

# Assessment Tools for the Impaired Driver

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# Session Objectives

- Participants will identify how DUI assessments impact sentencing and supervision strategies.
- Participants will identify the characteristics and profiles of impaired drivers and the criminogenic risk factors that increase their likelihood of recidivating.
- Participants will identify three validated instruments for screening and assessing impaired drivers.



# Idaho DUI Arrests

FBI - Crime in the United States - Table 69	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
	5,844 (102)	6,195 (101)	5,458 (82)	5,689 (82)	7,893 (101)



# Idaho DUI Crashes

Alcohol-Impaired Driving Crashes (BAC=.08+)	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
	1,367	1,535	1,529	1,456	1,501



# Idaho DUI Fatalities

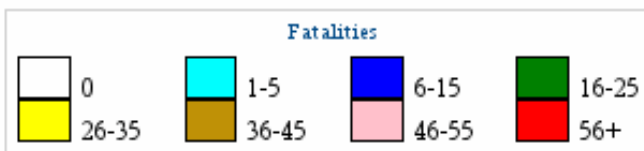
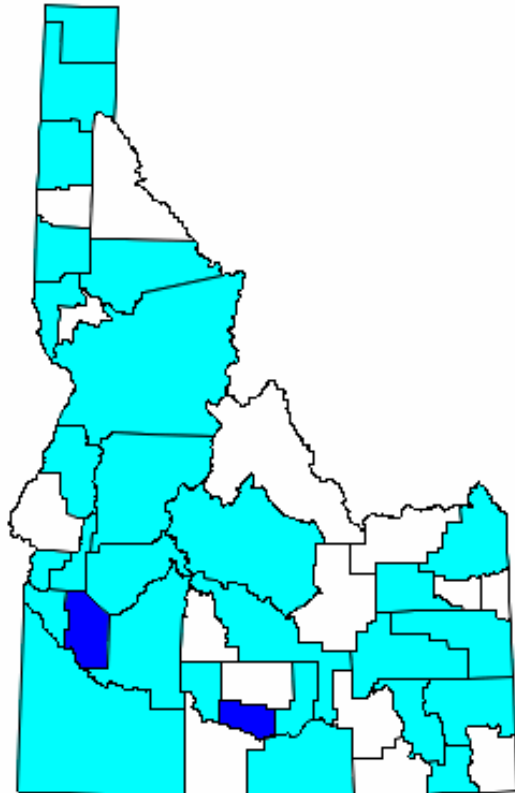
Alcohol-Impaired Driving Fatalities (BAC=.08+)	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
	70 (32%)*	77 (30%)*	60 (24%)	58 (25%)	68 (30%)*

\*Above the national average

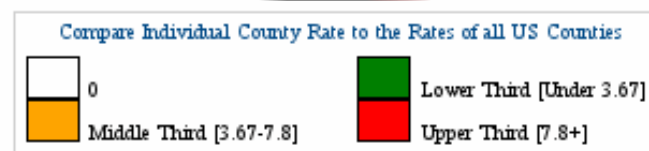
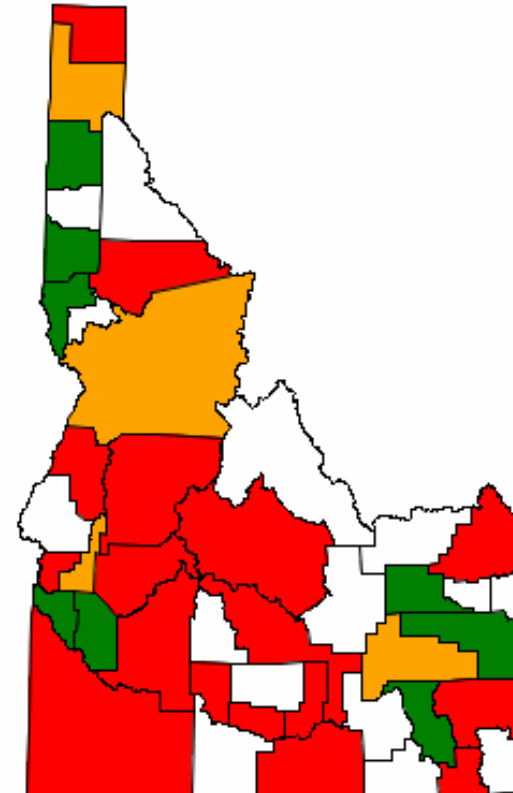


# Fatalities by County for 2019

Fatalities in Crashes Involving an Alcohol-Impaired Driver (BAC = .08+)



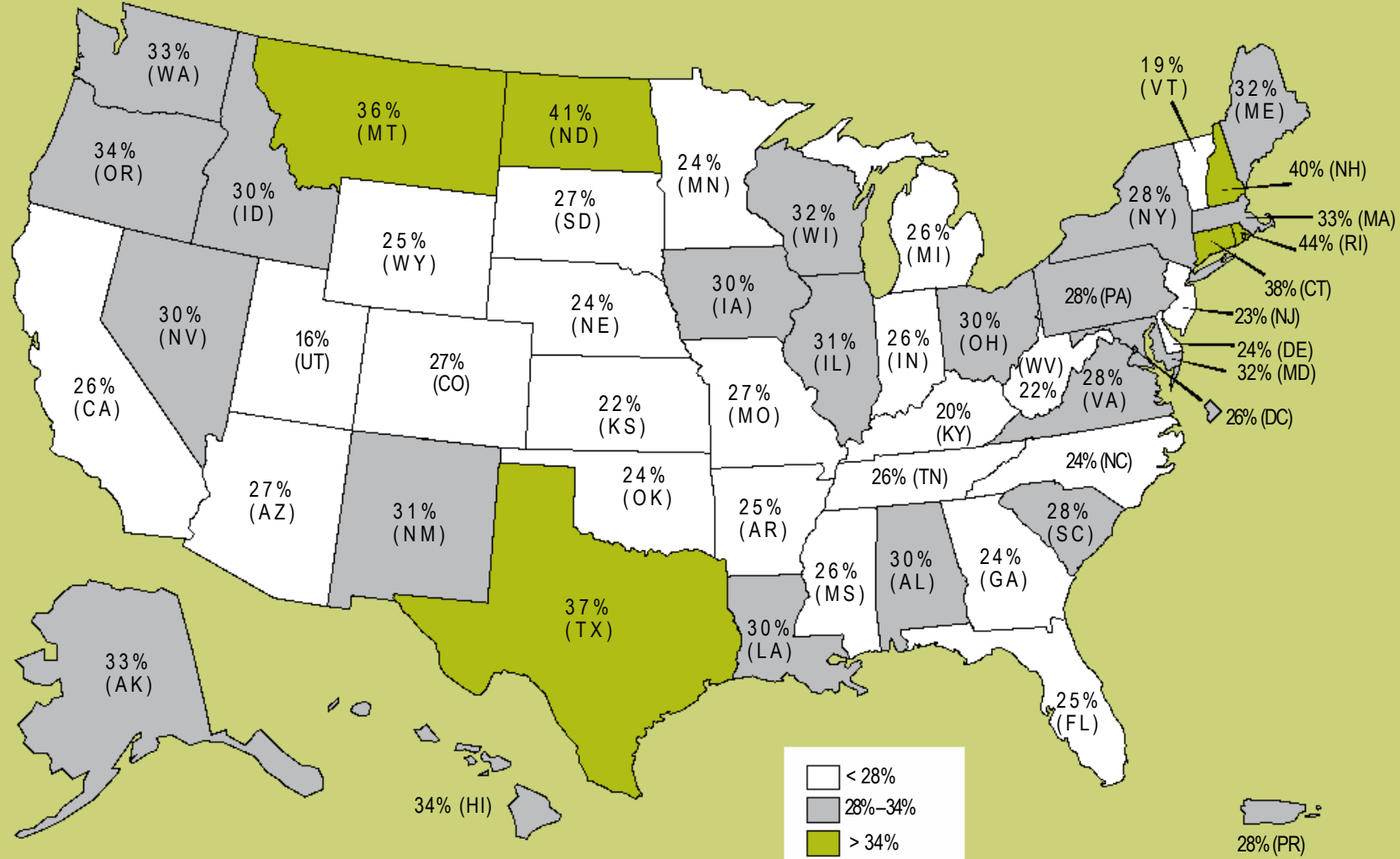
Fatalities in Crashes Involving an Alcohol-Impaired Driver (BAC = .08+) per 100,000 Population





