

An Introduction to the Essential Elements for an Effective Problem Gambling Framework (EPGF)

A Strategic Decision Support Tool



An Introduction to the Essential Elements for an Effective Problem Gambling Framework (EPGF)

A Strategic Decision Support Tool

This tool has been prepared by EDC and Omni Institute

We would like to thank reviewers for taking the time and effort necessary to review the tool. We sincerely appreciate all valuable comments and suggestions, which helped us to improve the quality, clarity, and utility of the tool.

Collaborators

Chuck Klevgaard, CSPS

Senior Project Director for Prevention Technology
at Education Development Center

T Schweimler, M.A.

Research Manager at Omni Institute

Eden Griffin, Ph.D., M.A.

Director at Omni Institute

Reviewers

Greta Coe, CPS

Problem Gambling Services Manager at Oregon
Health Authority

Anne Rogers, M.Ed.

Responsible Gambling Promotion Coordinator at
the Virginia Department of Behavioral Health and
Developmental Services

Maureen Greeley

Executive Director at the Evergreen Council on
Problem Gambling

Claire Spada, OCPC, ICPS

Director of Workforce Development at the Problem
Gambling Network of Ohio

Kelly Leppard, MPA, CPS

Primary Prevention Services Coordinator at
Connecticut Department of Mental Health and
Addiction Services, Problem Gambling Services

Ben Spooner, CPS

Project Director at Education Development Center;
Associate Project Director at the Massachusetts
Center of Excellence on Problem Gambling

Teresa McDowell, EdD, LMFT

Professor Emerita at Lewis & Clark Department of
Counseling, Therapy, and School Psychology;
Senior Instructor at Advanced Career Online
Resource Network (ACORN)

We believe that problem gambling poses a significant threat to public health and that our best hope for addressing the threat and reducing harms to individuals and communities is to mount a public health response. That response must include the most effective evidence-informed public health approaches including a prepared workforce, strong surveillance, a commitment to equity, and effective policy.

Introduction

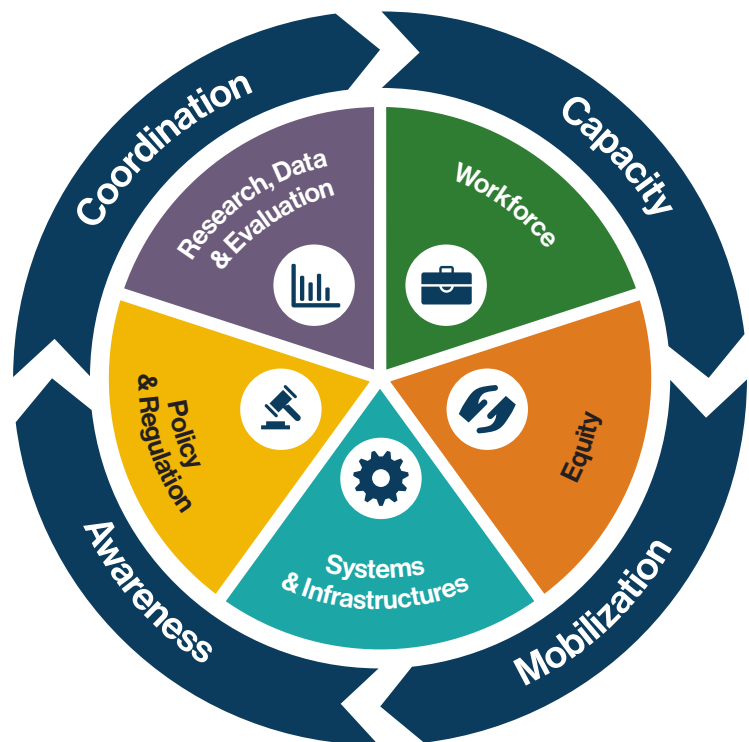
Purpose of This Tool

The gambling industry across the country is fast evolving and requires a nimble response by public health leaders to address and minimize the harms and consequences of problem gambling behaviors. This tool is designed to serve as a strategic decision support tool for state problem gambling leaders seeking to establish a robust problem gambling infrastructure for service provision across the continuum of care. This tool is not meant to provide a comprehensive review of the literature on effective problem gambling interventions. Instead, this tool is to be used as a resource and is based on the expertise and experience of current leaders in the field. It is informed by relevant public health systems frameworks as well as culturally- and evidence-informed best practices. This tool is also not meant to be used in a vacuum—assessment tools such as this strategic decision support tool are meant to support a broader overall strategy and should be utilized in conjunction with other key tools and processes, such as community readiness assessments, behavioral health needs assessments, strategic planning processes, and environmental scans.

In order to deliver effective problem gambling prevention, early intervention, treatment, and recovery services in a nascent and changing landscape, problem gambling leaders will need to build infrastructure, assess workforce and system capacity, build partnerships, select evidence-informed programming, collect data, evaluate impact, and plan for sustainability.

To create a sustainable public health response, leaders will need to take a coordinated, multi-faceted approach. This practice, known as public health capacity development, is defined as building the knowledge, skills, commitment, structures, systems, and leadership capabilities that enable public health actions to improve health. The approach can be organized into four areas, including:

- 1 Coordination**
State, regional and local elements to support an equity-focused continuum of care that recognizes the increased harm experienced by some communities.
- 2 Capacity**
Workforce development structures to support knowledge, skills and abilities key to the implementation of effective behavioral programs and services.
- 3 Mobilization**
Data, evidence-informed practice dissemination, and technical assistance to guide collaboration and inform action.
- 4 Awareness**
Messaging and education to increase community readiness to address problem gambling-related harms



Who Should Use This Tool?

