



2023 NAADGS STRATEGIC PLAN

2023-2025

This 3-YEAR STRATEGIC PLAN was developed by the NAADGS Board of Directors and members to **enhance state and federal efforts to raise awareness, educate, and mitigate the potential impact and related harm of gambling.**



WELCOME!



My name is Linda Graves. I have the privilege of being the Executive Director for the National Association of Administrators for Disordered Gambling Services, NAADGS (we say NAY-uh-digs). This association of employees from states across the country is dedicated to enhancing state and federal efforts to raise awareness, educate and mitigate the potential impact or related harm of gambling. And we do it with energy and passion, as you can tell by the plans contained in this document.

Within this strategic plan, you will read NAADGS history, see our highlights and accomplishments, and feel the passion within our association for the work that we do as national leaders in the field of problem gambling. You will find the blueprint that our Board of Directors and Members have developed to serve those that are affected by gambling disorder and to prevent harms from gambling activity through publicly funded contracts. You will feel the vision for future growth of NAADGS as we continue to survey problem gambling services nationally to provide the only data set of its kind in the United States, as we become the national leader in standards of care for gambling disorder, as we develop minimum data sets for treatment, as we develop and collect toolkits for prevention, and as we support recovery services across the nation.

You can learn more about NAADGS by visiting www.naadgs.org. If you like what you see, and want to support the work that we do, you can click on the “DONATE” button at www.naadgs.org.

Thanks for your interest and partnership!

Linda

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NAADGS has core values which permeate all that we do. These values include integrity, respect, collaboration, neutrality, and standards of care.

Integrity is defined as the quality of being honest and having strong moral principles: upright. NAADGS seeks to have integrity in every aspect of our business, whether it is interactions with others or fiscal management, keeping our word or setting an upright example, NAADGS is an agency of integrity. We are straightforward and honest in all our interactions.

We seek to respect every person, regardless of any cultural, physical, or social qualities one may or may not have. All are treated equally with respect and our expectation is that the standard will be upheld by our members and our colleagues, in all of our work interactions.

We are a collaborative association. This is a principle on which we were formed and on which we thrive. We share knowledge and resources generously and freely.

NAADGS holds a position of neutrality regarding gambling. We understand that gambling is of benefit to many individuals, communities, and states. We also understand that some people are negatively affected by such businesses, and we offer help to those who need assistance through publicly funded programs.

NAADGS is responsible for setting the standards of care for prevention, treatment, and recovery services for those affected by gambling disorder and the prevention of such disorders in our communities. As the standard setters, we use integrity and respect as we set the standards of expectation for the continuum of care that addresses gambling disorders through the contractual services that our members offer through publicly funded gambling disorder programs.

NAADGS Strategic Plan: Organizational Description

History of the Organization



In 2000, Tim Christensen, then administrator for problem gambling services in the state of Arizona, in conversation with Keith Whyte, Executive Director of the National Council on Problem Gambling, called together administrators of problem gambling programs throughout the nation to form a non-profit association for the purpose of networking and supporting each other in the work that each did in their respective states. Because

administering public funds directed toward problem gambling was a relatively new role in state government, it was beneficial for those that fulfilled that capacity to be able to discuss the work, resources, and share ideas and tools. Chris Armentano, a retired problem gambling program manager, became the Executive Director for the organization. Chris facilitated the work to become a 501 (c) (3) corporation and incorporated the Association of Problem Gambling Service Administrators, Inc. (APGSA) in the state of Connecticut.

Under the direction of the Board of Directors and its Executive Directors, the association grew as individual states legislated funds to address problem gambling in their respective state and hired personnel or added to the job responsibilities of a current employee to oversee the funds directed to problem gambling services. As legalized gambling has increased throughout the United States, more states became members of APGSA. Dues were allocated according to each state's budget for problem gambling services, and those dues funded the association's employees, contractors, and ongoing maintenance and work.

In 2013, Kathleen Scanlan became Executive Director of APGSA. During her tenure, she worked to establish work groups that focused on different tasks or functions of the association. She was instrumental in developing a strategic map that graphically laid out how the APGSA functioned, its governance, and its core work. Kathleen also continued the growth of the association as more and more states legislated funding to address problem gambling as legalized gambling expanded across the United States.

In 2019, Linda Graves became the Executive Director of the Association of Problem Gambling Services Administrators. Under her leadership, the Association changed its name to better describe its members and its function. The new name became the National Association of Administrators for Disordered Gambling Services, NAADGS (say NAY-uh-digs). By-laws were updated. The mission statement was reviewed and updated. NAADGS developed both vision and values statements. Once those tasks were accomplished, work has focused on the development of a strategic plan, with culmination of that work product planned for spring of 2023.



