



NATIONAL COUNCIL ON PROBLEM GAMBLING

**STRATEGIC PLANNING FRAMEWORK:
SEVEN STRATEGIC IMPERATIVES**

January 1, 2022 through December 31, 2024

Approved by the NCPG Board of Directors on January 19, 2022



NCPG

National Council on Problem Gambling

STATEMENT OF PURPOSE

THE NATIONAL COUNCIL ON PROBLEM GAMBLING IS THE NATIONAL ADVOCATE TO MITIGATE GAMBLING-RELATED HARM.

STATEMENT OF PRINCIPLES

NCPG REAFFIRMS THE CORE PRINCIPLES OF NEUTRALITY, COLLABORATION AND RESPECT.

Respect includes efforts to be antiracist, to fight racism, harassment, and discrimination, and to promote diversity, equity and inclusion.

These core principles are reflected in all NCPG operations. NCPG is neutral on legalized gambling and does not take a position for or against legalized gambling but advocates strongly for those harmed by gambling. The mission is best served by the collaborative action of a broad range of people and organizations. NCPG will treat all those harmed by gambling and all stakeholders with respect.



A Message to All NCPG Members, Partners, Supporters, and Stakeholders

“If you don’t know where you are going, you are certain to end up somewhere else.”

—Yogi Berra

Strategic Planning, particularly in this fast-paced, ever-changing environment, is important to ensure the National Council on Problem Gambling is focused on moving forward — always with the organization’s Mission at the forefront of everything we do. I’d like to thank the Strategic Planning Committee and every Board, Staff, and NCPG Community Member who participated in this process — asking relevant, sometimes tough and difficult questions that generated critical dialogue. The process of Strategic Planning can be as important as the results to help us know where we are going.

If the past two years have taught us anything, it is that the future may be very different than our current environment. Uncertainty and the need to pivot quickly to meet the needs of those we serve are a given. A Strategic Plan provides direction and guidance to help weather those changes and to offer a reference point for what we hope to achieve.

We invite you to review this Three-Year Plan with an eye to the multiple steps that must be taken along the way. NCPG has celebrated significant milestones this past year, and there are more successes to celebrate and challenges to negotiate ahead. The work of Strategic Planning does not stop at the presentation of this document. It can help NCPG be proactive rather than reactive to new opportunities and challenges. NCPG has a strong team of knowledgeable staff, together with a robust cadre of volunteers and partners — from Board and Committee members to Affiliate, Organizational, and Individual Members, and key supporters — to meet each milestone on behalf of everyone we serve. It is all of these groups, working together, who will bring the Seven Strategic Imperatives outlined here to life. Thank you for helping NCPG achieve these goals now and in the future.

Warmly,

Maureen L. Greeley, NCPG President



Dear NCPG Membership and Stakeholders,

Lead Advocate. Thought Trailblazer. Central Authority. Key Connector. These terms and many others continued to arise in our conversations, surveys, and discussions about how NCPG should be poised to walk into the future. Many people recognize the current strength and stature of NCPG; everyone agrees that should only further be enhanced and promoted.

This process started nearly 2 years ago. But through a pandemic and an anemic gaming industry the focus changed. And as mental health concerns rose precipitously it changed again. Finally, casinos, lotteries, and sports betting operators are enjoying unprecedented growth. NCPG is more needed and relevant than ever before.

With these rapid changes, the strategic plan turned into a 3-year framework. It will allow NCPG to set a course on a new path. Once the right groundwork is laid, a new, deeper plan can be devised as NCPG completes its 50th year of service.

This Strategic Planning Framework (SPF) is a credit to the diversity and commitment of the field and we hope it can be used in that way. Lean on the content to provide:

1. A way to determine your level of membership and/or giving.
2. A guide to plan for your involvement in the field, whether it be through committees, conferences, or building new skills.
3. A document to develop your own commitment to health and responsible and problem gambling.
4. A promise for the future of advocacy, services, and infrastructure needed to carry the work forward.

In addition to the Seven Strategic Imperatives you will find the tools that will guarantee success for NCPG and its membership:

- Outcomes that will lead to specific content in annual staff workplans.
- Contact information so that you can offer feedback or demonstrate your interest in getting involved.

