Planning for Success:
Development of the Massachusetts Gaming Commission
A Little Background

Project Goals

Challenges and How NetPoint Helped

Conclusions

Questions
PLANNING FOR SUCCESS: DEVELOPMENT OF THE MASSACHUSETTS GAMING COMMISSION

1 A Little Background
In November 2011, Massachusetts became the 20th state in the U.S. to legalize commercial gambling (casinos).

The Gaming Commission was created to oversee the industry.

Five Commissioners were appointed in March 2012.

After a public procurement process, the PMA team was engaged to provide planning and project management services in July 2012.
Project Goals
Assist the Commission coordinate the process to issue four licenses: 3 casinos & 1 slot parlor - *the sooner the better*.

Create baseline schedules for the different phases of the process and track progress.

Work with Commissioners to evaluate “What-if” scenarios and assist them in the decision making process.

Maintaining a continuous and transparent communication with the Public (media, communities, applicants, Legislature) about the sequencing and timing of the Licensing process.

Help the Commission be ready to oversee and monitor the construction and operations of the facilities.
Challenges and How NetPoint Helped
A. Coordinate multiple parties to develop the licensing schedule

Challenges:
- Commissioners cannot discuss process in private, only at public meetings
- Not all parties were familiar with CPM / scheduling concepts
- Close scrutiny by general public / media
- Meetings streamed live
Imagine doing that with P6 / MSP / Excel / Outlook …

Others Proposed using P6

Excel Timeline Developed by Gaming Consultants

What-if Scenarios in MS Word
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The NetPoint Difference …
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The NetPoint Difference …

SUMMARY SCHEDULE

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Massachusetts Gaming Commission 2012-10-10 Summary Schedule

- Regulations - Phase 1
- RFA - Phase 1 Applications
- Data Date 10/16/2012
- Regulations - Phase 2
- Statutory and Regulatory Changes for Racing & Charitable Gaming
- MGC Evaluation - App
- MGC - Near Term Hires

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Key Advantages of NetPoint

- Eliminate “Black Box” results – key during public/live meetings with multiple stakeholders
- Easy to follow and understand by non-schedulers – engaged the general public and communities in the conversation
- One page print-out ready before the meeting is over – used the schedule as an proactive tool to manage the process and make informed decisions
- Truly represents the complexity of activities and logic – while simple at first glance, the schedule contains all the activity and logic information necessary to have a Coordination (level 3) or Execution (level 4) schedule.
B. Assist Commissioners Evaluate “What-if” Scenarios

Challenges:

- Commissioners cannot discuss process in private, only at public meetings.

- Decisions must be made immediately – no more “I’ll get back to you”

- Decision made became policy

- Close scrutiny by general public / media

- Meetings streamed live
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**Commissioners and Gaming Consultants develop scenarios / alternatives**

**Model each scenario (activities, durations, logic) and have them ready for public meeting / published in the meeting package**

**Commissioners and MGC staff develop a plan to tentively implement each scenario**

**Present scenarios at the Public Meeting / open the floor for comments**

**Commissioners evaluate scenarios / discuss policy / vote on final decision**
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Scenario 1: Hold the HCA Referendum with the State Special Election
Scenario 2: Reach a HCA by mid June (in 4 months) – everything goes right.....
Scenario 3: Hold the Referendum after Labor Day
C. The MGC must be ready when the Casinos open
Challenges:

- All divisions must be operational one month before the first facility opens - currently planned for Fall, 2014

- All personnel and vendors have to go through a background check

- Baseline studies for problematic gambling have to be done before first opening

- MGC needs to execute agreements with multiple state agencies

- Internal staffing needs to double in the next few months and triple in a couple of years
PLANNING FOR SUCCESS:
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- **Fall 2011**: MA approves Expanded Gaming Act
- **Spring 2012**: Commission established
- **Fall 2013**: Deadline for Applications
- **Fall 2014**: Temporary Slot Parlor Opening (estimated)
- **Spring 2014**: Commission Issues Casino Licenses (estimated)
- **Spring 2015**: Slot Parlor Opening (estimated)
- **Summer 2016**: Casino Facilities Opening (estimated)
Each Division develops its own schedule fragment, but everything is part of single, master schedule.
**Key Advantages of NetPoint**

- Developed schedule fragments with each division leaders
- Built logic to make it one common schedule
- Track progress and continuous monitoring
- Reporting tool to Executive Directors, Commissioners and Public
- Each division team can run their own what-if scenarios
- Plan staff hires and short term needs accordingly
- Visibility to all divisions
Conclusions
NetPoint was key in differentiating PMA’s Team from the competition and getting the assignment with the MGC.

Non-schedulers could actively participate in the early planning phases and development of the schedules.

Real time and transparent (no F9) calculations gave all parties confidence about the process because everyone “owns” the schedule.

Easily communicated progress status and look-ahead dates to the general public and media.

It is much more fun to use than P6 and MSP!
It is a highly interactive Project Management Tool.

-Commissioner James McHugh, MGC
QUESTIONS

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