

**NCPG STRATEGIC PLAN  
2007 – 2014**



**NATIONAL COUNCIL ON PROBLEM GAMBLING  
WASHINGTON, D.C.**

February 2007

*The NCPG 2007-2014 Strategic Plan  
was developed  
by the NCPG Strategic Planning Committee  
with the assistance of Ruotolo Associates.*

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## **Core Purpose**

The National Council on Problem Gambling is the national advocate for programs and services to assist problem gamblers and their families.

## **Mission Statement**

The mission of the National Council on Problem Gambling is to increase public awareness of pathological gambling, ensure the widespread availability of treatment for problem gamblers and their families, and to encourage research and programs for prevention and education.

# National Council on Problem Gambling Strategic Plan 2007 - 2014

## ***PRESIDENT'S LETTER***

After reading the January 1975 issue of *Popular Electronics*, a young Bill Gates contacted the creators of a new microcomputer to inform them that he and others were working on an interpreter for the new computer. Over the course of a few weeks, they developed the software to run on the minicomputer, Gates took a leave of absence from Harvard, and a new company called Microsoft was born.

Three years earlier, Msgr. Joseph Dunne and Dr. Robert Custer were asked by a few individuals in recovery to help them start an organization that would be the public advocate for problem gamblers and their families. On Friday, June 8, 1972, the National Council on Compulsive (later changed to Problem) Gambling was born.

There are many obvious differences between Microsoft and the National Council on Problem Gambling. At the same time, these two organizations share a similar developmental history. Both were born from ideas of great promise. Both initially began as fledgling organizations comprised of just a few individuals. Both have grown larger and larger and have become the nationally recognized leaders in their respective fields.

From its outset, the NCPG has been guided by two principles that remain in effect today: the organization would be the advocate for problem gamblers and their families, and it would take no position for or against legalized gambling. As the national advocate for programs and services to assist problem gamblers and their families, NCPG bears a tremendous responsibility to the millions of Americans affected by this devastating disorder who face stigma and shame, struggle with indifference and ignorance, and lack legal protection or public services.

Today, as the National Council on Problem Gambling turns 35, it is institutionally appropriate for us to take stock of our past in order to look toward and plan our future. NCPG's past success has meant both unimagined opportunities and heightened expectations. With each passing year, NCPG increasingly has been in the limelight as it works to advocate for problem gamblers and their families. However, as has become increasingly evident with each passing year, NCPG's internal governance and structure has grown to a size that often makes organizational operations ungainly. As non-profit organizations throughout the country trend toward smaller, more efficient boards making more effective use of committees, the time has come to examine how to best enable NCPG to become more nimble. In an environment of increasing change and

complexity, NCPG must be able to respond quickly and efficiently if it is to continue to be the most effective advocate for problem gamblers and their families.

At the Midwinter 2006 meeting, the NCPG's Board of Directors unanimously approved a strategic planning process. A Strategic Planning Committee (SPC) of volunteers was appointed and has been working in a thoughtful, organic and continuous process focused on success. We owe a debt of gratitude to those who served on the SPC and participated in its meetings. The 2007-2014 NCPG Strategic Plan is both a reflection of the give and take of debate over many months and a tribute to the group's hard work, insight, patience and good humor. Ultimately, the plan confronts difficult issues while focusing clearly on the best interests of the NCPG.

Our new strategic plan is a dynamic, living document that will require strong leadership, hard work and great commitment by members and staff to achieve. The plan affirms a clear vision of a thoughtful, ethically committed non-profit organization willing to refashion itself to become more responsive to change. The strategic plan identifies specific goals, timelines, and outcomes while mapping new strategies to assure NCPG's success and continued growth. It builds on existing strengths and identifies areas where NCPG needs to improve.

Should the Board of Directors vote to accept the Strategic Plan, each of us will be called on to be more active and vocal within the various NCPG committees as we bring our expertise to their work. These efforts are essential for the continued growth of the National Council on Problem Gambling as it provides vital services—now and in the future—for problem gamblers and their families.

