



OREGON COUNCIL on PROBLEM GAMBLING

# Strategic Plan 2020-2022

## Introduction

The Oregon Council on Problem Gambling (hereafter referred to as “OCPG” or “the Council”) was established as the Oregon Gambling Addiction Treatment Foundation and a 501 (c) 3 Corporation in the State of Oregon on December 12, 1996. The Council became an Affiliate of the National Council on Problem Gambling in 1998 and in 2008 changed its name.

The initial purpose of the Council was twofold: First, to develop a research and education institution to support effective, efficient, and sustainable treatment and prevention of problem gambling in Oregon. The second overarching purpose was to provide a venue where all stakeholders could work together in a collegial manner in the best interest of Oregonians.

Underlying the purpose of the Council were the goals to ensure empirical evidence was available to the public to create an impetus for statewide, evidence-based strategic planning to better ensure adequate allocation of resources for prevention, identification, referral, and treatment of disordered gamblers and their families; and, to help ensure the public’s understanding that problem gambling was a legitimate illness that responded well to treatment.

To this end, the Council has sponsored four adult, two adolescent, and one older adult gambling activity and attitude studies to establish a baseline and document longitudinal changes over time. The Council also commissioned a pilot study, one of the first in the U.S., that investigated the potential causal implications relating to the onset of disordered gambling.

In 2007, the Council assisted, through a two-year contract with the state, to oversee the establishment of a self-sufficient consumers’ advocacy group that was later legally established as 501 (c) 3 under the name Voices of Problem Gambling Recovery. In early 2008 the Council also began contracting with the state to support workforce development. This has included numerous counselor training courses, consulting efforts and statewide conferences including co-hosting two national conferences with the National Council on Problem Gambling in 2010 and 2017 in Portland.

The Council acknowledges that there are significant economic benefits realized from state-sponsored gambling. Nonetheless, the Council is concerned about the high personal and social economic costs associated with disordered gambling.

This strategic plan reflects new energy in the Council and our efforts. In 2018, staff and the Council Board of Directors (BOD) convened to outline priority areas for the Council to address. In early 2020, the Council's new executive director again convened with the Board to formulate the strategic plan as presented in this document. In next three years of this strategic plan, the Council's four overarching goals are:

- Enhance organizational infrastructure and capacity.
- Provide high-quality accessible services.
- Develop a concerted Oregon research agenda.
- Advocate on key issues affecting Oregonians.

Within this document, each of these four goals includes a series of strategies by which they will be executed. It is also relevant to note that this plan addresses a key new area of concern in the gambling field, namely, the convergence of where problematic gambling and video gaming intersect. Still, the Council will focus all efforts in keeping with our mission to "promote the health of Oregonians by supporting efforts to minimize gambling-related harm."

Our staff and board of directors will continue to refer to this plan throughout our efforts as our organizational guidepost. While the future of gambling expansion, effects and other emerging trends are unknown, we expect the core of this plan to carry the Council to promising directions in carrying out our mission.



Julie Hynes, Executive Director



Greta Coe, Chair, Board of Directors

## Staff and Board of Directors, 2020



**Julie Hynes, MA, CPS**

Executive Director



**Greta Coe, CPS**

Chair  
Problem Gambling Services Manager,  
Oregon Health Authority



**Jeffrey Marotta, PhD**

Treasurer  
Founder & CEO, Voices of Problem  
Gambling Recovery, Inc.



**Stacy Shaw**

Secretary  
Director of Corporate Social  
Responsibility at Oregon Lottery



**Jason Brandt**

Director  
President and CEO, Oregon Restaurant &  
Lodging Association



**Alicia McCauley**

Director  
Executive Director, Cow Creek Gaming &  
Regulatory Commission



**Justin Martin**

Director  
CEO, Perseverance Strategies, Inc.



**Kitty Martz**

Director  
Voices of Problem Gambling Recovery,  
Inc.



**The Honorable Roger**

**Nyquist**  
Director  
Linn County Board of Commissioners

**Sharon Williams**

Director Ex-officio

## Mission Statement

To promote the health of Oregonians by supporting efforts to minimize gambling related harm.