Some member discussions over the last few years have been focused on the role of NAADGS and the role of the National Council on Problem Gambling, the partnership, and the delineation of capabilities. As NAADGS matures, what is the role that it plays alongside the National Council on Problem Gambling? As the National Council has members from state problem gambling councils, its primary role is advocacy. Whereas state employees may not have opportunity to speak on behalf of those with gambling disorder or have a voice in the testimony for regulatory or legislative processes, the councils on problem gambling can be heard through the public process, advocating for rules, funding, and on behalf of those affected by gambling disorders. Many of the councils throughout the United States receive contracts from the state-funded problem gambling program to fulfill specific services or functions within the state.

NAADGS members are state employees (or the state's designee) that administer contracts for services. Those services and the parameters to be met through contractual agreements are determined by the program administrator within the parameters of the enabling legislation or regulations. Therefore, NAADGS' role is to set standards of care for treatment, prevention, and recovery services. It is imperative that National Council on Problem Gambling and National Association of Administrators for Disordered Gambling Services partner and collaborate as they support the work and mission of each organization, each with a vital role to play in the overall space addressing prevention of and services for those affected by disordered gambling.

Major Products and Services

NAADGS provides services for its members to enhance their work and provides tools for problem gambling program administrators. NAADGS' goal is to help each member offer the best services within the scope of the resources available in their state systems.

Throughout the years of APGSA's existence, a survey of the states regarding services to those affected by gambling disorders has been a core component of APGSA's work. The survey gleans data that is collected in no other research around the United States. The research data plays an integral role in informing public policy, legislative and regulatory action as well as grass roots movements regarding currently available problem gambling services as well as existing gaps in those services. APGSA, now NAADGS, has completed six surveys, including *2021 Survey of State Funded Problem Gambling Services in the United States*, published in the spring of 2022. Surveys have been conducted by APGSA in 2006, 2008, 2010, 2013, 2016, and the latest, in 2021, under the newly branded NAADGS. The 2013 and 2016 surveys were conducted in partnership with the National Council on Problem Gambling. A Request for Information (RFI) and a Request for Proposal (RFP) were issued prior to the contract being granted in early 2021 to Problem Gambling Solutions. Problem Gambling Solutions has conducted all six of the surveys to date, with Dr. Jeffrey Marotta as principal investigator.

Contributions from ENTAIN FOUNDATION, EPIC Risk Management, and KindBridge Behavioral Health for the *2021 Survey of State Funded Problem Gambling Services in the United States* included funding to have the state budget information updated for two years following the original survey to have up-to-date state budget information accurately available for a three-year period through Fiscal Year 2023. Because this came at a time of record expansion of sports gambling and i-gaming throughout the United States, it will be of integral interest and value to those seeking out such research. Without the contributions of these partners, NAADGS would not have been able to gain such vital data for a three-year period. We at NAADGS are grateful to these funders.

NAADGS offers Learning Communities. Learning Communities are training opportunities for NAADGS members to learn about research, training and techniques that will enhance the state administrator's ability to provide quality programming for the constituents of their administrator's respective state. Experts on subject matter are engaged to train. Often those experts are other problem gambling program administrators or staff with whom they work. Examples of recent Learning Communities include the *54321 of Sports Betting* with Brianne Doura-Schawohl, Gambling and Crime with Michelle Malkin, Ph.D. and *Diversity, Equity and Inclusion* with Victor Ortiz. There is no charge for participating in Learning Communities, and members are welcome to include other staff and partners at no charge for the training.

The NAADGS website offers several tabs with information valuable not only to NAADGS members, but also to the public. The site contains an interactive map of the United States where a reader can find contact information for each state problem gambling program, its staff, budget and how that budget is spent, annual reports and other state-specific information.

NAADGS offers a member-only web forum. This forum offers an opportunity for members to ask questions or bring up topics of discussion, and have other members respond to share experience and information, as well as tools, trainers, etc. This is an invaluable resource for NAADGS members as they network and share privately as the site is only accessible to those who have been admitted to the password-protected forum.

NAADGS offers a Resource Library on its website. The website is newly re-organized, so that articles can be found intuitively, with tab topics easily accessible. Members and visitors to the NAADGS website, www.naadgs.org, can find research and articles on a variety of topics that may be pertinent to the work that they do. Articles older than three years are stored in the archives so that they can still be accessed if the reader should need to find it. Resource Library topics include national and state resources, articles on prevention, treatment and recovery of disordered gambling, and a variety of other subjects.