# Fatalities by State for 2019

Alcohol-Impaired-Driving Fatalities as a Percentage of Total Fatalities, by State, 2019





# Impaired Driver Profiles

- Predominantly male (70-80%)
- Between the ages of 20-45; majority between ages 20-30
- Employed/educated at a higher rate than other offenders
- High-BAC levels (.15>)
- Often drink more per occasion and consume more alcohol than the general population; majority are binge drinkers
- Often have SUDs
- Have personality and psychosocial factors that increase risk of offending: irritability, aggression, thrill-seeking, impulsiveness, external locus of control (blaming others), anti-authoritarian attitudes



# Repeat Impaired Drivers

**HIGH RISK**

- Overwhelmingly male (90%); ages 20-45
  - More often single, separated, or divorced
  - Tend to have lower levels of education/income and higher levels of unemployment compared to first offenders
- More likely to have BACs exceeding .20 or refuse to provide a chemical sample
- Age of onset of drinking, family history, and alcohol misuse are risk factors



# Repeat Impaired Drivers

**ANTISOCIAL**

- Likely to have cognitive impairments (executive cognitive functioning) due to long-term alcohol dependence.
- More likely to have a higher disregard for authority and show greater indications of anti-social personality disorder.
- May result in lack of motivation which can affect willingness to engage in treatment.



# Major Risk Areas of DUI Recidivism

1. Prior involvement in the justice system specifically related to impaired driving.
2. Prior non-DUI involvement in the justice system.
3. Prior involvement with alcohol and other drugs.
4. Mental health and mood adjustment problems.
5. Resistance to and non-compliance with current and past involvement in the justice system.



# Screening and Assessments

- Ideally, screening and assessment would occur at the beginning of the process (such as during the pre-trial stage).
- The results can then be used to inform:
  - Sentencing decisions
  - Case management plans
  - Supervision levels
  - Treatment referrals/plans
- It is important to note that assessments can be repeated at multiple junctures throughout an offender's involvement in the criminal justice system to identify progress and to inform changes to existing plans as needed.



# Limitations of Instruments

- Majority of instruments are not designed for or validated among DUI offender population.
- Using traditional assessments, DUI offenders are **commonly identified as low risk due to a lack of criminogenic factors.**
- DUI offenders often have unique needs and are resistant to change on account of limited insight.
- Recognition that specialized instruments should be created to accurately assess risk and needs of impaired drivers.





