Exploring change in local criminal justice systems: An examination of the implementation of the Justice Reinvestment at the Local Level model in three U.S. counties

by

Suzanne Rebecca Neusteter

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dissertation requirement for the degree of Doctor of Philosophy.

Jeff Mellow, Ph.D.

_____	_____
Date	Chair of Examining Committee

Josh Freilich, J.D; Ph.D.

_____	_____
Date	Executive Officer

Nancy La Vigne, Ph.D.

Hung-En Sung, Ph.D.
Supervisory Committee

THE CITY UNIVERSITY OF NEW YORK

ABSTRACT

Exploring change in local criminal justice systems: An examination of the implementation of the Justice Reinvestment at the Local Level model in three U.S. counties

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Suzanne Rebecca Neusteter

Advisor: Jeff Mellow, Ph.D.

Tough on crime policies in the U.S. began to emerge in the 1970s and steeply escalated through the 1980s and 1990s, prompting massive growth of correctional populations and criminal justice costs. Although many of these policy and legislative reforms were enacted at the federal and state levels, they have trickled down and greatly affected localities across the country. The recent economic downturn has exerted additional pressures on local governments. These factors have prompted the development of a number of planned change strategies designed to curb the escalating growth and related costs in criminal justice systems. One such approach, Justice Reinvestment at the Local Level (JRLL), targets the implementation of a planned change model within local criminal justice systems. This dissertation employs qualitative and quantitative data from three case studies to test if the JRLL planned change strategy supports the Lewin-White planned change schema. Lewin's model involves three phases: unfreezing, changing, and refreezing. White advances this three-step process, arguing that for the purposes of full system change the final phase of Lewin's model requires a commitment to an iterative and experimental process. This study analyzed data from two waves of stakeholder interviews and surveys to assess if change was evident in areas pertaining to the Lewin-White model. Mixed results from the three JRLL case studies are somewhat consistent with this schema, and serve as an intermediate benchmark for success, indicating that the JRLL model has promise to affect full system change in the three study sites and potentially elsewhere as well.

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CHAPTER 1: INTRODUCTION

Change occurs in all aspects of human and organizational life, including governmental systems. The criminal justice system in the United States is not immune to change; in fact, numerous factors contribute to change in the U.S. criminal justice system. Continuous political and economic shifts place criminal justice systems in a constant state of change (Austin & Krisberg, 1981). Gest (2001) highlights a number of political trends during the past four decades that necessitated changes in the U.S. criminal justice system, beginning in 1971 when President Nixon declared a "war on drugs" and escalating through the "get tough" 1980s, which resulted in "new laws [that] helped fill federal prisons with drug offenders but seemingly did little about the nation's overall crime problem" (p. 42). Changes at the federal level, such as truth in sentencing laws introduced in the "get tough" era, trickle down and impact state and local governments. Independently, state changes also greatly impact the local level.

The "get tough" policy and legislative reforms that largely were enacted at the federal and state levels resulted in major changes in local criminal justice systems. The effect of these changes is felt today through a massive expansion of both population and expenditures in the U.S. criminal justice system, especially at the local level. Beck (2006) estimates that there are approximately 12 million jail bookings each year, attributable to approximately nine million individuals. These figures far exceed the annual admissions to prisons; for example, in 2009, there were 730,860 admissions to federal and state prisons combined (56,153 and 674,707, respectively) (West, Sabol, & Greenman, 2010). Local justice system expenditures are also a pressing concern, with 50 percent of the $237 billion spent nationally in 2007 incurred locally. During this same year, 1.4 million individuals were employed by local justice systems,

comprising 56 percent of the total criminal justice workforce nationwide (Kyckelhahn, 2010). The rise in criminal justice costs and employee headcount dwarf those which were experienced in the pre-"get tough" on crime era; a time period criminal justice scholars refer to as, the "rehabilitative ideal" era (Allen, 1981).

From the perspective of local criminal justice actors, all too often the changes that occur in the criminal justice system are unplanned. Court rulings, legislation, and budgetary issues create incentives as well as mandates for change, with very little or no involvement per se from local criminal justice stakeholders. Arguably many of the policy changes at the federal and state levels were rooted in attempts to improve the safety of local communities and address citizens' growing fear of crime and belief that incarceration serves as a deterrent. For example, the crack epidemic had disastrous effects on localities throughout the United States. In an analysis of 24 U.S. cities, Baumer (1994) found a significant relationship between violence (particularly robbery) and the use of crack cocaine. Citizens' fears may have served as a justification for more active and visible policing; as well as stricter legislation, mandating longer sentences for offenses involving crack and/or violence, with provisions for long-term and indefinite incapacitation of individuals convicted of certain types or numbers of offenses (Moore, 1988; Osborne, & Gaebler, 1992; Battalino, Beutler, & Shani, 1996; Gest, 2001; Clear & Austin, 2009).