With its inaugural debut in July 2022, the NAADGS podcast led by Brianne Doura-Schawohl of Doura-Schawohl Consultants, leads its listeners to consider the impact of gambling disorder on the larger community, explores legislation and regulations, notable progress and changes in the responsible gaming space, forecasts, and predictions, as it challenges listeners to take part in advocacy on behalf of those that are affected by gambling disorder. Podcasts can be found on the main page of the NAADGS website.

NAADGS has active workgroups that have established work objectives for the next three years as part of this NAADGS Strategic Plan. The NAADGS work groups include the following:

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|----------------------------------|----------------------------------|
| Advocacy | Funding |
| Communications and Marketing | Learning Community |
| Data and Emerging Trends | Prevention |
| Diversity, Equity, and Inclusion | State Survey Steering |
| Education and Resource Library | Standards of Care/Best Practices |

Each of these workgroups represents functions and tasks that are important to the association as a whole and contribute to the health of the association. Every work group has contributed to the goals and objectives of this strategic plan. The groups have identified who will carry out the objective and a timeline for the objective to be accomplished. These workgroups move forward the mission, vision, and values of NAADGS through their ongoing work objectives, their regular

meetings, their attention to work ethic and product and their ongoing quest for learning new techniques, tools, programs, etc. to assist those affected by gambling disorders.

NAADGS published a monthly electronic newsletter that is distributed to its members. The purpose of the newsletter is to keep members informed and updated on the work that NAADGS is doing, any upcoming events, and articles by guest authors on educational topics, often with links to the website or other supporting information. The newsletter is another way to engage members and keep them informed and participatory in NAADGS.

Quarterly members' meetings are held via Zoom to keep members informed and engaged. The membership elects eight members to the Board of Directors, and the Executive Director acts as an ex officio member to make a nine-member Board of Directors. Board of Directors meetings are held eight times annually, on the months that there is not a quarterly members meeting. The Board of Directors elects officers to conduct the business of the association. In July, The Board of Directors elects President, Vice President, Secretary and Treasurer for the coming fiscal year. Each board member serves for a term of two years, but can be re-elected by the membership, with no term limits.

Highlights and Accomplishments

As already noted, NAADGS, formerly APGSA, has conducted a total of six surveys of problem gambling services in the United States since 2003. The 2003, 2006, and 2008 surveys were self-funded by saving funds each year to pay for the survey. In 2013 and 2016, the National Council on Problem Gambling and then APGSA partnered and shared the cost of the surveys. NAADGS sought and received outside funding for the 2021 survey in the amount of \$130,000, generously funded by ENTAIN FOUNDATION, with secondary funding from EPIC RISK MANAGEMENT and KINDBRIDGE. NAADGS is profoundly grateful to these entities who supported the mission of NAADGS by donating to the important purpose of collecting data integral to the advancement of services for those affected by gambling disorders.

The contract for services to conduct the 2021 Survey also included a two-year follow-up to collect budget information. With this addition to the contract, it ensures that current budget data will be available through the three-year contract period ending in 2023. A new process will begin in 2023 to seek services for a new survey in 2024.

NAADGS has addressed all major foundational building blocks in the past two years. The by-laws have been updated and revised. The mission statement has been revised. A vision statement has been developed and ratified as well as a new values statement. NAADGS is in the process of developing a three-year strategic plan to be implemented by Spring 2023. These building blocks will give direction to the objectives that NAADGS seeks to accomplish in the coming three years. As noted, all the workgroups have contributed to the objectives and the timeline in which those objectives will be accomplished, so that the membership will have ownership of the strategic plan and be engaged in carrying out the work of the association.

NAADGS has expanded its membership to 37 states in the past two years. Of 50 states and Washington DC, there are nine states that do not have any funding directed to problem

gambling services. There are two states that have Councils that do not have state administrators, and there are some states that choose not to participate with NAADGS, although they can take advantage of our services without paying any dues. NAADGS will continue to seek out and

support those states that are new to problem gambling services to invite their participation in our association. Membership is the sole source of regular income to NAADGS, except for contributions solely for the survey, with the goal to increase grant funding and donations in the future.