# Selecting Risk Instruments

- ✓ **Reliability and validity**

- ✓ *Be wary of overrides*
- ✓ *Trust the tool*

- ✓ **Standardized**

- ✓ Provide ongoing training, mentoring, and oversight

- ✓ **Ease of use**

- ✓ *Does probation already have a validated tool?*

- ✓ **Cost**

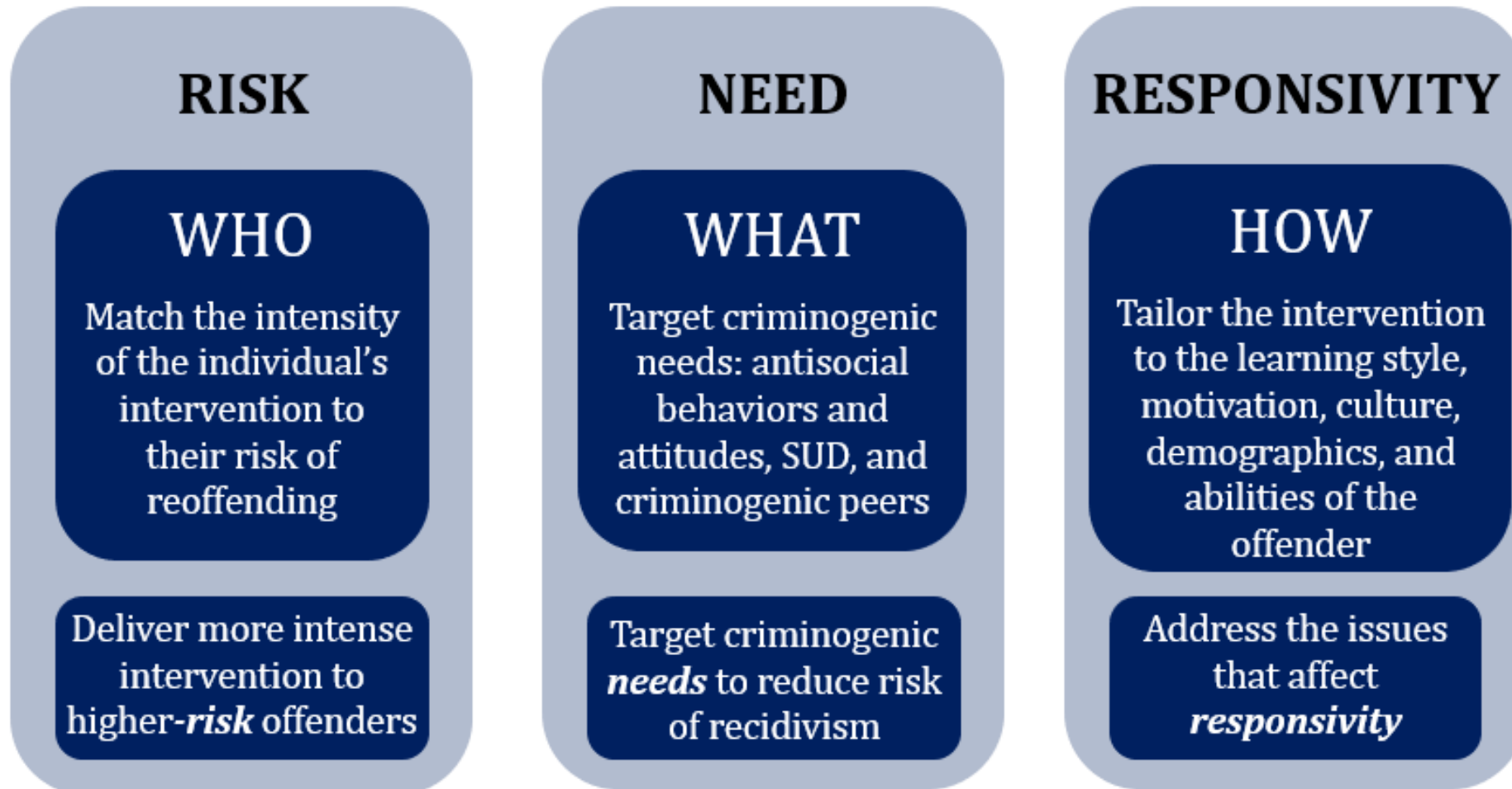
- ✓ **Justice population**





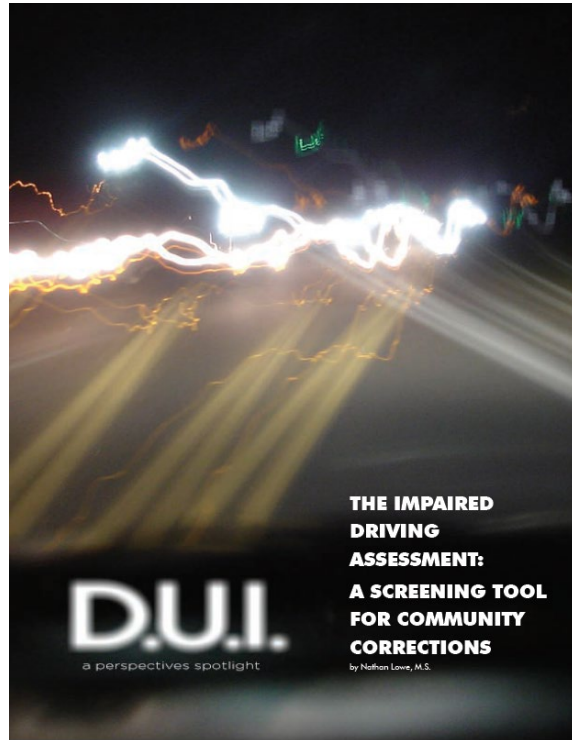
# Use Risk-Need-Responsivity Principles

## Model as a guide to Best Practices





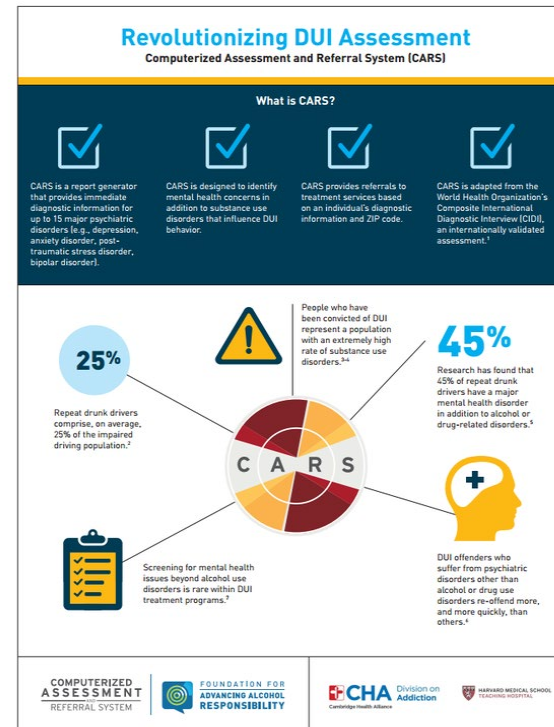
# Validated Instruments are Critical



## Impaired Driving Assessment

IDA Resource Center

[www.appa-net.org/IDARC/index.html](http://www.appa-net.org/IDARC/index.html)



## Computerized Assessment and Referral System

[www.carstrainingcenter.org](http://www.carstrainingcenter.org)

## Screening Tool: DUI-RANT



# Risk And Needs Triage



# DUI-RANT

- **Screening** tool that take approximately 15 minutes to administer
- Derived from the empirically based risk and needs triage tool
- Used to improve how impaired drivers are assessed and managed
- Generates criminogenic risk and treatment need profiles
- Further assessment needs to be completed
- Cost to use

	High Risk	Low Risk
High Needs	<u>Standard Track</u> Accountability, treatment, and habilitation	<u>Treatment Track</u> Treatment and habilitation
Low Needs	<u>Supervision Track</u> Accountability and habilitation	<u>Diversion Track</u> Secondary prevention

<http://www.tresearch.org/products/courts>



# Impaired Driver Assessment



Are abuse or addiction the  
only causal factors we should  
be concerned about?





# Goals of the Impaired Driver Assessment

1. Provide guidelines for identifying effective interventions and supervision approaches that reduce the **risk** of negative outcomes in treatment and community supervision.
2. Provide preliminary guidelines for service **needs** for DWI clients.
3. Estimate the level of **responsivity** of clients to supervision and to DWI and AOD education and treatment services.
4. Identify the degree to which the client's DWI has jeopardized **community safety** and to address this in the supervision plan.





# Development of the IDA

1. Conducted a literature review of existing instruments and relevant research
2. Conducted preliminary research with a large sample of offenders sentenced to probation/parole for DWI
3. Examined item and scale results of a differential screening assessment on four large sample of DWI offenders
4. Consulted with a number of experts in the field of impaired-driving research and treatment





# Major Risk Areas of DUI Recidivism

- Prior involvement in the justice system specifically related to impaired driving.
- Prior non-DUI involvement in the justice system.
- Prior involvement with alcohol and other drugs.
- Mental health and mood adjustment problems.
- Resistance to and non-compliance with current and past involvement in the justice system.

***Are risk factors the same for drugged drivers?***





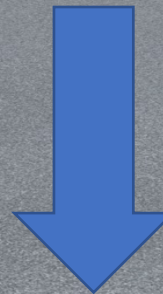
# Convergent Validation Model

**CLIENT**

- ✓ Estimate “true” condition
- ✓ Generate baseline estimate of self-perception
- ✓ Measure willingness to disclose

**RECORD**

- ✓ Cross-validate client’s self-report information
- ✓ Estimate defensiveness and willingness to disclose



**BEST  
ESTIMATE**



# 2 Components of the IDA

## Self-Report (SR)

32 questions

- Mental health and mood adjustment;
- AOD involvement and disruption;
- Social and legal non-conformity; and
- Acknowledgment of problem behaviors and motivation to seek help for these problems.