This is a comprehensive plan and is not subject to being dismantled into particular portions or pieces. The intention of the SPC is for the plan to be voted on as a complete document, with its built-in measures for ongoing review and revision. I encourage you to carefully read and re-read this plan between now and the June NCPG Annual Conference Board of Director's Meeting, when the complete plan will be called for a vote.

There are defining moments in the life of an organization when its unique character matches the nature, needs or events of the times. The founding of NCPG thirty-five years ago was one such time. Over many hours of research and deliberations, the members of the SPC have come to understand that NCPG's present capacity to define and meet the demands of problem gamblers and their families over the next decade is in jeopardy if it does not organizationally reconstitute itself. Our past success in recruiting more and more board members has today led to a board of directors that is too large to be nimble and efficient. This, in turn, has led the Board to rely heavily on an Executive Committee for timely management of the organization. This reliance has further led to a board that is unwieldy and unable to respond to emerging events in a

timely manner. These patterns have also led to an increasing reliance on an Executive Director and support staff, without ongoing and appropriate supervision.

Peter Drucker, the distinguished professor and author who identified critical principles in management, economics, politics, and the world, has said, "No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings." NCPG has been extremely fortunate over the past 35 years to have garnered the financial and human resources to carry out its mission. However, for NCPG to continue to thrive, we must examine, as Peter Drucker suggests, our governing structure and the expectations we have placed on those resources.

I am very pleased to present to you the NCPG 2007-2014 Strategic Plan that will help guide and facilitate our progress over the next seven years. The plan builds on the fundamental membership elements of the NCPG structure—Affiliates, Organizations and Individuals—while it streamlines our governance and strengthens our fiscal and administrative structure.

This is, indeed, a dynamic time in the history of the National Council on Problem Gambling. I am privileged and honored to be a part of it and add my own commitment to accomplish the task so clearly set before us.

I strongly support the Strategic Plan and encourage you to do so as well.

Sincerely,

Dennis P. McNeilly, SJ, PsyD  
President, National Council on Problem Gambling

**The National Council  
on Problem Gambling  
Strategic Plan  
2007 - 2014**

***PREAMBLE***

In 2004, the Officers and staff of the National Council on Problem Gambling (NCPG) identified three significant trends in problem gambling that needed to be addressed. First, programs to serve problem gamblers were deemed inadequate to the needs of the current and projected problem gambling population. Second, there was and continues to be a growing need for greater support of and increase in the personnel who serve problem gamblers. Finally, the NCPG's years of successful growth resulted in a large and unwieldy governance structure that hinders its effective management and future growth.

Today, an estimated 6-9 million American adults meet criteria for a gambling problem. At current rates and as the US population increases by 2014, that number is expected to reach 12-18 million problem gamblers. This increase will place even greater demands on scarce national resources as major shortfalls occur in the problem gambling workforce. On the federal level, attention and funding for problem gambling services is limited. The majority of states do not currently provide funding for problem gambling services severely hampering the development of comprehensive programs. Additionally, current delivery standards, guidelines and best practices for gambling-specific prevention, education, training, regulation, legislation, certification and treatment are rudimentary or non-existent. As a result, the expected need for both collaboration and shared expertise in problem gambling services are anticipated to increase.

The NCPG was founded as a forum for leaders in the problem gambling field to pool their resources and increase their effectiveness. Over the course of its thirty-five (35) years the NCPG grew to thirty-five (35) state Affiliate chapters, and its Board of Directors increased to a total of fifty-five (55) members. During this phenomenal period of growth, the governing structure of the NCPG Board of Directors remained unchanged. At the same time, however, the NCPG's success and growth also led to a diverse Board of Directors so large it currently only meets on a biannual basis. As a result, the Board's ability to make decisions or to lead the organization in a timely and effective manner has, by organizational necessity, increasingly fallen on an Executive Committee to oversee the NCPG staff and regular organizational operations. This led, at best, to cumbersome organizational management and a national staff that is not provided appropriately consistent supervision.

In January 2004, Rachel Volberg, PhD, then president of the NCPG, called on the Executive Committee to respond to these three developments through a long-term strategic planning process. NCPG Executive Director Keith Whyte launched a search process to secure a list of consultants on non-profit strategic planning. After further due diligence, the Executive Committee recommended Ruotolo Associates Inc. to the NCPG Board of Directors at its February 10, 2006, Mid-winter meeting in Washington, D.C. At that meeting, the NCPG Board of Directors voted in favor of a proposal to begin a strategic planning process with Ruotolo Associates.