NAADGS is proud to be sponsor of a monthly podcast entitled “The NAADGS Podcast- Gambling Disorder Advocacy in Action” hosted by Brianne Doura-Schawohl of Doura-Schawohl Consulting. Topics include timely subjects with guest experts:

- ✚ Gift responsibly campaign, Dr. Jeff Derevensky
- ✚ National Substance Abuse Prevention Month and Co-morbidities, Dr. Tim Fong
- ✚ Celebrating Recovery Month, Stephen Matos
- ✚ NAADGS Problem Gambling Services Survey with Dr. Jeff Marotta

One of the most helpful segments of the podcast is Brianne’s top ten list that discusses current events in the gambling world, which she provides with each podcast. You are welcome to take advantage of these experts’ knowledge as they share. Episodes can be found at www.naadgs.org main page. For the full list of episodes, click on “episode website.”

Just prior to publication of this plan, NAADGS received a generous donation from GEOCOMPLY. At the time of publication, the Board of Directors had not had the opportunity to discuss plans for contribution but are very grateful for the opportunity for growth that it presents to NAADGS.

Support for the NAADGS continuing survey work through Problem Gambling Solutions has continued to be funded by ENTAIN FOUNDATION, with assistance from Kindbridge Behavioral Health and EPIC Risk Management.

We are grateful for our funders, which enable us to do impactful work that supports our mission to enhance state and federal efforts to raise awareness, educate, and mitigate the potential impact or related harm of gambling.

Mission, Vision and Values Statements

Mission Statement:

NAADGS will enhance state and federal efforts to raise awareness, educate, and mitigate the potential impact or related harm of gambling. (Ratified in October 2020)

Vision Statement:

Every person in the United States, its territories, and freely associated states has access to problem gambling services. (Ratified 10.20.20)

Values statement:

NAADGS will facilitate a unified voice through:

- ***The development, implementation, and review of standards of care***
- ***The orchestration of research in the problem gambling field***
- ***The ongoing professional development of members on evidence-based practices***
- ***The advocacy for those affected by gambling, including identification and referral***
- ***The all-inclusive provision of problem gambling services***
- ***The collaboration with health care systems*** (Ratified by the membership 4.22.21)

Strengths, Weaknesses, Opportunities and Threats (SWOT)

STRENGTHS

The strengths of NAADGS are myriad. First and foremost, our members are passionate about working to prevent problem gambling and treat those that are affected by gambling disorder. The experience and knowledge that NAADGS members bring to problem gambling services is noteworthy, as leaders in the field of prevention, treatment and aftercare share their knowledge and expertise with others.

While state problem gambling administrators across the nation fulfill the same role, each state is unique in funding sources, regulatory and statutory direction, management, and application of directives. This uniqueness allows NAADGS members an array of knowledge and experience from across the nation. This shared learning community cannot be replicated by searching the internet or research journals, for those who lack personal involvement.

Bringing a historical perspective from 20 years of practice strengthens and enhances the body of knowledge and total experience. Each board member brings his or her expertise and assets to the table to inform the work of the agency and strengthen the body of knowledge and expertise.

NAADGS collects data regularly on problem gambling services throughout the nation through its periodic surveys. This is the only survey of its kind done in the United States, offering data to both public and private sectors for use with advocacy, analysis, and service comparisons and determinations. There have been six surveys completed throughout the life of NAADGS. The current survey as well as archived past surveys can be found on the NAADGS website.

Funding for NAADGS is stable, with members faithfully participating by paying their dues annually, as outlined by the NAADGS dues schedule. NAADGS dues were not negatively impacted by the COVID-19 pandemic, as was feared, and remained stable despite casino closures and other decreases in gaming revenue. As states that are new to disordered gambling services become involved with NAADGS, they each uniquely contribute to the body of knowledge and expertise, and they pay dues as they become financially able to do so.

WEAKNESSES (CHALLENGES)

Many of the internal weaknesses identified by the NAADGS Board of Directors and members begin with the word, "lack," speaking to deficits in some areas of operation. The most obvious of these "lacking" areas is in capacity. NAADGS members are all full-time state employees, some of whom are charged with two or even three full-time jobs, all within one FTE. The time that NAADGS members can devote to the work of NAADGS is very limited, not by desire, but by time and energy availability. The Executive Director is a half-time employee, and the only employee with administrative duties, bookkeeping, and web site services contracted to hourly businesses.

NAADGS lacks complete national membership and participation. Almost all states with funding for problem gambling participate with NAADGS, but there are a couple that do not. Hiring for positions to oversee and manage public problem gambling funds is contingent upon each state's hiring process.

At the current time, NAADGS lacks standards of care within the problem gambling services system, although accomplishing the delineation of standards of care is of high importance and reflected in our goals and objectives. Because there are no federal guidelines nor leadership around gambling disorder, there is no standardization guidelines offered through the federal government. Standardizing data and establishing minimum standards of care is a long-term goal of NAADGS, and a daunting task given that each state entity determines its own standards and its own data collection systems in the current political environment. This research is important for NAADGS to accomplish in the future.