This tool is designed to be utilized by state problem gambling leaders who are tasked with the development and coordination of publicly-funded problem gambling services. These leaders may include state administrators of problem gambling services, executive directors of state problem gambling councils, program directors, state problem gambling prevention and treatment coordinators, and others.

As collaboration is foundational to the development of an effective problem gambling framework, efforts should seek to include representation from as many of the following sectors as feasible:

- State Councils or Advisory Committees on Problem Gambling
- State Affiliate Council
- Gambling Industry Leadership (casino representations, licensed sports book operators, charitable gambling representations, state lottery leadership, horse racing industry representatives, etc.)
- State Problem Gambling Helpline Leadership
- State Legislators
- Leaders of Regulatory Organizations and Agencies
- Leaders of Clinical Services Certification Boards
- Leaders of Problem Gambling Peer Recovery Organizations
- Leaders of Problem Gambling Coalitions
- Prevention, Treatment, and Recovery Program Staff
- Academic Institutions, Social Scientists, and Researchers

Equity Considerations

As is the case in any public health approach, considering equity in developing an effective problem gambling approach is vital for achieving optimal health outcomes for all populations. This tool centers equity to ensure that the populations and communities most impacted by problem gambling are considered and included in the process of building problem gambling services and systems. Research shows that specific populations have disproportionate access to gambling opportunities, are disproportionately targeted by gambling advertising, and have disproportionate rates of problem gambling behaviors and problem gambling disorder. Communities of color, particularly Black and Native American populations, as well as men, young adults, and individuals with lower socioeconomic status (SES) or from neighborhoods that have been historically marginalized are particularly at risk, and any problem gambling system should seek to engage these populations in data collection, planning, and continuous quality improvement of services.

The Five Domains

This tool is divided into five key domains that help shape a public health approach: **workforce, equity, systems & infrastructure, policy & regulation, data & evaluation.**

These domains do not exist in silos but are rather deeply interwoven and mutually reinforcing.



Workforce

A well-prepared, diverse, and skilled workforce is the cornerstone of an effective state response to problem gambling. These elements assess the types of workers required and the competencies they need, with a focus on building accessible and affordable training, credentialing, and professional development opportunities across prevention, treatment, and recovery.



Equity

Addressing problem gambling effectively requires centering the populations most impacted by gambling-related harms. These elements promote strategies to involve, engage, and empower individuals and communities — building personal and collective agency, reducing disparities in service access, and ensuring a public health lens guides all aspects of the system.



Systems & Infrastructure

Strong systems and infrastructure create the conditions for coordinated, sustainable service delivery. These elements examine the organizational structures, governance bodies, funding mechanisms, and oversight frameworks that states need to support consistent problem gambling prevention, treatment, and recovery across all levels of the system.



Policy & Regulation

Policies and regulations shape the gambling environment and set the boundaries within which operators, providers, and communities function. These elements examine the breadth and implementation strength of state-level rules governing gambling access, advertising, product design, and operator accountability, as well as the policies that guide funding, service standards, and system priorities.



Research, Data & Evaluation

Data-driven decision-making is essential at every stage of building and sustaining an effective problem gambling response. These elements examine a state's capacity to collect, analyze, and apply data from surveillance and needs assessment to program monitoring, equity tracking, and continuous quality improvement.

Scoring & Interpretation

For each assessment section in this tool, rate each item using the provided 5-point scale. After completing the section, sum the scores for all items to calculate a total section score.

Use the total section score to determine your placement within one of four scoring tiers. Each tier corresponds to a description of your current infrastructure or capacity level for that domain and provides tailored recommendations for improvement.

The following pages contain the assessment section for each domain which includes:

- An introduction to the domain and purpose of the assessment
- The Assessment Scale for that domain
- The Assessment Items and Instructions for that domain
- The Assessment Scoring and Interpretation for that domain



Workforce Assessment

A well-prepared, diverse, and skilled workforce is the cornerstone of an effective state response to problem gambling. Given the growing complexity and evolving nature of gambling opportunities across the country, states must invest in developing a workforce that is equipped to prevent, identify, and address gambling-related harms across the continuum of care—from prevention and early intervention to treatment and recovery support.

Problem gambling is not just a clinical issue. It is a public health challenge that requires coordination among a range of professionals including prevention specialists, behavioral health clinicians, peer recovery support workers, researchers, policymakers, and community leaders.

Key Elements of a Strong Problem Gambling Workforce

- ✓ **Capacity and Coverage**
Addressing behavioral health workforce shortages by ensuring an adequate number of trained professionals across all geographic areas, especially in high-need communities.
- ✓ **Competencies and Skills**
Building core knowledge and skills in evidence-informed prevention, screening, brief intervention, clinical treatment, and recovery support tailored to problem gambling.
- ✓ **Cultural Responsiveness and Equity**
Preparing the workforce to provide socially and culturally responsive services that address the needs of diverse populations, especially those most impacted by gambling harm.
- ✓ **Integrated Systems of Care**
Fostering strong working relationships across the healthcare system, including primary care, prevention, treatment, and recovery to create integrated care pathways.
- ✓ **Workforce Development Pathways**
Establishing clear pipelines for workforce entry, professional development, ongoing training, and credentialing in problem gambling prevention and treatment.
- ✓ **Sustainability**
Supporting workforce retention and professional growth through incentives, continuing education opportunities, and adequate funding streams.
- ✓ **Continuous Program Improvement**
Encouraging a culture of continuous quality improvement by training the workforce and using data for decision-making, program evaluation, and equity-focused service delivery.