In March 2006, Dr. Volberg circulated a letter to all NCPG Board members outlining the creation of the NCPG Strategic Planning Committee (SPC). In that letter, volunteers were asked to participate in the SPC whose goals were to define the NCPG into the next decade and strengthen its infrastructure to meet the growing expectations of its membership, the public, governments and media. Further, the SPC was asked to examine a wide range of strategic issues that include:

- corporate relationships,
- affiliate relationships,
- public relations and image,
- government relations and advocacy,
- purpose, mission and goals,
- bylaws and committee functions,
- administrative activities,
- procedures for organizational evaluation, and
- measurable outcomes.

In response to Dr. Volberg's request, a thirteen (13) member volunteer committee was formed in late March 2006. The members had broad experience with problem gambling issues, representative membership status, leadership history and diversity of perspectives.

The SPC began its work in April 2006 during a conference call meeting, during which they decided the dates for future face-to-face meetings and future conference call meetings. In June 2006, the SPC met for its first face-to-face meeting in St. Paul, MN, on June 24-25. The committee's second weekend meeting occurred in St. Louis, MO, on September 29 - October 1, 2006. Additional meetings were held by telephone conference call in October and November 2006. On December 5, 2006, the committee met for the final time, and was discharged from their assigned tasks by NCPG President Dennis McNeilly, SJ, PsyD.

The SPC began its initial deliberations by a unanimous affirmation of the core purpose and mission of NCPG. The committee further held the future of the NCPG lies in its ability to effectively respond to problem gambling issues at the national level. As a result, the SPC felt the mission of the NCPG also demands more grassroots involvement

of its Affiliate, Organizational and Individual members. The committee consensus was to formulate a seven (7) year plan to allow the implementation of the recommendations in a considered and thorough manner. In advancing its comprehensive and interdependent plan, the SPC unanimously agreed the plan was to be advanced and approved by the NCPG Board of Directors as a whole, without the possibility for fragmentation. The Committee also stated its intention the Strategic Plan be reviewed on a routine basis, every two-three years, as is the customary practice among many non-profit organizations.

# **National Council on Problem Gambling Strategic Plan 2007 - 2014**

## ***EXECUTIVE SUMMARY***

The SPC believes through the adoption of its comprehensive and interdependent strategic plan, the NCPG's mission and existing programs will be improved and enhanced, and the organization will be better able to consider additional programs and services. The SPC strongly held that the plan presented is grounded in recognizing the importance of the current NCPG Affiliates, Organizational, and Individual members, and their shared participation in the proposed strategies. With this in mind, the plan advanced by the SPC will strengthen the NCPG so it can more efficiently and effectively respond to the ever-changing face of problem gambling.

The SPC developed fourteen (14) interrelated and interdependent goals that provide a clear direction for the NCPG's future. These include:

- A continued focus on the NCPG's core programs of: (1) the Helpline, (2) Annual Problem Gambling Conference, (3) the Problem Gambling Awareness Week and (4) ongoing public awareness;
- A reconstituted governance structure that will more effectively promote more active participation of the NCPG members through (1) a smaller, more-responsive Board of Directors, and (2) a co-occurring increase in membership participation through direct involvement in nominations and elections and on the Board's standing and ad hoc committees.
- An increase in NCPG membership in each of the categories: Affiliate (to increase to a total of 50), Organizational (to increase to a total of 500 members), and Individual (to increase to a total of 25,000 members) by 2014.
- The creation of an NCPG Development office that will help build the NCPG membership base, and help to secure reserve and endowment funds for the NCPG's sound financial foundation.
- The development of a state-of-the-art Management Information System to support and help coordinate all Council operations by 2010.
- Continuation of NCPG's national advocacy for Federally-funded services for problem gamblers and their families, continued encouragement of certification of 4,000 gambling counselors, and renewed collaboration with universities and other organizations to fill gaps in problem gambling research and policy.

Any reference to specific budgetary outlay in this plan is presented only as a reference point for discussion purposes.