## Guiding Principles

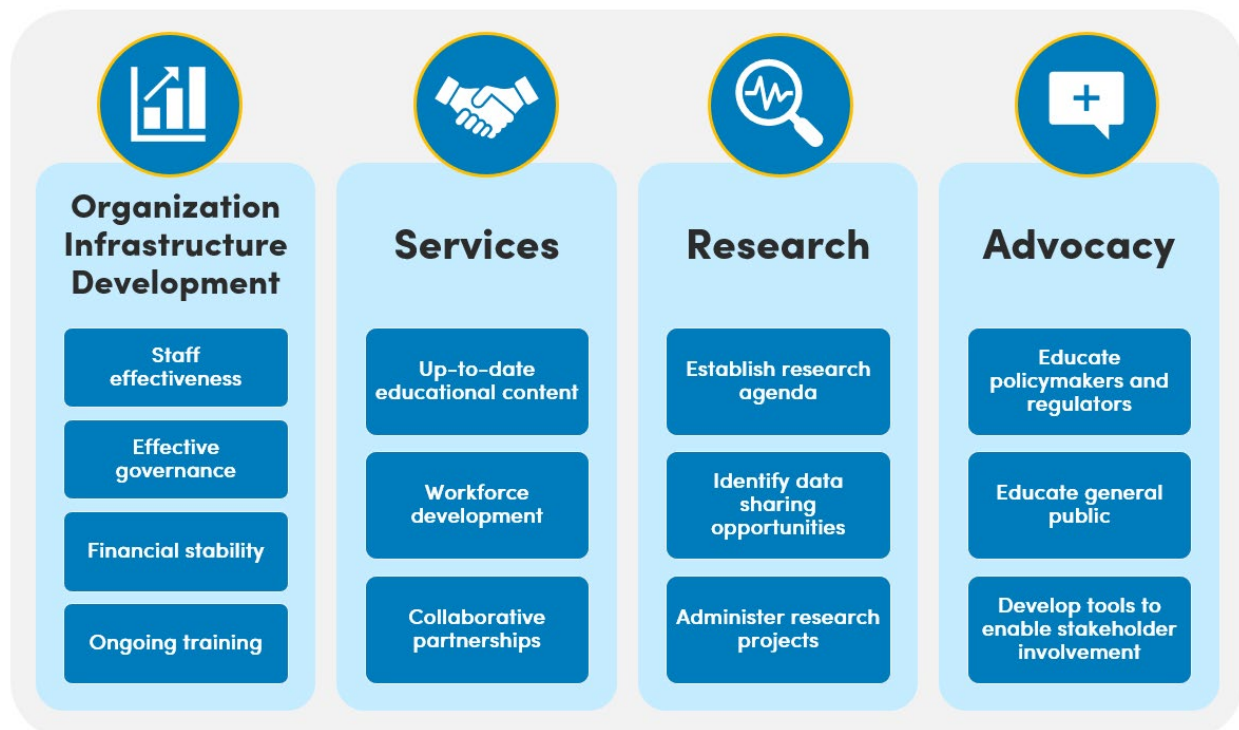
1. As a Council, we have no opinion on the moralistic value of gambling. We do oppose illegal gambling.
2. As long as the State sanctions gambling as a source of income, it has a duty-of-care to its citizens to take measures to minimize gambling related harm including making available timely and effective interventions to address issues related to problem gambling as well as supporting effective prevention interventions.
3. Decisions made by the State to increase gambling, either by allowing new forms of gambling, by increasing access to gambling, or by increasing the promotion of gambling, must be done in a manner which takes into consideration any potential harm associated with the expansion and place measures into effect to minimize potential social and emotional costs.
4. Treatment and prevention services provided, or fiscally funded, by the State must meet the outcomes standards of current evidence-based practices. Needs of diverse populations in the State need to be included.
5. Collaboration among all the stakeholders – State of Oregon; treatment and prevention providers; researchers; industry; and consumers and their Families – is essential to establish and maintain the highest quality of treatment and prevention opportunities.

# Values

We believe in the values of:

- Collaboration and stakeholder development
- Open and transparent agency communication
- An informed public and industry
- Providing accurate and timely gambling information
- Inclusivity

# Goals and Strategies



**GOAL:****Enhance organizational infrastructure and capacity.**

The Oregon Council on Problem Gambling will develop its organizational infrastructure seeking agency expansion, expertise, consistent implementation of structural practices, and diversification of resources. This will be accomplished through partnerships between staff, the board, and key stakeholders.

**STRATEGIES TO ACCOMPLISH THIS GOAL****1. Create staff succession plan and improve staff effectiveness.**

*This strategy will be accomplished through:*

- OCPG Board of Directors and previous Executive Director Dr. Tom Moore sought replacement of Executive Director position [Complete Jan 2020]
- Hiring administrative support and additional staff as resources permit
- Increasing capacity of staff through trainings of expressed need
- Institutionalizing a board of directors' evaluation of Executive Director

**2. Evaluate and support effective organization governance.**

*This strategy will be accomplished through:*

- Revisiting OCPG bylaws
- Improvement of technological infrastructure
- Revisiting board roles
- Developing a recruitment plan for board members
- Emphasizing racial and ethnic diversity in board member recruitment
- Emphasizing board composition among diverse sectors