Purpose of the Workforce Development Assessment

The following assessment will help examine the current state of your state's problem gambling workforce infrastructure. By rating each item, you can identify strengths, gaps, and opportunities for targeted investment and capacity building.

Workforce Assessment Scale

The scale below provides the anchors for the workforce assessment. When reading through the items on the next pages, please select a rating of 1 through 5 based on the descriptions below.

Rating	Label	Description
1	Absent	The element or capacity does not exist in the state. There is no evidence of activity, planning, staffing, policy, or funding related to this item.
2	Initiated	The state has begun initial efforts. There is some recognition of the need for this element, with minimal activity, pilot programs, or planning underway, but no sustained implementation yet.
3	Progressing	The state has made moderate progress. Some structures, programs, policies, or funding are in place, but coverage is incomplete, inconsistent, or lacking in scale, quality, or reach.
4	Operational	The element exists and is operational statewide. There are formal policies, funding streams, trained staff, and sustained programs or services that meet most of the state's needs.
5	Robust	The state demonstrates a fully mature, comprehensive, and well-integrated approach. This includes strong implementation, continuous quality improvement, partnership engagement, data-driven decision-making, and widespread access and equity across all populations.

Workforce Assessment

Instructions

Rate the current status of your workforce infrastructure. Select one response for each statement using a scale of 1-5.

1 = Absent, 2 = Initiated, 3 = Progressing, 4 = Operational, 5 = Robust

Question	1	2	3	4	5
Public health professionals and departments are prepared to address problem gambling as a public health issue.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professionals working on problem gambling are trained in the use of evidence-informed and culturally-based programs and practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prevention					
Prevention professionals are trained in the use of evidence-informed programs and practices for problem gambling prevention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a workforce of problem gambling prevention specialists working to implement prevention strategies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have standards for credentials for professionals trained in problem gambling prevention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We provide targeted funding for organizations implementing problem gambling prevention strategies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have ongoing continuing education requirements regarding problem gambling for prevention professionals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treatment					
Licensed or certified behavioral health providers receive training in the use of state-endorsed problem gambling screening instruments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a workforce of clinicians trained to provide treatment for problem gambling disorders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have standards for credentials for professionals trained in problem gambling treatment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Licensed or certified behavioral health providers are skilled in integrating and providing treatment for substance use and mental health disorders alongside problem gambling disorder treatment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We provide funding or other supports (e.g., free trainings, incentives) for clinicians to become certified problem gambling treatment providers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Workforce Assessment

Instructions

Rate the current status of your workforce infrastructure. Select one response for each statement using a scale of 1-5.

1 = Absent, 2 = Initiated, 3 = Progressing, 4 = Operational, 5 = Robust

Question	1	2	3	4	5
We have a directory in place to facilitate the referral process for individuals in need of problem gambling treatment services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have ongoing continuing education requirements regarding problem gambling for treatment providers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recovery					
Certified peer recovery specialists receive training in the use of state endorsed problem gambling screening instruments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a workforce of peer support specialists to assist individuals with gambling disorders.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have standards for credentials for problem gambling peer recovery specialists.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We provide funding or other supports (e.g. free trainings, incentives, etc.) for individuals to become certified peer recovery specialists.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have ongoing continuing education requirements regarding problem gambling for peer recovery specialists.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support					
Helpline staff are trained in problem gambling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hospitals, healthcare providers and community health workers receive training in problem gambling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry					
Gambling/Gaming industry workers (e.g., casino staff, lottery retailers, charitable gaming hosts, etc.) are trained in the identification and referral of problem gambling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gambling/Gaming industry workers are trained to provide safer gambling information to patrons/customers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education					
K-12 staff (including teachers, school administrators, and guidance counselors) receive training on problem gambling risk and protective factors and related mental and behavioral health outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Workforce Assessment

➔ Total Section Score: _____

Score Range	Current State	Interpretation	Recommendations
20-40	Limited or Missing Workforce Infrastructure	Major gaps exist in workforce capacity, training, and system support. There is little coordinated infrastructure to build or sustain a qualified workforce.	Begin with a statewide workforce needs assessment. Identify priority roles and competencies. Secure resources to support workforce development initiatives and engage training and education partners.
41-60	Emerging Workforce	Your state has taken early steps, but workforce capacity remains limited and inconsistent across prevention, treatment, and recovery systems.	Prioritize foundational workforce development: expand training access, build partnerships with training institutions, and invest in supervision and credentialing pathways.
61-80	Moderate Workforce Capacity	Foundational workforce elements exist, but there are clear gaps. Workforce reach, training access, or consistency may vary across regions or provider types.	Focus on filling gaps in underserved areas, building cross-sector competencies, and increasing recruitment and retention efforts.
81-100	Strong Workforce Infrastructure	Your state has a well-developed and functioning workforce to address problem gambling. Workforce capacity, training, diversity, and system supports are in place and effective across all regions and service levels.	Focus on sustainability and refinement. Consider targeted professional development, retention strategies, and expanding advanced competencies such as cultural responsiveness and trauma-informed care.



Equity Assessment

Equity is foundational to the creation of an effective, fair, and just problem gambling prevention, treatment, and recovery system. Research consistently shows that specific populations—such as communities of color, lower-income groups, youth, and rural communities—experience disproportionate impacts from gambling-related harms. These disparities arise from a mix of systemic inequities, targeted advertising practices, and differences in access to care and support services.