Disparity between the state systems can make it challenging to apply for grants and formulate collective ideas and opportunities. This can be seen as a challenge, rather than a weakness as NAADGS matures and learns to navigate and embrace the differences in our states and work through the disparities.

OPPORTUNITIES

What are the opportunities for NAADGS? NAADGS can find new partners throughout the United States with dissemination of the new survey data. Through media, social media and podcast exposure, awareness of NAADGS will grow, leading to new sponsors, donors and partners and new environmental assets. As gambling expands throughout the nation, there is also expanded opportunity to partner with new gaming industry responsible gaming programs. Through gambling expansion, new or increased funding for problem gambling programs can lead to increased dues for some NAADGS members as their state program budgets increase.

There is an opportunity to invite other state entities to participate in NAADGS, if that entity meets the qualification of administering funds or programs for those who are affected by gambling disorders, like voluntary exclusion programs.

NAADGS has the opportunity to become the authority on standards of care for those that are affected by a gambling disorder. The federal government does not have an agency or governing body that addresses gambling disorders. NAADGS can become the “SAMHSA” for gambling disorders, if NAADGS can harness the resources to do so.

NAADGS has the opportunity to become a strong partner with other national entities that offer services to or have constituents that are affected by gambling disorder. Not only does NAADGS partner with National Council on Problem Gambling but can also partner with other national entities like EPIC Risk Management, Kindbridge, NAMI, suicide hotlines, pharmaceutical companies, public health entities and health companies, and others.

EXTERNAL THREATS

What are the external threats to NAADGS? There is still a general attitude that gambling could not be an addiction. Mega-million-dollar corporations fund grants to address addictions, but they do not include gambling addiction in those funding opportunities. The political landscape supports gambling expansion in many jurisdictions, yet advocacy is lacking to represent those who may need services in the future because of gambling expansion.

There is a stigma attached to the concept of gambling disorder. The stigma is a barrier to those who need or seek services, whether the gambler him- or herself, or an individual affected by another's gambling. Fundraising from foundations and other usual channels is challenging when the goal is to support problem gambling service initiatives. There is still a common misconception that quitting gambling is like the shoe ad, and people should be able to "just do it." Just quit if it is a problem.

There is an external threat from gambling expanding faster than the resources necessary to address the impact of that expansion. Managing services when the revenue is not proportionate to the expansion is a constant challenge for those administering problem gambling programs. Marketing for the gaming industry is a multi-million-dollar industry, and the scarce dollars that are available for marketing prevention and service initiatives for those affected by gambling disorder cannot compete.

APPENDIX A

The following pages are the plans for each of the NAADGS workgroups for the next three years. The goals and objectives are outlined as workgroups strive to move the agency forward through their objectives and action plans. At the time of publication, these are the goals and objectives. These are a work in progress, fluid, not static, so know that all these goals and objectives will change as the gambling and gambling services environment changes during the next three years.

Completion Date	Workgroup	Goal	SMART Objectives	Completed by Whom?
7/1/2022	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	1. Quarterly, solicit articles, publications, and white papers as resources for Resource Library, adding three articles per month	Resource Library Workgroup
7/1/2022	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	2. Outreach to NAADGS members to solicit new materials appropriate for Resource Library on a quarterly basis.	Resource Library Workgroup
7/1/2022	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	Each quarter the Education/Resources Workgroup will meet and review materials on the NAADGS resource library web page, determine what is outdated and no longer relevant, and make request to NAADGS Admin to remove so current and relevant resources are available to NAADGS members.	Resource Library Workgroup
7/1/2022	Learning Communities	Offer a minimum of three(3) one-hour sessions annually on current topics of interest related to problem gambling to NAADGS members.	Survey membership for educational priorities each year.	Learning Communities Workgroup
8/1/2022	Comms/ Survey workgroups	Release of 2021 Survey of publicly funded problem gambling services in the United States	Comms Workgroup will release public announcement and data for 2021 Survey by July 28, 2022.	Marketing/Comms & ED