**National Council on Problem Gambling  
Strategic Plan  
2007 - 2014**

***GOALS AND OBJECTIVES***

**Goal 1:**

**To provide and expand core programs to ensure the availability of services for problem gamblers and their families.**

**Objective:**

There is a need for problem gambling programs that are national in scope. National programs are capable of filling existing gaps at the state level, particularly where problem gambling services currently do not exist. These programs fulfill the core mission of NCPG. They are essential to support members and help problem gamblers and their families. The NCPG's national programs should build on, enhance and bring together state programs to increase access, efficiency and effectiveness of problem gambling services.

**Tasks:**

The NCPG's Core programs currently include:

- National Helpline Number (800.522.4700) and Network;
- annual NCPG conference on Problem Gambling Prevention, Research, Treatment and Recovery;
- National Problem Gambling Awareness Week (NPGAW) campaign; and
- information and materials on problem gambling are provided to increase public awareness.

**Fiscal Considerations:**

The NCPG's current expenses for these core programs are approximately \$350,000 per year, and are expected to grow each year through 2014.

**Committee(s) Responsible for the Achievement of this Goal:**

Conference, Helpline, NPGAW

***Goal 2:***

**To optimize the size and function of the NCPG Board of Directors.**

**Objective:**

To restructure the NCPG Board into a more responsive, efficient, and inclusive body that further maximizes NCPG's ability to meet the needs of its mission, purpose, human and financial resources, and national membership. The outcome of this goal will be a governance structure comprised of the following:

- The Board of Directors will have fifteen (15) seats.
  - There will be nine (9) Affiliate member seats, three (3) Organizational member seats, and, three (3) Individual member seats.
  - The term for Directors will be three (3) years.
  - The term of the Directors will be staggered so that one-third of the Board will stand for election yearly.
  - The Nominating Committee will solicit from the Affiliate membership category a slate of nominees for Board membership. (Nine seats)
  - The Nominating Committee will solicit from the Individual membership category a slate of nominees for Board membership. (Three seats)
  - The Nominating Committee will solicit from the Organization membership category a slate of nominees for Board membership. (Three seats)
  - The Nominating Committee will distribute a ballot to the membership.
  
- The candidates receiving the highest number of votes in each of the three (3) membership categories are elected as members of the Board. The model assumes a formula of voting participation of one (1) vote per member per nomination slot.
  
- The officers will be nominated from the Board of Directors and voted upon by the Board of Directors.
  
- Officers shall be elected to one (1) year terms, only the Secretary and Treasurer may be re-elected to subsequent terms. The officers shall be:
  - President
  - President Elect
  - Secretary
  - Treasurer
  
- The standing committees of the Board of Directors shall be:
  - Affiliate Committee
  - Bylaws Committee
  - Development Committee
  - Executive Committee
  - Finance Committee

- Membership Committee
- Nominations & Elections Committee
- Research Committee

**Tasks:**

The Bylaws Committee will prepare the necessary changes for the Board to consider at the next meeting (Midwinter 2008). An ad hoc Transition Committee will be established in June 2007, to oversee other necessary changes to operations throughout the organization (to June 2008).

**Fiscal Considerations:**

No significant budget commitment is anticipated to meet this goal.

**Committee(s) Responsible for the Achievement of this Goal::**

Bylaws

**Goal 3:**

**To have a total of fifty (50) Affiliate members by 2014.**

**Objective:**

As Affiliates members are often the primary advocates at the state level, as well as a vital link for information and expertise on problem gambling. Ideally, each state will be represented by an Affiliate. The Affiliate Committee will prepare a plan for the recruitment of 50 total Affiliate members to be presented to the Board of Directors by its fall meeting in 2008.

**Tasks:**

The Affiliate Committee of the NCPG will recruit an average 1.5 new Affiliate members per year over the next seven (7) years, beginning in 2007. At the Annual meeting of the NCPG Board of Directors each year, the Affiliate Committee will report to the Board and to the general membership, a performance summary for the year including, but not limited to:

- outcome of the previous year's recruitment plan,
- the plan for the following year's recruitment effort,
- an expense report from the previous year,
- a budget for the following year,
- observations, and
- recommendations.

