson & Kreiger		In Process														
		Anderson & Kreiger		III PIOCESS														
Open meeting law		Anderson & Kreiger		In Process														
		Anderson & Kreiger		111100033														
Press/Media		Anderson & Kreiger																
······																		1
Advisory opinions/ web responses		Anderson & Kreiger																
Employment policies		Anderson & Kreiger		In Process														
Fiscal policies and controls		Anderson & Kreiger																
Code of Ethics		Anderson & Kreiger																
Description of the second																		
Procurement procedures		Anderson & Kreiger			-													<u> </u>
to all the second for the descent states		• · · · · · · • • • · · · · ·																
Legal Support for Racing Commission		Anderson & Kreiger			-			-										
State racing commission transition		Anderson & Kreiger		In Process														
RFQ Planning		Both Consultants																
Present RFQ approach to Commission	1	Michael & Carroll			1													+
Finalize decision to begin process with an RFQ	ł		1	1						1			1		1			1
Review generic multi-jurisdiction RFP/application and RFPs from	1									1					1			1
other jurisdictions		Both Consultants																
Prepare business entity disclosure form and finalize MA	1		1	1					1	Ī	1	1	1	1	Ī	1		1
supplement for qualifiers		Michael & Carroll																
Identify unique aspects of MA statute and objectives	1	Both Consultants	1		1					1					1			1
Meet to discuss adaptations to form for MA		Both Consultants		1											I			1
Update the form and distribute to team for final review		Spectrum																T
Send to Anderson & Kreiger for review (including for																		
confidentiality and internet security issues)		Spectrum	Anderson & Kreiger	1														1

	Milestone/			1	P	Лау		Ju	une				July				Au	gust		Septembe
Activity	Deliverable	Owner	Others Involved	Status	WB 5/21	WB 5/28	WB 6/4	WB 6/11	WB 6/18	WB 6/25	WB 7/2	WB 7/9	WB 7/16	6 WB 7/23	WB 7/30	WB 8/6	WB 8/13	WB 8/20	WB 8/27	WB 9/3
Get feedback from Commission	х	Both Consultants	Commission	1																
Finalize Form		Michael & Carroll																		
Submit to Chairman	Х	Both Consultants																		
Commission Approves at Public Meeting		Chairman																		
Write Public Notice for Application for category 2 RFQ		Anderson & Kreiger																		1
Write Public Notice for Application for category 1 RFQ		Anderson & Kreiger																		1
Commission Reviews Public Notice		Anderson & Kreiger																		1
Send out public notice		Chairman																		
Preliminary Regulations		Michael & Carroll																		
																				í –
																				1
Meet with Anderson & Kreiger to discuss MA procedure for				A&K Started																1
regulations		Both Consultants	Anderson & Kreiger	(procedure)																
Develop list of required regulations (specifically those needed in																				1
short-term)		Michael & Carroll		A&K Started																
Team provides feedback on list		Spectrum																		
Gather input from Commission	Х	Michael & Carroll	Commission																	
Finalize list of preliminary regulations		Michael & Carroll																		
Draft preliminary regulations		Michael & Carroll																		
Team provides feedback on drafts		Spectrum																		
																				1
Anderson & Kreiger provides feedback on drafts		Anderson & Kreiger																		L
Finalize regulations		Michael & Carroll																		L
Submit to Chairman	Х	Michael & Carroll																		L
Approve at Public Meeting		Chairman																		L
Execute State regulation approval process		Chairman																		
MOUs with Agencies		Michael & Carroll																		L
																				1
Introductory meeting with ABC, State Police and AG's office																				1
(meeting driven by need from table of organization plan)		Michael & Carroll																		I
Research and develop MOU template for statutory agencies (ABC,																				1
State Police, AG's office)		Michael & Carroll																		
Team provides feedback on MOU for statutory agencies		Spectrum									_									
Descent and develop MOULS with the former to the																				1
Research and develop MOU template for gaming associations	 	Michael & Carroll																		
Team provides feedback on MOU for gaming associations		Spectrum		l					+	+						 		<u> </u>		I
Personeh and develop MOU towalate for local law and		Michael & Corroll																		1
Research and develop MOU template for local law enforcement	l	Michael & Carroll																		
Team provides feedback on MOU for local law enforcement		Sportrum																		1
Review templates with Commission	х	Spectrum Michael & Carroll	Commission	ł	}	+	}	+	+	+	-	<u> </u>	-					ł		i
	^		COMMISSION	ł	}	+	}	+	+	+	-	<u> </u>	-	1						i
Anderson & Kreiger provides feedback on drafts		Anderson & Kreiger																		1
Submit Final Templates to Chairman		Michael & Carroll							+	1		 								l
Approve to present to agencies		Chairman							+	1		 								
Near-Term Hires		Spectrum																		L
Identify positions needed in short term	ł	Spectrum	+	ł			}	+	+	+	-	<u> </u>	-	1	1	ł		ł		i
identity positions needed in Short term		spectrum	I	I			I	I	I	I	<u> </u>	L		1	I	1	l	L		L

	Milestone/				N	1ay	June WB 6/4 WB 6/11 WB 6/18 WB 6/25 WB				July				Au	gust		September		
Activity	Deliverable	Owner	Others Involved	Status	WB 5/21	WB 5/28	WB 6/4	WB 6/11	WB 6/18	WB 6/25	WB 7/2	WB 7/9	WB 7/16	WB 7/23 \	WB 7/30	WB 8/6	WB 8/13	WB 8/20	WB 8/27	WB 9/3
Develop recommendation for sequencing/timing for hires		Spectrum																		
Team provides feedback on recommendations		Michael & Carroll																		
Review recommendation with Commission	х	Spectrum	Commission																	[]
Provide assistance in writing job descriptions		Both Consultants																		
Provide assistance in identifying and interviewing candidates		Both Consultants																		
Make hiring recommendations as requested		Spectrum																		
Assistance with Indian Gaming Related Issues		Both Consultants																		
Meet with Governor's office to advise on appropriate jurisdictional divisions		Both Consultants																		
Provide other support as requested		Both Consultants																		