Key Elements of an Equity-Centered Problem Gambling Approach

- ✓ **Data-Driven Equity Monitoring**
Consistently collecting and analyzing disaggregated data to identify disparities in gambling behaviors, risk factors, service access, and outcomes across different populations.
- ✓ **Community Engagement and Inclusion**
Engaging directly with individuals, populations, and communities most affected by problem gambling to inform service planning, policy development, and evaluation efforts.
- ✓ **Equitable Service Access**
Ensuring that prevention, treatment, and recovery services are available, affordable, and culturally responsive for all populations, especially those at higher risk of experiencing harm.
- ✓ **Workforce Diversity and Cultural Responsiveness**
Building a workforce that reflects the communities served and is trained to be socially and culturally attuned, embodying the principles of health equity.
- ✓ **Equity-Focused Policies and Funding**
Embedding equity as a guiding principle in all funding decisions, policies, and strategic plans.

Purpose of the Equity Assessment

The following assessment will allow you to evaluate the extent to which your state's problem gambling infrastructure centers equity. It prompts reflection on gaps in equity policies, practices, workforce diversity, and community engagement efforts. Findings can inform future efforts to reduce disparities and build a more responsive and just system.

Equity Assessment Scale

The scale below provides the anchors for the equity approach assessment. When reading through the items on the next pages, please select a rating of 1 through 5 based on the descriptions below.

Rating	Label	Description
1	Absent	The element or capacity does not exist in the state. There is no evidence of activity, planning, staffing, policy, or funding related to this item.
2	Initiated	The state has begun initial efforts. There is some recognition of the need for this element, with minimal activity, pilot programs, or planning underway, but no sustained implementation yet.
3	Progressing	The state has made moderate progress. Some structures, programs, policies, or funding are in place, but coverage is incomplete, inconsistent, or lacking in scale, quality, or reach.
4	Operational	The element exists and is operational statewide. There are formal policies, funding streams, trained staff, and sustained programs or services that meet most of the state's needs.
5	Robust	The state demonstrates a fully mature, comprehensive, and well-integrated approach. This includes strong implementation, continuous quality improvement, partnership engagement, data-driven decision-making, and widespread access and equity across all populations.

Equity Assessment

Instructions

Rate the current status of your equity approach. Select one response for each statement using a scale of 1-5.

1 = Absent, 2 = Initiated, 3 = Progressing, 4 = Operational, 5 = Robust

Question

Assessment and Identification of Health Disparities	1	2	3	4	5
We measure health disparities, health inequities, and social determinants of health associated with problem gambling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We identify and prioritize the populations at greatest risk for problem gambling harms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We assess population need based on both geographic location and identity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to Services					
We ensure that population groups experiencing greater risk for problem gambling have access to problem gambling resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have programs to cover out-of-pocket expenses for individuals receiving problem gambling treatment services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have programs to cover out-of-pocket expenses for individuals receiving problem gambling recovery services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orientation and Goals					
Our state approach to problem gambling aims to reduce health disparities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have public health goals for improving health outcomes and promoting social equity among disadvantaged and marginalized populations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our public health infrastructure is responsive to current and emerging priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our state hiring practices support the advancement of equity, with processes in place to support equitable recruitment and retention of diverse staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Equity Assessment

Instructions

Rate the current status of your equity approach. Select one response for each statement using a scale of 1-5.

1 = Absent, 2 = Initiated, 3 = Progressing, 4 = Operational, 5 = Robust

Question

Culturally Responsive & Evidence-Informed Practice

1 2 3 4 5

We promote evidence-informed and culturally-based approaches for advancing equity.

We recognize and respect the diverse cultural contexts and experiences of individuals and communities.

Community Engagement & Partnership

We involve individuals, populations, and communities most affected by problem gambling in planning.

We work to empower and support community partnerships that address problem gambling locally.

Our state, community, and/or tribal leaders value and prioritize health equity as it relates to problem gambling.

Equity

➔ Total Section Score: _____

Score Range	Current State	Interpretation	Recommendations
15-30	Limited Equity Lens	There is little to no attention to equity within your problem gambling system. Disparities are not being addressed, and impacted populations have minimal engagement in decision-making.	Start by building organizational awareness of health disparities, developing basic equity-focused policies, and engaging disproportionately impacted populations in planning and service design.
31-45	Emerging Equity Lens	Equity efforts are in early stages. Awareness is growing, but systematic policies, data tracking, or engagement mechanisms are not yet fully implemented.	Develop an equity action plan, establish measurable equity goals, and build internal capacity to advance health equity.
46-60	Moderate Equity Approach	Some strong equity practices exist, but gaps remain in data use, community engagement, culturally responsive service delivery, or addressing health disparities.	Expand equity-focused training, improve data collection and disaggregation, and strengthen partnerships with impacted communities.
61-75	Strong Equity Focus	Equity principles are fully integrated into your problem gambling system. Disparities are being tracked and addressed, culturally responsive practices are in place, and communities most impacted by gambling harms are engaged in decision-making.	Deepen equity monitoring and continuous quality improvement. Explore innovative approaches to address structural inequities and sustain engagement with affected communities.



