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Experience

2007 to present: President, Public Action Management, PLC

Business dedicated to addressing alcohol problems through public education, public policy development and alcohol recovery programs. Projects include:

- Developed national education campaign to help policy makers understand alcohol regulation. Includes monthly newsletter and website with extensive educational materials: healthyalcoholmarket.com.
- Produced and published several reports: “The Danger of Alcohol Deregulation, the United Kingdom Experience,” “The High Cost of Cheap Alcohol,” “Safe and Sound, How the three-tier system of U.S. alcohol regulations helps ensure safe products and protects against revenue loss,” and an annual report, “2013 Issue Briefs for States.”
- Frequent presentations to national, regional and state conferences on regulation topics
- Expert witness in alcohol regulatory cases in Kentucky, Illinois and California.
- Work with over twenty states including testimony to legislative committees, public speaking, and assisting with customized educational pieces.

2003 to June 2007: Advocacy Director, Oregon Partnership

Oregon Partnership is a statewide non-profit dedicated to alcohol and drug abuse prevention and referral.

- Designed and directed “Face it Parents”, Oregon’s statewide media campaign designed to reduce underage drinking.
- Created Leadership for Alcohol Free Kids, a statewide task force that developed recommendations for Governor Kulongoski. Governor accepted and implemented many recommendations.
- Developed program that changed national alcohol advertising and retailing practices. Used a system of “Action Alerts”, a national email network and

media relations to call attention to products that encouraged teens to drink heavily. Several retailers, including Macy's and Kohl's, removed products from their stores. Others dropped sale of t-shirts encouraging underage drinking.

- Obtained grant funds to run two large media campaigns aimed at reducing underage drinking. Developed media partnerships with radio and TV companies that resulted in large pro-bono match for small expenditures in advertising. Acted as media spokesperson on youth substance abuse.
- Developed statewide youth action program to engage youth to write and voice radio and TV ads for media campaign. TV ad received regional "Youth Emmy" award.

1996 to 2003: Executive Director, Oregon Liquor Control Commission, Portland, OR

Oregon Liquor Control Commission is the state alcohol regulatory agency for Oregon

- Transformed antiquated bureaucracy into a high performing, results oriented organization through strategic planning, stakeholder involvement and team building.
- Completely modernized the distilled spirits business. Developed business plan with social responsibility and service ethic. Replaced all warehouse equipment from manual forms to scanning technology using bar codes. Upgraded retail stores by focusing on store appearance, location and customer service. Added stores for first time in 20 years.
- Managed large agency of over 450 employees and contractors and a \$250 million annual budget. Operation included 240 retail stores, a wholesale distribution center, 10,000 liquor licensees, and 24,000 alcohol server permittees. Initiated complete review of enforcement operations to focus on evidence-based practices including minor decoy operations and other measures to reduce illegal sales of alcohol to minors.
- Created citizen/stakeholder task forces to propose major changes in rules and laws.
- Chaired Oregon Coalition to Reduce Underage Drinking, a Robert Wood Johnson Foundation funded coalition dedicated to reduction of underage drinking.

1991-1996: Planning Manager, METRO/Metropolitan Exposition-Recreation Commission (MERC), Portland, OR

METRO is a regional government serving the Portland Metropolitan area.

- Produced business plan for four large facilities (convention center, exposition center, stadium, basketball arena) Each plan used a citizens' committee to review and support business plan efforts
- Conducted extensive financial analysis of each facility to find additional revenue and areas for cost reduction.
- Initiated Portland's first sports marketing organization. Created a citizens' committee to shepherd its development into a non-profit aimed at attracting major sporting events to the community. It has since enjoyed many years of success.
- Managed citizen committees to plan a convention center expansion (now complete) and develop revenue sources for support of large facilities, sports and art programs

**1984-1991 Assistant Administrator (major department head),
Oregon Employment Division, Salem, OR**

Oregon Employment Division is a state agency managing Unemployment Insurance and statewide job placement.

- Created new management structure for Administrative Hearings Unit and restored its reputation for fairness. Invited to join faculty of National Judicial College.
- Efficiently managed 25 lawyers who conducted 10,000 hearings per year.
- Directed Field Operations Division consisting of 30 local offices and 900 employees.
- Created public-private partnerships to raise private dollars for Oregon Youth Conservation Corps.
- Did extensive public speaking to raise money for youth corps environmental projects.
- Streamlined Employment and Training programs for greater productivity.

Education

- B.A. Portland State University, Political Science (With Honors)
- M.A. Georgetown University, Government/Public Administration (Honor Society)