## Evaluator Report (ER)

11 questions

- Past DWI/non-DWI involvement in judicial system;
- Prior education and treatment episodes;
- Past response to DWI education and/or treatment; and
- Current supervision and services status.





PSYCHOSOCIAL  
Items 1-8

AOD INVOLVEMENT  
Items 9-17

LEGAL NON-CONFORMITY  
Items 18-25

ACCEPTANCE/MOTIVATION  
Items 26-29, 32, 34

DEFENSIVENESS  
Reverse-Scored 13 SR Items

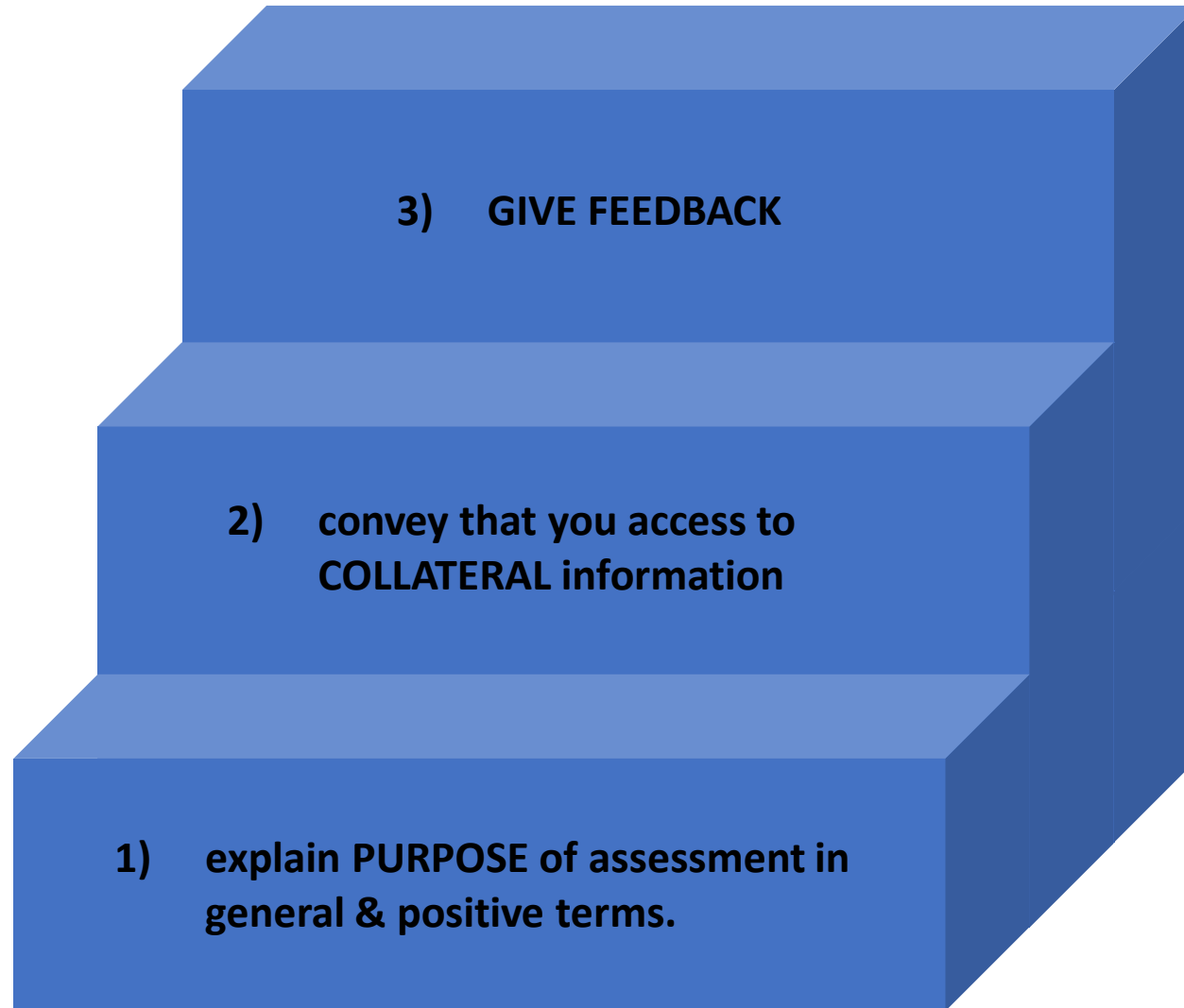
SR GENERAL  
23 SR Items

ER GENERAL  
9 ER Items

DWI RISK-SUPERVISION ESTIMATE  
31 SR and ER Items, Age, Marital



# Structuring Statement (The 'Set-Up')





## IMPAIRED DRIVING ASSESSMENT (IDA) SUMMARY NORMATIVE PROFILE

### A. DESCRIPTIVE INFORMATION

SUPERVISEE ID: 3114		EVALUATOR:		DATE: 1-27-12	
AGENCY:		ARREST DATE: 5-21-11		SENTENCING DATE: 12-21-11	
AGE: 39	SEX: <input checked="" type="checkbox"/> MALE <input type="checkbox"/> FEMALE		EDUCATION: 12		
RACE/ETHNIC: <input checked="" type="checkbox"/> WHITE/NON-HISP <input type="checkbox"/> BLACK/NON-HISP <input type="checkbox"/> HISPANIC <input type="checkbox"/> ASIAN <input type="checkbox"/> AI/AN <input type="checkbox"/> OTHER					
MARITAL STATUS: <input type="checkbox"/> SINGLE <input type="checkbox"/> PARTNER <input checked="" type="checkbox"/> MARRIED <input type="checkbox"/> SEPARATED <input type="checkbox"/> DIVORCED <input type="checkbox"/> WIDOW					

## B. IDA SELF-REPORT (SR) AND EVALUATOR REPORT (ER) PROFILE

SCALE NAME	RAW SCORE	Low			Low-Medium			High-Medium			High																			
		DECILE RANK																												
		1	2	3	4	5	6	7	8	9	10																			
1. PSYCHOSOCIAL	5	0	1		2	3		4	5	6	7	8	9	10	26															
2. AOD INVOLVEMENT	17	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	19	21	22	24	32						
3. LEGAL NON-CONFORM	5	0		1		2	3	4	5	6	7	8	9	10	11	12	27													
4. ACCEPTANCE/MOTIVATE	14	0	1	2	3	4	5		6	7	8	9	10	11	12	13	18													
5. DEFENSIVENESS	2	0	1	2	3	4	5	6	7	8	9	10	11	12	16															
6. SR GENERAL	33	0	4	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	24	25	27	29	30	33	37	38	43	77
7. ER GENERAL	10	0	1	2		3	4	5	6	7	8	9	10	11	13	25														
8. DRSE	36	0	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	27	29	30	32	35	36	39	42	43	50	96
		1	10	20	30	40	50	60	70	80	90	99																		
IDA NORMATIVE SAMPLE N=922		PERCENTILE																												



# 1. PSYCHOSOCIAL ADJUSTMENT

- Measures self-view of recent and current psychological and work status
- Scores reflect extent of distress related to stress, depression, anger management, AOD use to manage these conditions and difficulty in the area of job productivity

Appropriate recommendations for cases who score *higher* on this scale would be:

- A. Undergo in-depth evaluation
- B. Refer for services
- C. Address conditions during supervision





## 2. AOD INVOLVEMENT

- Measures lifetime involvement in alcohol and THC, negative consequences related to AOD use, past driving violations and driving impaired

Appropriate recommendations for cases who score *higher* on this scale would be:

- A. Undergo in-depth evaluation
- B. Customize drug testing plan
- C. Enhance motivation for treatment





### 3. LEGAL NON-CONFORMITY

- Measures involvement in past criminal conduct/judicial system, including use of illegal drugs
- DWI offenders tend to score lower...*why?*
- What about repeat offenders, though?