**Fiscal Considerations:**

The anticipated budget commitment to increase Affiliate membership is \$5,000 per year.

**Committee(s) Responsible for the Achievement of this Goal::**

Affiliate

**Goal 4:**

**To recruit a total of 25,000 Individual members to the NCPG.**

**Objective:**

The mission and future of the NCPG as a national organization will be fulfilled by a strong and vibrant membership. Among important constituencies for NCPG are recovering gamblers and their family members, employers impacted by gambling behavior, healthcare and social service professionals, gaming industry personnel, and anyone interested in or affected by gambling behavior. The Membership Committee will prepare a plan for the recruitment of 25,000 Individual members by 2014 to be presented to the Board of Directors by its fall meeting in 2008.

**Tasks:**

The Membership Committee will be charged to double membership each year over the next seven. The Committee will report biannually to the Board of its recruitment progress including, but not limited to:

- budget report,
- progress toward recruitment targets,
- new individual memberships,
- observations, and
- recommendations.

**Fiscal Considerations:**

The anticipated budget commitment to fund a membership study, plan and ongoing program is \$20,000 yearly beginning in 2008.

**Committee(s) Responsible for the Achievement of this Goal::**

Membership

**Goals 5:**

**To recruit 500 Organizational members for the NCPG.**

**Objective:**

The future and mission of the NCPG as a national organization will be fulfilled by a strong and vibrant membership. Organizations and corporations active in the gambling field are an important constituency, as well as a broad array of groups that support NCPG's vision and mission. These may include health care entities, universities, social service agencies, concerned businesses and employers, and non-profit advocacy organizations. The Development Committee will prepare a plan to recruit five hundred (500) Organizational members by 2014 to be presented to the Board of Directors by November 2008.

**Tasks:**

Biannually the Development Committee will provide a summary report to the Board including, but not limited to:

- budget,
- progress toward goals,
- plan for each year including the goals and objectives for that year,
- naming the target organizations, and
- any observations and recommendations, including benefits and opportunities.

**Fiscal Considerations:**

The anticipated budget commitment to increase Organizational membership is included in the Development program.

**Committee(s) Responsible for the Achievement of this Goal::**

Development

**Goal 6:**

**To create a comprehensive Development Program for the NCPG.**

**Objective:**

In order for the NCPG to fulfill its mission to problem gamblers and its membership, it must develop and maintain a highly functioning, well-managed Development Program to aid and support its programs and services. The Development Committee will prepare a plan to create a Development Program in the National office, including appropriate committee and staff to coordinate fundraising activities, to be presented to the Board at the Midwinter meeting in 2008.

**Tasks:**

The Development Committee will begin to develop the plan in April 2008. The Development Committee will search for a Director of Development and recommend candidates to the Board of Directors by December 2008. The Development Program will begin operations on or before March 1, 2009. Thereafter the Executive Director, in consultation with the Director of Development, will annually recommend the goals and budget for the Development Program to the Board of Directors. Annually, the Executive Director will evaluate the Director of Development. The Development Director shall report quarterly to the Board on the Program and the progress achieved in meeting its goals. This report shall include, but is not limited to:

- longitudinal reports of the annual fund,
- campaigns,
- cultivation of major donor and planned giving,
- on-line giving, and
- web site development and updates.

**Fiscal Considerations:**

The anticipated budget commitment for the Development Program is \$100,000 per year by 2010.

**Committee(s) Responsible for the Achievement of this Goal::**

Development

**Goal 7:**

**To encourage the certification of 4,000 gambling counselors throughout the US.**

**Objective:**

In response to the increase in persons with gambling problems and expected increased need for counseling services, and in order to set a high standard for the problem gambling field, the NCPG seeks to increase the number of certified gambling counselors. The Education Committee will present a plan to encourage the certification of 4,000 gambling counselors by 2012 to the Board of Directors by November 2008.

**Tasks:**

The Education Committee will prepare a biannual report for the Board including, but not limited to:

- a plan for recruitment,
- biannual update,
- financial report,
- observations, and
- recommendations.

**Fiscal Considerations:**

The anticipated budget commitment to increase the number of counselors is \$20,000 per year.