8/31/2022	Marketing/Comms	Support monthly NAADGS newsletter	Survey NAADGS members for potential newsletter blog contributors	Marketing/Comms
9/30/2022	Data & Emerging Trends	Aid in maximizing effectiveness of the Survey of Problem Gambling Services in the United States to advance problem gambling prevention, treatment, and recovery policies and practices.	State survey data will be posted to NAADGS website on individual state pages by Sept 30, 2022.	
9/30/2022	Data & Emerging Trends	Aid in maximizing effectiveness of the Survey of Problem Gambling Services in the United States to advance problem gambling prevention, treatment, and recovery policies and practices.	DETW will create a NAADGS survey data process and request form to be reviewed by NAADGS Executive Director and processed by Survey Principal Investigator.	DETW. Each submission reviewed by E.D and processed by P.I.
9/30/2022	Survey	To conduct a survey of state problem gambling services in the United States once every three years, with budget data updated annually.	State survey data will be posted to NAADGS website on individual state pages by Sept 30, 2022.	webmaster with ED consultation
9/30/2022	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	1. Quarterly, solicit articles, publications, and white papers as resources for Resource Library, adding three articles per month	Education/Resources Workgroup
9/30/2022	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	2. Outreach to NAADGS members to solicit new materials appropriate for Resource Library on a quarterly basis.	Education/Resources Workgroup

9/30/2022	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership	Each quarter the Education/Resources Workgroup will meet and review materials on the NAADGS resource library web page, determine what is outdated and no longer relevant, and make request to NAADGS Admin to remove so current and relevant resources are available to NAADGS members.	Education/Resources Workgroup
12/31/2022	Data & Emerging Trends	Identify existing data sources, needs, and gaps for monitoring/reporting of problem gambling measures	2.1 Gather federal and state data sources & measures to review and develop inventory of data measures and sources	DETW
12/31/2022	Data & Emerging Trends	Identify existing data sources, needs, and gaps for monitoring/reporting of problem gambling measures	2.2 Publish inventory of PG data sources and share with communications workgroup (what surveys have been done and then what data sets are available for researchers)	DETW
12/31/2022	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	1. Quarterly, solicit articles, publications, and white papers as resources for Resource Library, adding three articles per month	Education/Resources Workgroup
12/31/2022	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	2. Outreach to NAADGS members to solicit new materials appropriate for Resource Library on a quarterly basis.	Education/Resources Workgroup

12/31/2022	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	Each quarter the Education/Resources Workgroup will meet and review materials on the NAADGS resource library web page, determine what is outdated and no longer relevant, and make request to NAADGS Admin to remove so current and relevant resources are available to NAADGS members.	Education/Resources Workgroup
3/31/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	1. Quarterly, solicit articles, publications, and white papers as resources for Resource Library, adding three articles per month	Resource Library Workgroup
3/31/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	2. Outreach to NAADGS Board of Directors to solicit new materials appropriate for Resource Library on a quarterly basis.	Education/Resources Workgroup
3/31/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	Each quarter the Education/Resources Workgroup will meet and review materials on the NAADGS resource library web page, determine what is outdated and no longer relevant, and make request to NAADGS Admin to remove so current and relevant resources are available to NAADGS members.	Education/Resources Workgroup

3/31/2023	Survey	Update states' budget information annually.	By March 2023, programmatic budget information will be collected by P.I. to update budget information on the website for each state.	Survey workgroup in consultation with PGS
3/31/2023	Marketing/Comms	Support monthly NAADGS newsletter	Survey NAADGS members for potential newsletter blog contributors	Marketing/Comms
			DETW will publish the inventory of Problem Gambling Treatment and Prevention Data Sources and share with Communications Workgroup and post to NAADGS website.	DETW
6/30/2023	Data & Emerging Trends	Aid in maximizing effectiveness of the Survey of Problem Gambling Services in the United States to advance problem gambling prevention, treatment, and recovery policies and practices.	By June 30, 2023, will participate with other NAADGS workgroups to review findings and conduct further analyses of the state survey results for the purpose of synthesizing and disseminating findings for NAADGS.	All NAADGS workgroups
6/30/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	1. Quarterly, solicit articles, publications, and white papers as resources for Resource Library, adding three articles per month	Education/Resources Workgroup
6/30/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS	2. Outreach to NAADGS members to solicit new	Education/Resources Workgroup

		membership and guests	materials appropriate for Resource Library on a quarterly basis.	
6/30/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	Each quarter the Education/Resources Workgroup will meet and review materials on the NAADGS resource library web page, determine what is outdated and no longer relevant, and make request to NAADGS Admin to remove so current and relevant resources are available to NAADGS members.	Education/Resources Workgroup
6/30/2023	Learning Communities	Offer a minimum of three (3) one-hour sessions annually on current topics of Interest related to problem gambling to NAADGS members.	Survey membership for educational priorities each year.	Learning Communities Workgroup
6/30/2023	Learning Communities	Offer a minimum of three (3) one-hour sessions annually on current topics of Interest related to problem gambling to NAADGS members.	Research educators for the top three (3) educational priorities	Learning Communities Workgroup
6/30/2023	Learning Communities	Offer a minimum of three (3) one-hour sessions annually on current topics of Interest related to problem gambling to NAADGS members.	Host three to four educational forums/webinars annually, with one forum being focused on an emerging trend or topic.	Learning Communities Workgroup