Okay...so what?

Higher scores increase the risk of resisting rules and structure...**recommend a more structured supervision plan**





## 4. ACCEPTANCE AND MOTIVATION

- Measures willingness to accept responsibility for DWI and expected positive response to intervention services
- Higher scores on this scale correspond with higher scores on the other three scales, which means a greater extent of conditions

*What do you think cases with higher scores need?*

More **intensive** levels of intervention services





## 5. DEFENSIVENESS

- Comprised of 13 items to which most DWI clients should endorse; yet, some respond “no/never” to most
- Most DWI clients are defensive, though repeat offenders tend to be more self-disclosing
- Higher scores indicate reluctance to disclose undesirable or negative personal qualities, to be socially acceptable





# FAQ's

How much of my life will I have to burn conducting DWI assessments?

Do these assessments need to be conducted more than once?

Is it better to assess at pre-sentence or post-sentence?

Please tell me this is the only assessment tool I will have to use!





# FAQ's

What if our state is already required to use an assessment tool? Which score do I go with?

Can't I let my client complete the self report at home?

Will the IDA give specific information on treatment referrals?





# IDA Resource Center

## [IDA Resource Center \(appa-net.org\)](http://appa-net.org)

The screenshot shows the homepage of the IDA Resource Center. The header features the IDA logo and navigation links for 'about', 'research', 'training', and 'resources'. The main banner includes the text 'providing knowledge, research, and training to COMMUNITY SUPERVISION about DUI/DWI CASELOADS'. Below this, three statistics are displayed: '1,015 Staff Trained since IDA launched', '147 Jurisdictions by agencies trained', and '26 U.S. States/Territories by agencies trained'. A 'recent items' section lists several updates, and a 'sign-up for eBlasts' form is on the right. The footer contains copyright information, a funder statement, and links for 'PRIVACY' and 'CONTACT US'.

IDA  
about research training resources

IDA  
RESOURCE  
CENTER

providing knowledge, research, and training  
to COMMUNITY SUPERVISION about DUI/DWI CASELOADS

1,015  
Staff Trained  
since IDA launched

147  
Jurisdictions  
by agencies trained

26  
U.S. States/Territories  
by agencies trained

recent items

- APPA Updates Guidelines for Community Supervision of DWI Offenders
- Resources to Help Assist in the Supervision of High Risk Impaired Drivers in a Time of Pandemic
- New DUI website from Responsibility.org
- CARS-5 Has Launched. Learn More During a Webinar on May 8th.
- NHTSA Launches a FAQ Page for Operations During COVID-19
- Impaired Driving during the Coronavirus
- APPA Probation Fellow Co-authors Lead Article in the Latest Edition of *Highway to Justice* from the ABA
- APPA Launches Website to Promote the IDA and Support Current Users
- APPA is Recruiting Research Partners for the IDA

sign-up for eBlasts

Email Address \*

example@example.com

Please verify that you are human \*

Submit

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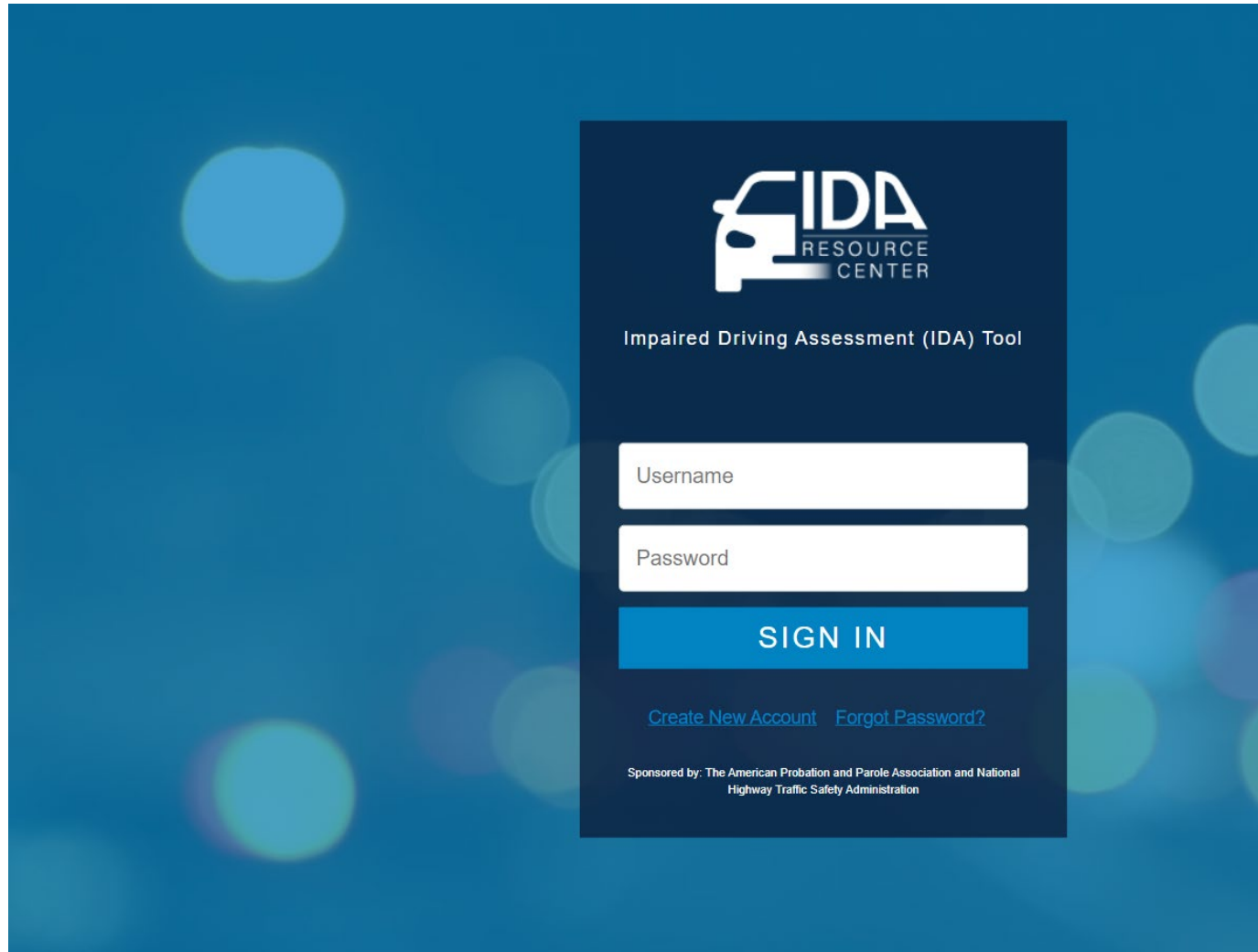
FUNDER STATEMENT: The development of this website was made possible through funding by the National Highway Traffic Safety Administration, U.S. Department of Transportation (Cooperative Agreement #693191850015). Points of view or opinions stated in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Transportation.