### **3. Ensure financial stability.**

*This strategy will be accomplished through:*

- Developing a fundraising committee on the board of directors to formulate an OCPG fundraising plan
- Seeking grant and other funding opportunities to diversify OCPG income
- Generating online donor capacity
- Relationship building with key stakeholders

### **4. Provide ongoing internal training for board and staff.**

*This strategy will be accomplished through:*

- Providing webinars and in-meeting trainings provided by members of the board of directors, staff and invited guests
- Relaying external training opportunities to the board of directors and staff
- Emphasizing professional development opportunities on cultural humility and awareness
- Improving staff effectiveness in nonprofit management via professional development



## **GOAL:**

### **Provide high-quality accessible services.**



The Oregon Council on Problem Gambling will provide the highest quality, cutting-edge responsible and problem gambling and problem video gaming awareness and educational services to Oregonians.

## **STRATEGIES TO ACCOMPLISH THIS GOAL**

### **1. Develop and publish content on current data and emerging trends.**

This strategy will be accomplished through:

- Translating knowledge on current gambling research and research on video gaming / gambling convergence
- Developing educational materials
- Developing online programs and resources

### **2. Provide robust workforce development programs.**

This strategy will be accomplished through:

- Continuing to offer workforce development opportunities through resources and partnerships with the Oregon Health Authority Problem Gambling Services
- Staying current with emerging trends and potential new training opportunities for the workforce
- Being attentive to stakeholder feedback and solicitation of new training programs and/or practices.
- Developing and cultivate partnerships with public health and behavioral health stakeholders to increase reach to connected sectors

### **3. Develop and leverage collaborative partnerships.**

This strategy will be accomplished through:

- Forming and cultivating partnerships with behavioral health and public health sectors through memberships; attending events and conferences; soliciting and proposing training and/or educational content
- Forming and cultivating partnerships with gambling and video gaming industry stakeholders
- Seeking common ground
- Encouraging and promoting OCPG as a resource for trainings and technical assistance

## GOAL:

### Develop a concerted Oregon research agenda.



The Oregon Council on Problem Gambling will provide a concerted, high-quality gambling research initiative that will be scalable based upon organizational capacity.

## STRATEGIES TO ACCOMPLISH THIS GOAL

### 1. Establish research agenda.

This strategy will be accomplished through:

- Seeking sustainable funding sources
- Identifying research needs via key stakeholders, emerging trends and available research
- Identifying research and advisory partners, including local university internship programs

### 2. Identify data sharing opportunities.

This strategy will be accomplished through:

- Identifying natural partners in gambling and video gaming research and related fields in which data can be shared
- Translating data to effective practice that can be shared with target audiences
- Promoting and disseminating findings via news releases, publications and educational material development

### **3. Administer research projects.**

This strategy will be accomplished through:

- Planning key tasks and roles
- Developing a research advisory panel
- Initiating contracts with research parties
- Initiating and monitoring research
- Evaluating efforts
- Disseminating research findings to behavioral health professionals, policymakers, the gambling industry and general public

## GOAL:

### Advocate on key issues affecting Oregonians.



The Oregon Council on Problem Gambling will be a respected voice on responsible and problem gambling issues, policies and practices that affect Oregonians.

## STRATEGIES TO ACCOMPLISH THIS GOAL

### 1. Educate policymakers and regulators on issues related to gambling, video gaming convergence and public health.

This strategy will be accomplished through:

- Reviewing the most current research base and evidence-informed practices
- Using the precautionary principle and evidence-informed practices to formulate education and policy recommendations
- Developing partnerships with key stakeholders
- Working with regulatory organizations and policymakers to ensure that the needs of those affected by problem gambling are taken into account when creating gambling regulations, legislation, policies and practices
- Advocating for federal and state recognition of need for problem gaming and gambling services funding
- Ensuring any advocacy is in alignment with the OCPG mission, guiding principles and values

## **2. Educate the general public on issues related to gambling, video gaming convergence and public health.**

This strategy will be accomplished through:

- Reviewing the evidence base on impacts of problem gambling and video gaming convergence
- Developing educational material for key populations at greater risk
- Using evidence-informed practices to reach key populations, such as Black Indigenous and people of color, significant others, parents, educators and others
- Using user-accessible formats to reach the public, such as social media
- Aligning advocacy with OCPG mission, guiding principles and values

## **3. Develop and provide tools to enable other stakeholders to engage with policymakers, regulators and the general public.**

This strategy will be accomplished through:

- Leveraging partnerships identified in Goal 2 of this strategic plan
- Providing accessible white papers and fact sheets to partners (as developed in Goals 2 and 3 of this strategic plan)
- Providing technical assistance on advocacy in alignment with the OCPG mission, guiding principles and values



Promoting the health of Oregonians through supporting efforts  
to minimize gambling-related harm.