**Committee(s) Responsible for the Achievement of this Goal:**

Education

**Goal 8:**

**To create a plan for a state-of-the art Management Information System (MIS) for the NCPG national office by 2008.**

**Objective:**

In the 21<sup>st</sup> century, a multi-faceted and state-of-the art MIS is essential at all levels for successful day-to-day operations, as well as integration and communication to the world. The NCPG staff will present a plan to operate a MIS by February 2009 to the Board of Directors in February 2008.

**Tasks:**

The NCPG Executive Director and staff will research a universal system to meet its MIS needs. The MIS plan will be fully operational by February 2009. MIS will include, but is not limited to:

- office systems and communications,
- research and data management,
- membership, and
- web-based operations.

**Fiscal Considerations:**

The anticipated budget commitment is \$15,000 in 2008 and \$5,000 annually thereafter.

**Committee(s) Responsible for the Achievement of this Goal.:**

Web

**Goal 9:**

**To advocate for national funding for services for problem gamblers and their families.**

**Objective:**

Secure dedicated funds from Congress for Federal agencies to develop programs and services to assist state agencies, Affiliates and other non-profits, and individuals dealing with gambling problems. This goal includes legislative education and advocacy, liaison with agencies, grassroots campaigns, and needs assessments. The Federal Affairs Committee will prepare a plan to achieve national funding by 2014 to be presented to the Board of Directors by the Midwinter 2008 meeting.

**Tasks:**

The Executive Director will present a plan for nationally funded services by February 2008. Thereafter, the Executive Director will present an annual report to the Board of Directors including, but not limited to:

- timeline,
- legislative objectives,
- legal consultation,
- budget,
- observations, and
- recommendations.

**Fiscal Considerations:**

The anticipated budget commitment to secure Federal funding is \$100,000 per year.

**Committee(s) Responsible for the Achievement of this Goal:**

Federal Affairs

**Goal 10:**

**To meet the anticipated organizational growth and complexity of the NCPG by a planned increase in the NCPG full-time national staff.**

**Objective:**

The Executive Director will present an office space and personnel staffing plan, not to exceed ten (10) employees by 2012, to the Board of Directors by its midwinter 2008 meeting.

**Tasks:**

The Executive Director will hire a human resources consultant to study NCPG staffing needs, both current and as anticipated in this Strategic Plan, and create a personnel staffing plan to recommend:

- initial salaries,
- benefits,
- entry-level requirements,
- job titles, and
- job descriptions.

**Fiscal Considerations:**

The anticipated budget commitment to hire a consultant is \$15,000 in 2008.

**Committee(s) Responsible for the Achievement of this Goal::**

Office Space, Personnel

**Goal 11:**

**To create a program to develop the NCPG partnerships with universities, colleges and institutes of higher learning for problem gambling education, treatment, prevention, policy, studies and research.**

**Objective:**

There are numerous problem gambling issues where the NCPG would find it necessary or desirable to support, maintain and collaborate with academic and other organizations. In addition to training the next generation of clinicians, researchers and advocates, the educational system has capacity to develop studies and reports that respond to current issues and concerns, as well as ongoing survey work and monitoring. The NCPG will be in a position to commission specific work on problem gambling issues. The Research Committee will present a plan to the Board of Directors to create relationships with universities, colleges and institutes of higher learning by its Annual 2008 meeting.

**Tasks:**

The Research Committee will report to the Board of Directors biannually, beginning at the Board midwinter 2008 meeting, on the progress of the plan. The plan will detail potential affiliating academic institutions, responsible personnel, and the scope and purpose of each proposed affiliation.

**Fiscal Considerations:**

The anticipated budget commitment to develop collaborative programs and grants is \$25,000 per year by 2008; \$100,000 per year by 2009; and \$500,000 per year by 2014.

**Committee(s) Responsible for the Achievement of this Goal:**

Research

**Goal 12:**

**To create a Reserve Fund for the NCPG.**

**Objective:**

In order to help assure the future of the NCPG and a more secure fiscal foundation, the NCPG will create a reserve fund equal to the operating budget for one year of the NCPG, currently estimated at \$1.5 million for 2012. The NCPG Development Committee will present a plan to the Board of Directors at its Annual 2009 Meeting to create a reserve fund that is equal to one (1) years operating cost by the end of the fiscal year 2012.