PRIVACY CONTACT US

TOP



# Web-Based Application



The image shows a web-based login interface for the IDA Resource Center. The background is a solid blue color with several lighter blue circles of varying sizes, creating a bokeh effect. On the right side, there is a dark blue rectangular box containing the login form. At the top of this box is the IDA Resource Center logo, which consists of a white car icon and the text "IDA RESOURCE CENTER". Below the logo, the text "Impaired Driving Assessment (IDA) Tool" is displayed. The login form includes two white input fields: "Username" and "Password". Below these fields is a blue button with the text "SIGN IN" in white. Under the button, there are two links: "Create New Account" and "Forgot Password?". At the bottom of the box, a small line of text reads "Sponsored by: The American Probation and Parole Association and National Highway Traffic Safety Administration".

**IDA**  
RESOURCE  
CENTER

Impaired Driving Assessment (IDA) Tool

Username

Password

**SIGN IN**

[Create New Account](#) [Forgot Password?](#)

Sponsored by: The American Probation and Parole Association and National Highway Traffic Safety Administration





ASSESSMENT IS ONGOING & DYNAMIC



# Computerized Assessment and Referral System



# The development of CARS

- CARS was developed by a team of researchers from Cambridge Health Alliance, a teaching affiliate of Harvard Medical School.
  - Initial grant funding was provided by NIAAA; Responsibility.org continues to fund CARS research and implementation.
- The goal was to create an assessment tool specifically for a DUI offender population that fills the mental health void that exists with traditional instruments.





# The development of CARS

- CARS is a standardized mental health assessment that is adapted from the World Health Organization's Composite International Diagnostic Interview ([CIDI](#)).
- Developed by Dr. Ron Kessler and his team at Harvard, the CIDI is a structured interview for psychiatric disorders.
  - Internationally validated instrument
  - Used extensively in research including the National Comorbidity Survey





# Purpose of CARS

- CARS is a **risk** and **needs** assessment.



- **Primary purpose:** identify mental health and substance use disorders among DUI offenders and facilitate treatment referral for those issues.
- **Secondary use:** predict DUI recidivism risk from mental health profiles.

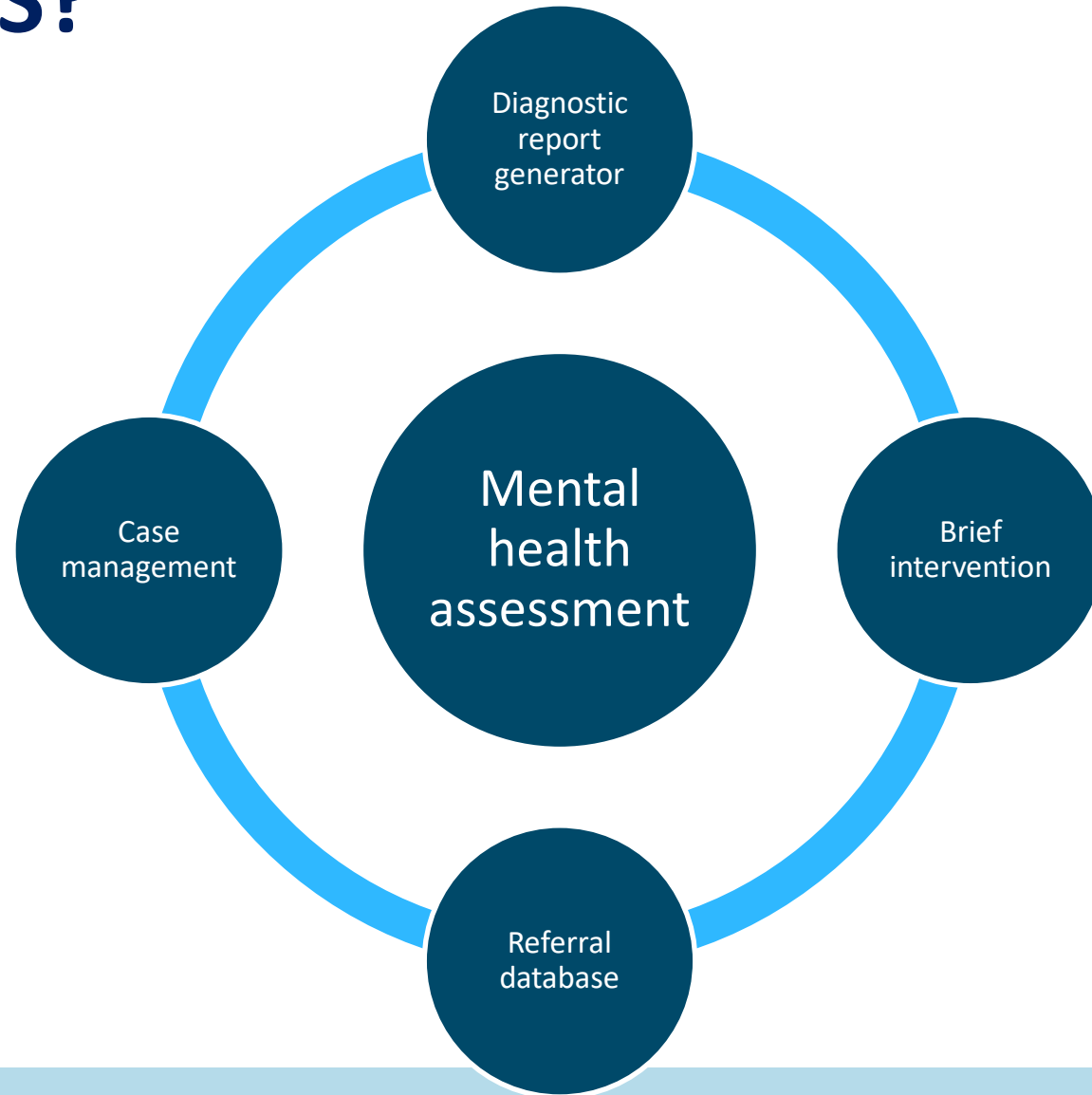


Generalized Anxiety Disorder Major Depressive Disorder Dysthymia Bipolar I Disorder Bipolar II Disorder Panic Disorder Alcohol Abuse Alcohol Dependence Post Traumatic Stress Disorder Substance Abuse Substance Dependence Eating Disorders DUI Behavior Defiant Disorder Explosive Disorder Intermittent Disorder Conduct Disorder Personality Disorder Psychosocial Risks Peer Networks Psychosis Gambling Disorder Obsessive Compulsive Disorder Attention Deficit Hyperactivity Disorder... and more