Systems & Infrastructure

A robust foundation is essential for sustaining and scaling effective problem gambling services across the state. Systems and infrastructure create the conditions for effective prevention, treatment, and recovery services by setting priorities, guiding funding, supporting workforce development, and shaping the overall gambling environment to minimize harm. Infrastructure encompasses the organizational structures, partnerships, funding mechanisms, and regulatory frameworks that support consistent service delivery and system coordination.

Key Elements of a Strong Problem Gambling System & Infrastructure

- ✓ **Legislative and Regulatory Frameworks**
Having clear laws, regulations, and standards that promote prevention, responsible gambling, treatment access, and harm reduction.
- ✓ **Funding Streams and Resource Allocation**
Establishing dedicated and sustainable funding mechanisms to support problem gambling services across the continuum of care.
- ✓ **Strategic Plans and Governance Structures**
Developing statewide plans, inter-agency committees, and oversight bodies to ensure coordination and accountability.
- ✓ **Prevention and Public Awareness Policies**
Integrating gambling harm prevention into broader public health, behavioral health, and education systems.
- ✓ **Collaboration with Industry and Regulators**
Establishing partnerships with gambling operators and regulators to promote responsible gambling policies and community safety.
- ✓ **Infrastructure for Service Delivery**
Ensuring statewide service coverage, provider capacity, and mechanisms for service quality monitoring and continuous improvement.

Purpose of the Systems & Infrastructure Assessment

The following assessment will help examine your state's problem gambling systems and infrastructure. By rating each item, you can identify strengths, gaps, and opportunities for targeted systems and infrastructure improvement.

Systems & Infrastructure Assessment Scale

The scale below provides the anchors for the systems and infrastructure assessment. When reading through the items on the next pages, please select a rating of 1 through 5 based on the descriptions below.

Rating	Label	Description
1	Absent	The element or capacity does not exist in the state. There is no evidence of activity, planning, staffing, policy, or funding related to this item.
2	Initiated	The state has begun initial efforts. There is some recognition of the need for this element, with minimal activity, pilot programs, or planning underway, but no sustained implementation yet.
3	Progressing	The state has made moderate progress. Some structures, programs, policies, or funding are in place, but coverage is incomplete, inconsistent, or lacking in scale, quality, or reach.
4	Operational	The element exists and is operational statewide. There are formal policies, funding streams, trained staff, and sustained programs or services that meet most of the state's needs.
5	Robust	The state demonstrates a fully mature, comprehensive, and well-integrated approach. This includes strong implementation, continuous quality improvement, partnership engagement, data-driven decision-making, and widespread access and equity across all populations.

Systems & Infrastructure Assessment

Instructions

Rate the current status of your systems and infrastructure. Select one response for each statement using a scale of 1-5.

1 = Absent, 2 = Initiated, 3 = Progressing, 4 = Operational, 5 = Robust

Question

Governance & Leadership

	1	2	3	4	5
We have a state council or coalition on problem gambling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a statewide advisory committee comprised of prevention, treatment, recovery, industry, and regulatory organizations to guide problem gambling priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a statewide strategic plan that outlines priorities related to problem gambling prevention, treatment, recovery, and other supports.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The state has a clear and communicated stance on problem gambling that informs how gambling is discussed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Oversight & Compliance

Enforcement efforts are clearly delegated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compliance checks are conducted regularly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regulatory oversight is clear and active.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have a process in place to regularly review gambling products, types, and locations to inform policy and regulation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
By-platform age limits are in place for all forms of gambling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Policy Standards & Practice

Policies clearly identify and prioritize vulnerable populations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We use policy to set standards around the use of informed practices and programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We use policy to promote and provide identification, brief advice, and onward referral interventions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have clear rules and expectations outlining the role of funded programs/entities in advocacy efforts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Systems & Infrastructure Assessment (cont'd)

Instructions

Rate the current status of your systems and infrastructure. Select one response for each statement using a scale of 1-5.

1 = Absent, 2 = Initiated, 3 = Progressing, 4 = Operational, 5 = Robust

Question

Funding & Sustainability

1 2 3 4 5

Tax allocations and/or legislative mandates ensure sustainable funding for problem gambling prevention, treatment, recovery, and other supports.



Budget allocations for problem gambling efforts are reviewed and adjusted at regular intervals to ensure funding growth and sustainability



Consumer Protection & Harm Reduction

A state-level self-exclusion program is operational.



Loot boxes and in-game/in-app purchases are defined as gambling.



Systems & Infrastructure

➔ Total Section Score: _____

Score Range	Current State	Interpretation	Recommendations
17-34	Minimal Infrastructure	There is very limited policy or system infrastructure supporting problem gambling services in your state.	Start with stakeholder engagement and policy development. Consider forming an interagency leadership group to guide system building efforts.
35-51	Developing Infrastructure	Your state is in early stages of building infrastructure, with fragmented systems or limited coordination.	Focus on formalizing infrastructure, developing strategic plans, and establishing dedicated funding streams for problem gambling services.
52-68	Moderate Infrastructure	Key infrastructure and policy elements exist but may lack consistency, statewide reach, or adequate funding.	Prioritize strengthening governance structures, securing sustainable funding, and improving cross-sector coordination.
69-85	Strong Infrastructure	Your state has strong governance structures, funding mechanisms, and coordinated systems in place to support problem gambling prevention, treatment, and recovery.	Maintain and refine existing systems. Monitor emerging needs, update policies as necessary, and focus on cross-agency coordination and long-term sustainability.