**Tasks:**

The Development Committee will prepare a plan and budget report with annual objectives to implement the plan. The Development Committee will prepare a quarterly progress report to the Board of Directors.

**Fiscal Considerations:**

The anticipated budget commitment to develop the reserve fund will be included in the Development program.

**Committee(s) Responsible for the Achievement of this Goal:**

Development, Finance

**Goal 13:**  
**To create an Endowment Fund for the NCPG.**

**Objective:**

In order to supplement the operating budget, minimize membership assessments as much as possible and provide additional revenue through investment dividends, the NCPG will establish a \$3 million dollar endowment by 2014. The Development Committee will prepare a plan for the Board of Directors by June 2009 to develop a \$3 million endowment.

**Tasks:**

The Development Program will report at three (3) month intervals, beginning November 2008 its progress in developing a plan for an endowment to the Board of Directors. Semi-annually, beginning in January 2010, the treasurer will prepare a financial statement on the progress of the endowment. The Development Program will provide a plan on or before June 2009 to establish an endowment fund for the NCPG by December 2014. The treasurer and legal counsel will work closely with the Executive Director and the Development Director in establishing and monitoring the endowment and its introduction as a revenue stream into the annual budget, and its controls and management as an asset of the NCPG.

**Fiscal Considerations:**

The anticipated budget commitment to develop an endowment is included in the Development Program.

**Committee(s) Responsible for the Achievement of this Goal:**

Development, Finance

**Goal 14:**

**To increase public awareness and recognition of the NCPG.**

**Objective:**

It is necessary for the NCPG to establish itself in the public sector as the organization of choice for expertise about problem gambling, as well as a resource for problem gamblers themselves. The organization needs to be the lead organization that legislatures, schools, governments, media outlets and internet searches turn to for problem gambling. This recognition will be facilitated by the NCPG's development of itself as a brand and incorporating marketing research to determine a baseline and set a goal for improvement. Ultimately improved brand recognition and penetration enhances the public recognition of NCPG and all its Affiliates. Staff will recommend a professional research marketing firm to prepare a marketing plan to be presented to the NCPG Board of Directors' meeting in June 2009.

**Tasks:**

Annually, the Executive Director in collaboration with the market research professional consultants will report to the Board of Directors on:

- the annual plan for market penetration by 2014,
- facts to substantiate market penetration numbers,
- an annual budget, and
- observations and recommendations.

**Fiscal Considerations:**

The anticipated budget commitment for promote NCPG is \$100,000 for 2009, and \$10,000 per year afterward.

**Committee(s) Responsible for the Achievement of this Goal:**

n/a

## Appendix

Strategic Planning Committee 2006

A

Timeline Summary

B

## Appendix A

### National Council on Problem Gambling Strategic Planning Committee Members – 2006

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Michael Stone  
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Bill Velardo  
Nevada

Seth Eisenberg, M.D.  
Illinois

Charles Vorkoper  
Texas

Chuck Maurer, Ph.D.  
Washington

## Appendix B

### National Council on Problem Gambling Projected Timeline

#### **2006**

National Council on Problem Gambling Development Program Assessment

#### **2007**

Initiate Fifty State Affiliate Recruitment  
Deliver MIS Plan & Budget  
Initiate the staff growth at the NCPG office

#### **2008**

Recruit Affiliates  
Initiate High Education Plan  
Present Office Space and Staffing Plan  
Implement MIS Plan

#### **2009**

Recruit Affiliates  
Initiate Endowment fund  
Baseline Study to determine awareness of NCPG

#### **2010**

Recruit Affiliates  
Revisit Strategic Plan

#### **2011**

Recruit Affiliates  
Staff increase at 5 to 10 full time personnel

#### **2012**

Recruit Affiliates  
Reserve Fund Goal Achieves \$1.2M  
Certified Gambling Counselors achieve goal of 4,000

#### **2013**

Recruit affiliates

**2014**

Recruit Affiliates

NCPG Endowment at \$3M

Individual members at 25,000

Organization members at 500

NCPG Grants at \$1M per year