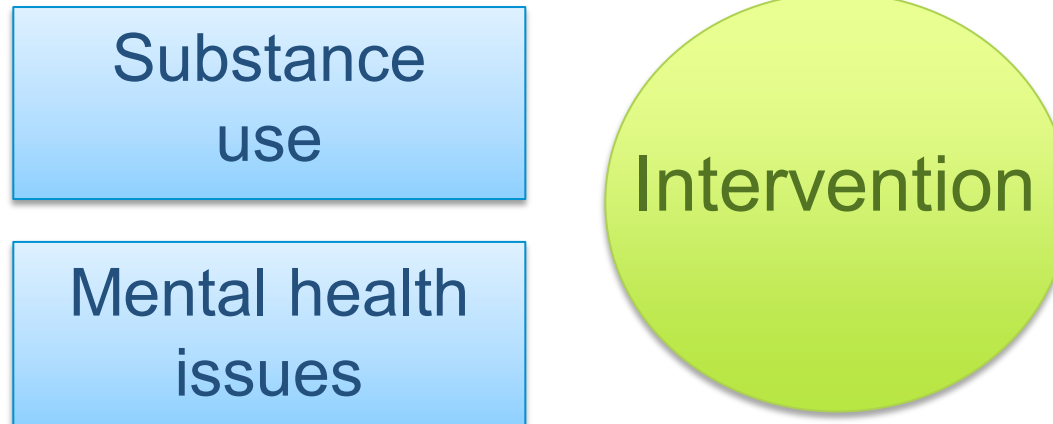
# What is CARS?





# What is CARS?

- Diagnostic report generator that gives providers and clients:
  - Immediate diagnostic information for up to 20 DSM-IV Axis I disorders (onset, recent, persistence).
  - Geographically and individually targeted referrals to treatment services based on the outcomes of the assessment.





# How does CARS work?

- The CARS tool is a completely electronic assessment tool. It is available as free open-source software.
- There are three versions of the CARS tool that can be used:
  - Full assessment
  - Screener
  - Self-administered screener
  - Plus... Spanish version
- CARS is divided into modules representing various mental disorders and psychosocial factors.
  - The individual administering CARS can select any subset of modules.
- There is the ability to choose from a past 12-month or lifetime version of the questions for each disorder.





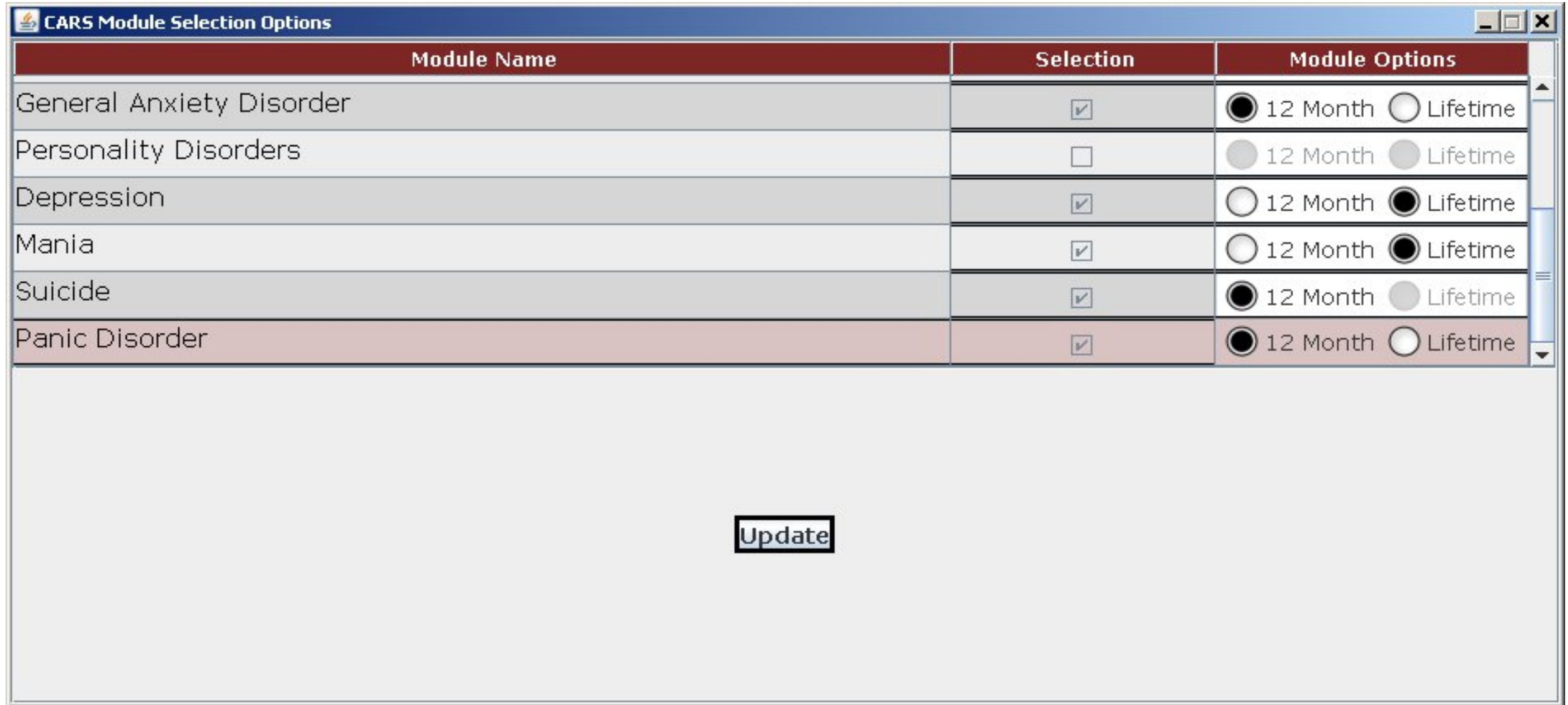
## CARS comprehensive mental health screener domains

Panic disorder	Social phobia	Eating disorders
Intermittent explosive disorder	Attention deficit/hyperactivity disorder	Obsessive compulsive disorder
Depression	Generalized anxiety	Suicidality
Mania/bipolar disorder	Post-traumatic stress disorder	Conduct disorder
Oppositional defiant disorder	Psychosis	Nicotine dependence
Alcohol use disorder	Drug use disorder	Gambling disorder
Psychosocial stressors	DUI/criminal behavior	





# How does CARS work?

A screenshot of a web application window titled "CARS Module Selection Options". It features a table with three columns: "Module Name", "Selection", and "Module Options". The table lists six modules: General Anxiety Disorder, Personality Disorders, Depression, Mania, Suicide, and Panic Disorder. Each module has a checkbox in the "Selection" column and two radio buttons in the "Module Options" column, labeled "12 Month" and "Lifetime". The "Panic Disorder" row is highlighted in red. Below the table is a large light gray area containing a button labeled "Update".