Policy & Regulation

Effective policies and regulations are foundational to building a sustainable, equitable, and responsive state-level system to address problem gambling. Policies establish the broad priorities, goals, and commitments of a system. They set the vision for prevention, treatment, recovery, and harm reduction efforts—helping to guide strategic decisions, allocate funding, and define accountability expectations. In contrast, regulations are the enforceable rules and requirements developed to implement policies. They provide the operational details—such as licensing requirements, service standards, enforcement protocols, and compliance measures—that translate policy intent into practice. While policies set the “what” and “why,” regulations define the “how” and “by whom.” However, even the most comprehensive policies and well-crafted regulations are only impactful when fully implemented and enforced. This assessment is designed to help state, community, and tribal leaders evaluate both the breadth and quality of existing problem gambling policies and regulations, as well as the degree to which they are actively implemented, enforced, and supported across systems and communities. It encourages reflection on areas where policies and regulations may need to be developed, updated, expanded, or strengthened to achieve meaningful statewide impact.

As you rate each item, consider both the existence of a policy or regulation and the real-world application and enforcement of that policy or regulation across relevant agencies, systems, and populations.

Key Elements of Strong Policy & Regulation

- ✓ **Comprehensive Scope**
Policies that address multiple components of a problem gambling system, including prevention, treatment, recovery, equity, data reporting, and harm reduction.
- ✓ **Implementation Support**
Systems, funding, and staffing dedicated to ensuring that policies are operationalized at the state and community levels.
- ✓ **Enforcement and Accountability**
Clear expectations, monitoring mechanisms, and enforcement strategies to ensure consistent adherence to policy requirements.
- ✓ **Adaptability**
The capacity to update and revise policies to keep pace with emerging gambling trends, technologies, and community needs.
- ✓ **Equity and Inclusion**
Policies that address disparities in gambling harms and ensure that resources and services reach historically marginalized populations.

Purpose of the Policy & Regulation Assessment

The following assessment focuses on helping examine both the existence and strength of implementation of key problem gambling policies and regulations. This tool encourages honest reflection about where policies are well-established and enforced—and where gaps, partial coverage, or lack of implementation may exist. Assessment results can help inform future policy development, resource allocation, system coordination, and advocacy efforts to build a stronger, more responsive problem gambling infrastructure and minimize the harms associated with gambling.

Policy & Regulation Assessment Scale

The scale below provides the anchors for the policy and regulation assessment. When reading through the items on the next pages, please select a rating of 1 through 5 based on the descriptions below.

Rating	Label	Description
1	No Policy Exists	There is currently no policy, regulation, or formal guidance in place addressing this issue. There has been little to no discussion or movement towards developing a policy. No planning, drafting, or stakeholder engagement has begun.
2	Policy in Development	Discussions and early planning efforts are underway. A policy or regulation is being drafted, or there is active stakeholder engagement to explore the need for one. However, the policy is not yet finalized or formally adopted. No implementation is occurring at this stage.
3	Limited or Partial Policy	A policy exists but it is narrow in scope, outdated, or inconsistently applied. The policy may cover only certain settings, populations, or aspects of the issue. Implementation and enforcement are minimal or uneven. There may be limited awareness or adherence among affected entities.
4	Comprehensive policy, low implementation and enforcement	A comprehensive and well-designed policy exists on paper, addressing multiple aspects of the issue (e.g., prevention, treatment, equity, harm reduction). However, implementation is weak, inconsistent, underfunded, or not well monitored. There may be gaps in enforcement mechanisms, compliance monitoring, or statewide coordination.
5	Comprehensive policy, high implementation and enforcement	A comprehensive, robust policy exists and is being actively and effectively implemented. There is strong enforcement, monitoring, and accountability. Implementation is statewide, well-resourced, and supported by training, technical assistance, and quality assurance mechanisms. The policy is driving meaningful changes in practice and outcomes across prevention, treatment, and recovery domains.

Policy & Regulation Assessment

Instructions

Rate the current status of your policy and regulation infrastructure. Select one response for each statement using a scale of 1-5.

1 = No Policy Exists, 2 = Policy In Development, 3 = Limited or Partial Policy, 4 = Comprehensive Policy, Low Implementation and Enforcement, 5 = Comprehensive Policy, High Implementation and Enforcement

Our state has policy and regulatory systems related to...

Question

Availability & Access	1	2	3	4	5
...the number of hours during which online gambling sites may operate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... the number of hours during which retail gambling operators may operate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...in-play betting on sporting events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...parlay betting during sporting events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...online sweepstakes site operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...online casino site operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...prediction markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...proximity of retail gambling operators to K-12 schools.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...age verification requirements for entry to online gambling platforms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...age verification requirements for entry to retail gambling establishments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...licensed retail gambling operator density limits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...licensed online gambling operator limits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...geographic or operator-based limits on the number of electronic gambling machines.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...access to unregulated gambling sites.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advertising & Marketing					
...the display of scratch cards and lottery products at points of sale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...point-of-play displays of problem gambling resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Policy & Regulation Assessment

Instructions

Rate the current status of your policy and regulation infrastructure. Select one response for each statement using a scale of 1-5.

1 = No Policy Exists, 2 = Policy In Development, 3 = Limited or Partial Policy, 4 = Comprehensive Policy, Low Implementation and Enforcement, 5 = Comprehensive Policy, High Implementation and Enforcement

Our state has policy and regulatory systems related to...