It is our pleasure to submit this to all of you. Please use it and go out and advocate, prevent, intervene, treat and support recovery for everyone impacted by gambling.

Sincerely,

Marlene D. Warner, *Chair, NCPG Strategic Planning Committee*

STRATEGIC PLANNING COMMITTEE MEMBERS

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SEVEN STRATEGIC IMPERATIVES

Each imperative is fully described and detailed in this document, but the essence of each is listed here.



ADVOCATE
for Federal and State Legislation and Regulation.



DEVELOP
Guiding Policies and Standards.



PROVIDE
Public Awareness.



OFFER
High-Quality Training Services.



INCREASE / ENHANCE
Membership, Connections & Relationships.



STRENGTHEN
Organizational Capacity.



IMPROVE
Efficiencies in Operations and Administration.



STRATEGIC IMPERATIVE ONE

To advocate for federal and state legislation and regulation that authorizes and funds critical programs.

GOAL IA

Engage policy makers and thought leaders for formal action on responsible and/or problem gambling.

OUTCOMES

- Relationships and dialogues with federal legislators and state regulators.
- Pathway to integrate problem gambling within Federal health and other appropriate agencies.
- Forum for policy makers and thought leaders.

GOAL IB

Develop annual NCPG advocacy planning process that includes defined roles for staff and all key stakeholders.

OUTCOMES

- Outline annual planning process and the stakeholders that help create it.
- Annual goals for the advocacy plan.
- Roles for staff and stakeholders.

GOAL IC

Build advocacy capability through advocacy materials & resources, identify & train advocates, hold advocacy events, build coalitions with related organizations.

OUTCOMES

- Digital and print materials that membership can access.
- Training sessions that prepare advocates for federal advocacy events, such as Advocacy Day.
- Maintain a list and regular meetups of coalitions to assist with gambling-related advocacy.

GOAL ID

Develop model language for membership to utilize to promote and advocate for best practices in problem gambling and responsible gambling.

OUTCOME

- Create and distribute, to affiliates and other key stakeholders, language able to be attached to new state or federal legislation or initiatives.



STRATEGIC IMPERATIVE TWO

Develop and promote policies and standards to guide gambling operators and vendors on safer gambling practices.

GOAL 2A

Develop a broad set of national principles and an accord on the prevention of gambling-related harm with active and public commitment from a wide cross-section of stakeholders.

OUTCOMES

- Identify group to facilitate conversations across North America that would lead to national principles.
 - Plan for engagement and commitment from the public.
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GOAL 2B

Develop, update and evaluate problem gambling and responsible gambling guidelines based on current models and write new guidelines as needs arise.

OUTCOMES

- Evidence-based guidelines that are updated as necessary.
 - Promoted to and utilized by a wide diversity of stakeholders that guide the problem and responsible gambling field.
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GOAL 2C

Create an outreach plan to promote success and urge adoption of guidelines and/or standards by legislators, regulators, and gambling industry.

OUTCOMES

- Write and execute an annual plan with staff and key stakeholders.
- Promote and highlight adoption in newsletter, website and social media posts.



STRATEGIC IMPERATIVE THREE

Provide public awareness to increase understanding of and reduce the stigma of gambling problems.

GOAL 3A

Refresh the brand identity and positioning of NCPG to establish and enhance public awareness.

OUTCOMES

- Consensus recommendations on the preferred nomenclature to lead the field.
- Available resources and advocacy to have them utilized by key stakeholders.
- Determine if a name change is needed by 2024.
- Ongoing focus groups and analysis of current membership, gaps in the field, cultural nuances, and understanding of gambling, mental health and public health.

GOAL 3B

Expand and promote content and materials to engage with media and create awareness to increase knowledge, promote recovery, and decrease stigma.

OUTCOMES

- Proactive engagement and relationship-building nationally and in key media.
- Guidelines with connection to current mental health and public health issues.
- Public information readily available online.
- Public opinion tracking of gambling attitudes and experiences.

GOAL 3C

Provide and support effective evidence- and culturally-based prevention and public awareness campaigns and related materials and programs.

OUTCOMES

- Facilitate and promote the Gift Responsibly Campaign (GRC), Problem Gambling Awareness Month (PGAM), and Agility Grants with maximum involvement from membership, media, participants and key stakeholders.
- Participation in Responsible Gaming Education Month (RGEM).
- Determine if a cultural symposium is needed and would be successful.