Module Name	Selection	Module Options
General Anxiety Disorder	<input checked="" type="checkbox"/>	<input checked="" type="radio"/> 12 Month <input type="radio"/> Lifetime
Personality Disorders	<input type="checkbox"/>	<input type="radio"/> 12 Month <input type="radio"/> Lifetime
Depression	<input checked="" type="checkbox"/>	<input type="radio"/> 12 Month <input checked="" type="radio"/> Lifetime
Mania	<input checked="" type="checkbox"/>	<input type="radio"/> 12 Month <input checked="" type="radio"/> Lifetime
Suicide	<input checked="" type="checkbox"/>	<input checked="" type="radio"/> 12 Month <input type="radio"/> Lifetime
Panic Disorder	<input checked="" type="checkbox"/>	<input checked="" type="radio"/> 12 Month <input type="radio"/> Lifetime

Update



# How does CARS work?

The screenshot shows a software window titled 'JCapl' with a menu bar (File, Answer, View, Help). The main area contains a text prompt: 'Let me review. You had quite a few traumatic experiences: you were in combat, were kidnapped, and experienced a major natural disaster. Did you experience any of the following problems in relation to these traumatic experiences at the time of the experience?'. Below this is a table for responses.

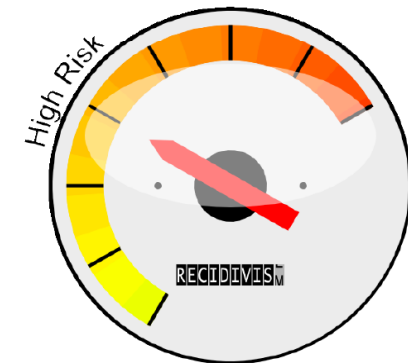
	Yes	No
PT32a. Were you terrified or very frightened at the time?	<input type="radio"/>	<input type="radio"/>
PT32b. Did you feel helpless?	<input type="radio"/>	<input type="radio"/>
PT32c. Did you feel shocked or horrified?	<input type="radio"/>	<input type="radio"/>
PT32d. Did you feel numb?	<input type="radio"/>	<input type="radio"/>

On the right side of the window, there is a sidebar with tabs: Help, History, Remarks, Notes, Log, RB. Below the tabs is a tree view showing a folder structure: 'CAP1 v21' containing a folder 'D' which contains a file '32a\_d'. At the bottom of the window, a status bar displays 'CAP1.D.32a\_d 01-01-000001-00 00001' on the left and '1 / 3' on the right.



# How does CARS work?

- Individual diagnostic reports have been programmed to provide information about the mental health disorders for which a person qualifies or is at risk, as well as a summary of bio-psycho-social risk factors.
- The CARS tool includes a section on DUI behavior.
  - The data obtained from the questions in this section is integrated with other risk factors to generate an overall DUI recidivism risk score.
  - A graphic is generated as part of the outcomes report that indicates where an individual is within a range of low to very high risk.





# CARS report

## CARS Diagnostic Case Summary

Bob is a 38 year-old woman who has accumulated 0 DUI arrests during her lifetime. She has met full criteria for 1 co-occurring mental health problem (see Table 1) and should receive a referral for additional professional mental health screening (regional referrals are listed on the end of the report)

Table 1. Mental Health Profile

	Met Criteria	Subclinical Symptoms	Screened into but not tested
<u>Alcohol Abuse</u>	PY		
<u>Obsessive Compulsive Disorder</u>			•
<u>Psychosis</u>			•
<u>Conduct Disorder</u>			•

PY = Past Year, LT = Lifetime

*\*Other disorders screened: PTSD, GAD, Alcohol Dependence, Substance Abuse, Substance Dependence, Personality Disorders, Major Depressive Disorder, Bipolar I, Bipolar II, Panic Disorder, Social Phobia, Intermittent Explosive Disorder, Tobacco Use, Gambling, Eating Disorders, ADHD*

Bob is at high risk for another DUI. Listed below are some of the factors that create this risk for Bob.

### DUI Recidivism Risk Factors

- Alcohol Abuse
- Endorsed binge drinking

Based on Bob's mental health profile, she should consider seeking additional professional screening from the resources listed at the end of the report.



# Taking it one step further...

- Unlike traditional assessments, CARS has a built-in referral system.
- CARS has been designed to include a list of individually-targeted referrals at the end of each report based on an individual's issues and zip code.
  - The services can include hospitals, outpatient treatment programs, residential, withdrawal management programs, halfway houses, self-help programs, etc.
  - Also included are public transportation options (such as bus routes) to travel to each location.
- Before CARS can be implemented, the referral list must be populated with treatment services that are available within that jurisdiction.





# Taking it one step further...

Client: Bob

Gender: Female

Age: 38

## Regional Referral Information

Based off Bob's interview and the zip code provided (01060), referrals to the 5 closest regional resources for additional mental health screening and treatment are listed below. In addition to these options, Bob also might consider utilizing other relapse and recovery resources, such as AA or online recovery and recidivism prevention programs.

### Clinical Support Options

10 Main Street , Florence , MA 01062

(413) 582-0471

<http://www.csoinc.org/>

Mental Health Treatment: Yes

Substance Use Treatment: Yes

Public Transportation Options: (N/A)

### Windhorse Integrative Mental Health (a therapeutic community)

211 North St, Northampton, MA 01060

(413) 586-0207

<http://www.windhorseimh.org/>

Mental Health Treatment: Yes

Substance Use Treatment: Yes

Public Transportation Options: PVTA Bus - 39/39E/B43/M40 - Sheldon Field (W)

PVTA Bus - R44 - 54 Industrial Drive



# Benefits of CARS

- Provides immediate diagnostic information for up to 20 major psychiatric disorders.
- Provides geographically and individually targeted referrals to appropriate treatment services.
- Generates user-friendly reports at the click of a button.
- Informs supervision and treatment decisions.
- Runs on free open-source software.
- Can be used by non-clinicians.
- Applicable in a number of settings.





# National roll-out

- CARS was launched for general use on June 19, 2017.
- Available to any court, probation department, or program free of cost.
- Online web portal for downloads and training:  
[www.carstrainingcenter.org](http://www.carstrainingcenter.org)



**COMPUTERIZED  
ASSESSMENT**  
—AND—  
REFERRAL SYSTEM



# Considerations when using a new tool...

- ☐ Which **instrument** is best for your court/agency?
- ☐ Who will be responsible for **administering** the assessment instrument?
- ☐ Will you administer the assessment **pre- or post-sentence**?
- ☐ Will you use with **all** offenders or just **repeat** offenders?
- ☐ What **policy** changes will you have to make?
- ☐ What **key stakeholders** need to be advised?
- ☐ When will you **implement**?



# Questions?

## Contact Information

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