Question

Advertising & Marketing (cont'd)

	1	2	3	4	5
...price and discount promotions on gambling products or services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...incentivization of gambling through bonuses or to create a sense of urgency to bet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...advertising on television/streaming platforms during programs aimed at children and youth (based on maturity ratings).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Education

...K-12 educational standards of learning on problem gambling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...K-12 educational standards of learning on financial literacy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other

...payments from banks and other operators to unregulated operators.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...speed of play on electronic gambling machines or online gambling platforms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...placement of max bet or credit buttons on electronic gambling machines.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...operator sharing of data on consumer engagement, advertising, and revenue to a state agencies, coalitions, and/or council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...speed of provision of customer winnings by operators.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...display of cash amount, rather than credits, on electronic gambling machines or online platforms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...operator provision of real-time information to customers on time spent and financial losses.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...enforcement and fines for illegal gambling operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Policy & Regulation

➔ Total Section Score: _____

Score Range	Current State	Interpretation	Recommendations
26-52	Minimal or No Policy Framework	Few to no formal problem gambling policies exist at the state level.	Begin a policy development process. Engage policymakers, service providers, and affected communities to build momentum for system-wide policy change.
53-78	Partial or Limited Policies	Some policies exist, but they are narrow, outdated, or inconsistently applied. Implementation is spotty or poorly supported.	Update and broaden policy scope. Engage stakeholders in policy revisions. Develop clear implementation and monitoring plans.
79-104	Comprehensive but Weakly Enforced Policies	Strong policies exist but are not consistently implemented or enforced. There may be gaps in monitoring, funding, or stakeholder awareness.	Invest in implementation supports such as training, staffing, and compliance monitoring. Improve accountability mechanisms and cross-system enforcement strategies.
105-130	Strong and Enforced Policy Framework	Your state has comprehensive problem gambling policies that are well-implemented and strongly enforced across systems and agencies.	Continue policy monitoring and evaluation. Strengthen enforcement, promote transparency, and address emerging gaps in service delivery or oversight.



Research, Data, & Evaluation

A data-driven approach is essential for building and maintaining an effective state-level response to problem gambling. Comprehensive data systems help states understand the scope and scale of gambling-related harm, evaluate program effectiveness, track progress, and drive continuous improvement.

Key Elements of a Strong Research, Data, & Evaluation Approach

- ✓ **Comprehensive Data Collection**
Gathering data on gambling behaviors, service utilization, risk and protective factors, and community needs from diverse sources (e.g., statewide surveys, treatment admissions, helpline call data).
- ✓ **Equity-Aligned Data Analysis**
Disaggregating data by race, ethnicity, geography, gender, and other relevant demographics to monitor disparities and inform equity-focused interventions.
- ✓ **Data-Informed Decision-Making**
Using data at all stages of program planning, implementation, evaluation, and quality improvement to ensure services are targeted, effective, and responsive to community needs.
- ✓ **Outcome Monitoring and Evaluation**
Establishing clear performance metrics and evaluation plans to measure service outcomes and system impact over time.
- ✓ **Capacity Building for Data Use**
Supporting local providers, community organizations, and state agencies with training and tools to collect, analyze, and apply data effectively.
- ✓ **Data Sharing and Transparency**
Promoting collaboration across agencies and stakeholders by facilitating appropriate and ethical data sharing.

Purpose of the Research, Data, & Evaluation Assessment

The following assessment focuses on your state's capacity to collect, analyze, share, and use data to strengthen your problem gambling service system. Results will help identify strengths and gaps in your data infrastructure and highlight opportunities to build more responsive, effective, and data-driven programs and policies.

Research, Data, & Evaluation Assessment Scale

The scale below provides the anchors for the research, data, and evaluation assessment. When reading through the items on the next pages, please select a rating of 1 through 5 based on the descriptions below.

Rating	Label	Description
1	Absent	The element or capacity does not exist in the state. There is no evidence of activity, planning, staffing, policy, or funding related to this item.
2	Initiated	The state has begun initial efforts. There is some recognition of the need for this element, with minimal activity, pilot programs, or planning underway, but no sustained implementation yet.
3	Progressing	The state has made moderate progress. Some structures, programs, policies, or funding are in place, but coverage is incomplete, inconsistent, or lacking in scale, quality, or reach.
4	Operational	The element exists and is operational statewide. There are formal policies, funding streams, trained staff, and sustained programs or services that meet most of the state's needs.
5	Robust	The state demonstrates a fully mature, comprehensive, and well-integrated approach. This includes strong implementation, continuous quality improvement, partnership engagement, data-driven decision-making, and widespread access and equity across all populations.

Research, Data, & Evaluation Assessment

Instructions

Rate the current status of your research, data, and evaluation infrastructure. Select one response for each statement using a scale of 1-5.

1 = Absent, 2 = Initiated, 3 = Progressing, 4 = Operational, 5 = Robust

Question

Data-Informed Decision Making

	1	2	3	4	5
Data are used to inform planning and funding decisions for prevention, treatment, and recovery.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data are used to identify the nature and extent of gambling behavior to align prevention strategies and address identified priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data guides the selection of strategies to address problems and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We utilize state, local, and federal data to tailor prevention, treatment, and recovery responses and make the most of scarce resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Data Collection & Surveillance

Data are disaggregated by identity and location to identify high needs populations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We use data to identify risk and protective factors associated with problem gambling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gambling-related measures have been incorporated into statewide survey tools (e.g. YRBS, BRFSS, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We adopt indicators and metrics that meet specific state needs to stay aware of the evolving gambling issues and products.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Program Monitoring & Quality Improvement

Data are utilized at all steps of the planning, implementation, and evaluation of programs and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We use data to identify evidence-informed practices and to track the fidelity of interventions during implementation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We use data to track and improve access to services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Research, Data, & Evaluation Assessment

Instructions

Rate the current status of your research, data, and evaluation infrastructure. Select one response for each statement using a scale of 1-5.