6/30/2023	Prevention	I. To Identify and share existing evidence informed problem gambling prevention resources and to develop/recommend core standards that align with the SAMHSA Strategic Prevention Framework.	I.1. the Prevention Workgroup will assess available statewide resources developed to support problem gambling prevention (e.g., guides, manuals, factsheets, etc.) efforts. A minimum of 15 (fifteen) state resources will be collected, reviewed, and made available via the NAADGS Prevention Resource Library.	Prevention Workgroup
6/30/2023	Prevention	I. To Identify and share existing evidence informed problem gambling prevention resources and to develop/recommend core standards that align with the SAMHSA Strategic Prevention Framework.	I.2. the Prevention Workgroup will build membership capacity by reaching out to a minimum of twenty statewide problem gambling partners to gauge interest in serving as a Workgroup member. A minimum of 3 (three) new members will agree to joining the Prevention Workgroup.	Prevention Workgroup
9/30/2023	Survey	Survey Workgroup	Break down 3-4 key facts from survey data and develop frequently asked questions.	Survey Workgroup
9/30/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	1. Quarterly, solicit articles, publications, and white papers as resources for Resource Library, adding three articles per month	Education/Resources Workgroup

9/30/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	2. Outreach to NAADGS Board of Directors to solicit new materials appropriate for Resource Library on a quarterly basis.	Education/Resources Workgroup
9/30/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	Each quarter the Education/Resources Workgroup will meet and review materials on the NAADGS resource library web page, determine what is outdated and no longer relevant, and make request to NAADGS Admin to remove so current and relevant resources are available to NAADGS members.	Education/Resources Workgroup
9/30/2023	Standards of Care	Develop standards of care for problem gambling treatment	Develop minimum expectations for recommended best practices in problem gambling treatment	Standards of care workgroup
12/31/2023	Data & Emerging Trends	Make recommendations for national standard sets of questions and data points for adult and youth problem gambling data sets.	DETW will use inputs from the inventory of Problem Gambling Treatment and Prevention Data Source to develop four recommended standard problem gambling and gaming data sets (questions, variables, codes) for adult behavior, youth behavior, adult treatment, and youth treatment.	DETW

12/31/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	1. Quarterly, solicit articles, publications, and white papers as resources for Resource Library, adding three articles per month	Education/Resources Workgroup
12/31/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	2. Outreach to NAADGS Board of Directors to solicit new materials appropriate for Resource Library on a quarterly basis.	Education/Resources Workgroup
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3/31/2024	Survey	Update state budget information annually.	By March 2023, programmatic budget information will be collected by P.I. to update budget information on the website for each state.	Survey workgroup in consultation with PGS
3/31/2024	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	1. Quarterly, solicit articles, publications, and white papers as resources for Resource Library, adding three articles per month	Education/Resources Workgroup

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12/31/2023	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	Each quarter the Education/Resources Workgroup will meet and review materials on the NAADGS resource library web page, determine what is outdated and no longer relevant, and make request to NAADGS Admin to remove so current and relevant resources are available to NAADGS members.	Education/Resources Workgroup
3/31/2024	Comms	Support monthly NAADGS newsletter	Survey NAADGS members for potential newsletter blog contributors	Marketing/Communications
3/31/2024	Survey	Secure funding for next survey	By March 31, 2024, the Survey and Funding Workgroups will secure full funding to conduct the next survey of problem gambling services in the United States.	Survey and Funding Workgroups
6/30/2024	Marketing/Comms	Support monthly NAADGS newsletter	Survey NAADGS members for potential newsletter blog contributors	Marketing/Comms
6/30/2024	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	2. Outreach to NAADGS members to solicit new materials appropriate for	Education/Resources Workgroup