STRATEGIC IMPERATIVE THREE — *continued*

GOAL 3D

Encourage participation in responsible gambling assessment programs and explore additional alignment with similar programs.

OUTCOMES

- Responsible Gambling Verification (RGV) and Internet Compliance Assessment Program (ICAP) promotion plan to all key membership and stakeholders.
- Annual review of other assessment programs for alignment.
- A review to determine if an independent casino verification is needed in United States.

GOAL 3E

Improve website and online tools for members and key stakeholders to maximize usability and efficiency.

OUTCOMES

- New website design with input from stakeholders.
- Plan to increase use of ResponsiblePlay.org, NCPGSurvey.org and OperationResponsibleGambling.org.
- All site content kept timely and current.

GOAL 3F

Modernize the Helpline network and related clinical resources; assess best practices and outcomes.

OUTCOMES

- Improve efficacy and infrastructure of the Helpline network.
- Certification as an emergency service center.
- Create/update criteria for call centers.
- Outline training/certification for Helpline specialists.
- Technology improvements and consensus building around harmonization of helpline numbers.
- Coverage improvements for non-Affiliate/Helpline states.
- Unified data collection and quality assurance.
- Engagement in chat and text improved.
- Review of best practices and possible improvements being used in other national and state helplines.



STRATEGIC IMPERATIVE FOUR

Provide training services to all gambling stakeholders to improve skills and knowledge.

GOAL 4A

Advance content and connections through the current annual national conference model and explore opportunities for growth.

OUTCOMES

- Hold annual conference, plan next year's and conduct site selection two years out.
- Conference performance review to adjust model as necessary based on revenue, education, attendance and other goals.

GOAL 4B

Organize and expand types of educational content and trainings.

OUTCOMES

- Educational content categorized based on types, levels, audience needs, outcomes, delivery method and cost.
- Annual training plan to meet identified educational needs and opportunities.



STRATEGIC IMPERATIVE FIVE

Increase membership and connections among all categories.

GOAL 5A

Identify and pursue new affiliate, individual and organizational members. Determine if any new membership categories should be added.

OUTCOMES

- Membership plan with goals to increase participation in all membership categories both in size and diversity.
- Plan to determine top prioritized groups and fields desired as members.
- Review of other potential membership categories.
- Joint Individual Membership program expansion.
- Leadership Circle expanded for sports leagues.

GOAL 5B

Maximize value and benefits of membership.

OUTCOMES

- Membership criteria and associated costs and benefits reviewed and compared with similar organizations.
- Focus groups, surveys and research on membership. Membership costs and benefits align with goals.



STRATEGIC IMPERATIVE SIX

Diversify and increase resources to strengthen organizational capacity.

GOAL 6A

Explore and pursue grants and earned income from services.

OUTCOMES

- Measure the value of grant and earned income to NCPG.
 - Improve capacity of staff and BOD to raise grant and earned income revenue.
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GOAL 6B

Explore and formalize collaborations and partnerships with other responsible and problem gambling organizations to improve efficiency in programming and membership.

OUTCOME

- Agreements with other organizations that lead to increased membership, awareness and other mutual benefits.



STRATEGIC IMPERATIVE SEVEN

Strengthen knowledge of Board, staff and committees to improve efficiencies in operations and administration.

GOAL 7A

Invest in technology and office resources for staff and membership.

OUTCOME

- Staff have the necessary equipment, training, guidelines, and supervisory support to work remotely successfully.

GOAL 7B

Provide evidence-based professional development for staff.

OUTCOME

- Staff have improved knowledge of problem and responsible gambling, communication skills, team-building, technical training/support, and job-specific skills.

GOAL 7C

Enhance leadership development of a larger and more diverse pool of NCPG candidates for BOD and Committees.

OUTCOME

- Define diversity and measure efficacy of increased diversity of current BOD and Committee membership.

GOAL 7D

Articulate a clearer role, vision, goals and process for committees to serve NCPG.

OUTCOMES

- Committees will effectively produce work on behalf of NCPG.
- Board and Staff Liaisons will understand their roles and responsibilities.



NCPG

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