1 = Absent, 2 = Initiated, 3 = Progressing, 4 = Operational, 5 = Robust

Question

Evaluation Planning & Infrastructure

1 2 3 4 5

We have a statewide logic model for problem gambling.

We have a statewide evaluation plan to support the evaluation of our problem gambling efforts.

We have a statewide measurement plan that outlines key indicators for success related to problem gambling efforts.

Data Access, Sharing, & Capacity Building

We work to build the capacity of communities to locate, gather, and utilize data.

We support the sharing of data sets and actively work to remove barriers to data access.

Research, Data, & Evaluation

➔ Total Section Score: _____

Score Range	Current State	Interpretation	Recommendations
16-32	Minimal Data Capacity	Little to no systematic data collection or analysis occurs within the state problem gambling system.	Start by establishing basic data collection processes. Identify priority data indicators and build foundational capacity for data use and reporting.
33-48	Emerging Data Infrastructure	Some data collection occurs, but there are significant gaps in data quality, analysis capacity, or use in decision-making.	Develop a data infrastructure improvement plan. Establish standardized data collection tools and provide staff training in data analysis and use.
49-64	Moderate Data & Evaluation Capacity	Good data systems exist but may lack consistency, depth, or statewide coverage.	Enhance data quality, improve access to disaggregated data, and provide additional training in data use for planning and evaluation.
65-80	Strong Data & Evaluation Infrastructure	Your state has well-established systems for collecting, analyzing, and using data to drive problem gambling program decisions. Data is used for quality improvement, equity monitoring, and resource allocation.	Focus on expanding advanced analytics, integrating new data sources, and building community-level capacity for data-driven decision-making.

References

- Brownson, R. C., Mazzucca-Ragan, S., Jacob, R. R., Brownson, C. A., Hohman, K. H., Alongi, J., & Eyler, A. A. (2023). Understanding health equity in public health practice in the United States. *Journal of Public Health Management and Practice*, 29(5), 691–700.
- Centers for Disease Control and Prevention. (n.d.). *Paving the road to health equity*. <https://www.cdc.gov/healthequity/index.htm>
- Center for Disease Control and Prevention (2024). *Community planning for health assessment: Frameworks & tools*. <https://www.cdc.gov/public-health-gateway/php/public-health-strategy/public-health-strategies-for-community-health-assessment-models-frameworks-tools.html>
- Chóliz, M. (2018). Ethical gambling: A necessary new point of view of gambling in public health policies. *Frontiers in Public Health*, 6, 12. <https://doi.org/10.1007/s10899-021-10066-7>
- Kushnier, L., Nadin, S., Hill, M. E., Taylor, M., Jun, S., Mushquash, C. J., & Gokiart, R. (2023). Culturally responsive evaluation: A scoping review of the evaluation literature. *Evaluation and Program Planning*, 100, 102322. <https://doi.org/10.1016/j.evalprogplan.2023.102322>
- Liburd, L. C., Ehlinger, E., Liao, Y., & Lichtveld, M. (2016). Strengthening the science and practice of health equity in public health. *Journal of Public Health Management and Practice*, 22, S1–S4.
- Marshall, D. (2009). Gambling as a public health issue: The critical role of the local environment. *Journal of Gambling Issues*, 23, 66–80.
- McDowell, T., & Kosutic, I. (2022). *A guide to core competencies for problem gambling prevention professionals*. Oregon Health Authority. <https://www.oregon.gov/oha/HSD/Problem-Gambling/Documents/Problem%20Gambling%20Prevention%20Core%20Competencies%20Guide.pdf>
- National Academy for State Health Policy. (n.d.). *How states access and deploy data to improve SUD prevention, treatment, and recovery*. <https://nashp.org/how-states-access-and-deploy-data-to-improve-sud-prevention-treatment-and-recovery/>
- National Association of Chronic Disease Directors. (2014). *State health department organizational self-assessment for achieving health equity: Toolkit and guide to implementation*.
- Orrell, B., Wright, G., Holzer, H., Lipson, R., & Deming, D. (2023, March 8). *What works in workforce development and how can it work better?* Brookings Institution. <https://www.brookings.edu/blog/up-front/2023/03/08/what-works-inworkforce-development-and-how-can-it-work-better/>
- Orwin, R. G., Edwards, J. M., Buchanan, R. M., Flewelling, R. L., & Landy, A. L. (2012). Data-driven decision making in the prevention of substance-related harm: Results from the Strategic Prevention Framework State Incentive Grant Program. *Contemporary Drug Problems*, 39(1), 73–106.
- Park, J. J. (2017). *The Strategic Prevention Framework: Effectiveness of substance abuse prevention system* [Doctoral dissertation, Walden University].
- Regan, M., Smolar, M., Burton, R., Clarke, Z., Sharpe, C., Henn, C., & Marsden, J. (2022). Policies and interventions to reduce harmful gambling: An international Delphi consensus and implementation rating study. *The Lancet Public Health*, 7(8), e705–e717.
- Ukhova, D., Marionneau, V., Nikkinen, J., & Wardle, H. (2024). Public health approaches to gambling: A global review of legislative trends. *The Lancet Public Health*, 9(1), e57–e67.