			Resource Library on a quarterly basis.	
6/30/2024	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	Each quarter the Education/Resources Workgroup will meet and review materials on the NAADGS resource library web page, determine what is outdated and no longer relevant, and make request to NAADGS Admin to remove so current and relevant resources are available to NAADGS members.	Education/Resources Workgroup
6/30/2024	Funding	Increase NAADGS membership	Investigate methods to expand membership within confines of NAADGS by-laws and implement plan to expand NAADGS membership.	Funding Workgroup
6/30/2024	Learning Communities	Offer a minimum of three (3) one-hour sessions annually on current topics of Interest related to problem gambling to NAADGS members.	Research educators for the top three (3) educational priorities	Learning Communities Workgroup
6/30/2024	Learning Communities	Offer a minimum of three (3) one-hour sessions annually on current topics of Interest related to problem gambling to NAADGS members.	Host three to four educational forums/webinars annually, with one forum being focused on an emerging trend or topic.	Learning Communities Workgroup

6/30/2024	Prevention	I. To Identify and share existing evidence informed problem gambling prevention resources and to develop/recommend core standards that align with the SAMHSA Strategic Prevention Framework.	By June 30, 2024, the prevention workgroup will provide a recommendation of evidence informed core standards for problem gambling services.	Prevention Workgroup
6/30/2024	Standards of Care	Ensure that training for problem gambling treatment is current and evidence-based	adopt recommended problem gambling treatment training standards that are current and evidence-based, possibly using IGCCB training standards or developing NAADGS standards.	Standards of Care
8/31/2024	Marketing/Comms	Support monthly NAADGS newsletter	Survey NAADGS members for potential newsletter blog contributors	Marketing/Comms
9/30/2024	Marketing/Comms	Increase NAADGS' social media presence	1. Quarterly, through FY 2025, Marketing/Comms Workgroup will disseminate at least one press release per quarter.	Marketing/Communications
9/30/2024	Marketing/Comms	Increase NAADGS' social media presence	2. The marketing/communications workgroup will facilitate an active social media presence through either workgroup or purchased social media contractor, with weekly posts to social media.	Marketing/Communications
9/30/2024	Marketing/Comms	Increase NAADGS' social media presence	3. The NAADGS podcast will grow from 10 per year to	Marketing/Communications

			12 podcasts per year (one monthly).	
9/30/2024	Marketing/Comms	Support monthly NAADGS newsletter	Survey NAADGS members for potential newsletter blog contributors	Marketing/Communications
9/30/2024	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	1. Quarterly, solicit articles, publications, and white papers as resources for Resource Library, adding three articles per month	Education/Resources Workgroup
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9/30/2023	Standards of Care	Ensure that supervision for peer recovery support is standardized.	Develop standards for supervision for peer recovery supports.	Standards of Care
9/30/2023	Standards of Care	Ensure that supervision for peer recovery support is standardized.	Ensure that supervision for peer recovery is professional, clinically sound, and meets DEI standards.	Standards of Care

12/31/2024	Data & Emerging Trends	Make recommendations for national standard sets of questions and data points for adult and youth problem gambling data sets.	3.2 Build relationships for buy-in with SAMHSA and CDC (BRFSS and YRBS contacts) to make recommendations for standard/core problem gambling data sets.	DETW
12/31/2024	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	1. Quarterly, solicit articles, publications, and white papers as resources for Resource Library, adding three articles per month	Resource Library Workgroup
12/31/2024	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	2. Outreach to NAADGS members to solicit new materials appropriate for Resource Library on a quarterly basis.	Resource Library Workgroup
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3/31/2025	Comms	Support monthly NAADGS newsletter	Survey NAADGS members for potential newsletter blog contributors	Comms Workgroup

3/31/2025	Education/Resources Workgroup	To have current relevant resources available to NAADGS membership and guests	1. Quarterly, solicit articles, publications, and white papers as resources for Resource Library, adding three articles per month	Education/Resources Workgroup
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6/30/2025	Learning Communities	Offer a minimum of three (3) one-hour sessions annually on current topics of Interest related to problem gambling to NAADGS members.	Survey membership for educational priorities each year.	Learning Communities Workgroup
6/30/2025	Learning Communities	Offer a minimum of three (3) one-hour sessions annually on current topics of Interest related to problem gambling to NAADGS members.	Research educators for the top three (3) educational priorities	Learning Communities Workgroup
6/30/2025	Learning Communities	Offer a minimum of three (3) one-hour sessions annually on current topics of Interest related to problem gambling to NAADGS members.	Host three to four educational forums/webinars annually, with one forum being focused on an emerging trend or topic.	Learning Communities Workgroup
6/30/2025	Prevention	I. To Identify and share existing evidence informed problem gambling prevention resources and to develop/recommend core standards that align with the SAMHSA Strategic Prevention Framework.	I.5. the Prevention Workgroup will assess current Certified Prevention Specialist requirements nationally regarding PG prevention and overall workforce development	Prevention Workgroup