The consequences of the current national budget crisis, in combination with the vast number of individuals under correctional supervision, have caused the criminal justice pendulum to begin to swing back toward policies and legislation more reflective of the "rehabilitative ideal" era (Gest, 2001). Some of the changes experienced in local criminal justice systems have been forced (e.g., through legislation, mandates, court rulings, and fiscal constraints), whereas others have resulted from "planned change" efforts, and some have been a combination of the

two. Regardless, their impacts have been felt heavily in local jurisdictions where budget gaps and other mounting political pressures make change equally important.

Planned change strategies have continued to be developed in government and the private sector. One such approach designed for criminal justice systems is known as "justice reinvestment." Justice reinvestment, first described by Cadora and Tucker (2003), is a planned change effort designed to help jurisdictions reduce criminal justice expenditures without adversely affecting public safety. The change strategy, developed largely in response to the costly mass incarceration policies of recent decades, was designed to help jurisdictions reduce–or at a minimum curb–criminal justice costs without appearing to be "soft on crime." The justice reinvestment approach was originally designed for and implemented with units of state government. In 2009, the Urban Institute and three participating study sites adapted the justice reinvestment model to the local criminal justice context, creating the Justice Reinvestment at the Local Level (JRLL) approach.

According to Battalino, Beutler, and Shani (1996), shifts in correctional populations create "challenges and environmental pressures" which can necessitate change (p. 24). Budget and population crises have served as the push, giving rise to the swing of the criminal justice pendulum, and are the targets of justice reinvestment intervention. Stark growth in each of these areas has created great difficulties for a number of jurisdictions nationwide that have been grappling with skyrocketing criminal justice populations and costs. As Austin and Krisberg (1981) assert, "Reform strategies that ignore powerful ideological and economic forces will fail or have unintended consequences" (p. 169). The economic realities (e.g., current fiscal crises) and philosophical paradigms of punishment (e.g., "get tough" on crime) are the major forces and conflicting principles that criminal justice system reform must contend with, but in this time of

fiscal hardship the pendulum has begun to swing away from the sentencing practices of the "get tough" era, opening the door for jurisdictions to implement planned change strategies designed to reduce the level of criminal justice spending, such as justice reinvestment. Justice reinvestment completely revolves around the tenets of planned change. Thus, in order to understand justice reinvestment, it is imperative to have an understanding of individual, organizational, and system change theories. This dissertation will summarize the research associated with planned change as it relates to the change targets of the present study and will also provide a summary of the justice reinvestment literature.

Purpose of the research

The present study is designed to examine implementation of the JRLL model in the three study sites through the evaluative lens of the Lewin-White planned change framework. Simply put, this schema involves Lewin's parsimonious three-step model: unfreezing from the current level, initiating change from the current to the desired level, and institutionalizing the desired level. White advances Lewin's model, arguing that institutionalization or sustainability for the purposes of full system change is more complex than achieving a change to a certain level; rather, this final model component requires a commitment to an iterative and experimental process that strategically updates and maintains the system to continuously achieve the desired results or outcomes. A more detailed discussion of this schema will be presented in Chapter 3, the literature review. In addition, Chapter 3 will present the indicators of system change, which examine transformations in areas related to the change theories explicated below as they pertain to the JRLL model. The methodology used to examine these factors and the results will be described in further detail in subsequent chapters.

JRLL is one of only a few strategies designed to help jurisdictions strategically and comprehensively address the drivers of local criminal justice costs and populations. This research fills an important gap in the literature because 1) there are only a limited number of initiatives designed to affect change within local criminal justice systems, and 2) no studies of justice reinvestment have been published to date.

The present research set out to examine implementation of the JRLL system change model at the micro-, meso-, and macro-levels in three local U.S. jurisdictions, as examined through the Lewin-White planned change framework. The study assesses the unfreezing process, including the factors related to the information provided in feedback loops, as well as readiness for and resistance to change; determines if change occurred at the micro-, meso-, and macro-levels and in respondents' knowledge of the concept "justice reinvestment;" and examines if commitment to an ongoing iterative and experimental strategic planning process (necessary for JRLL sustainability) is evident.

Evidence of change in the present research has been investigated through a case study approach, with each site representing a separate case and results of two waves of key stakeholder interviews and organizational surveys from each site comprising the study's data points. Due to the complexity and multi-layered nature of organizations, and even more so within systems, change is examined at the individual, small group, and system levels.

There are substantial challenges to strategically decreasing local correctional populations and costs. With decreasing county budgets, there is a growing impetus to implement innovative local criminal justice management practices that can effectively reduce and stabilize growth in criminal justice costs and populations. The current research provides opportunities to examine JRLL as a system change strategy that strives to address issues of utilizing local criminal justice

resources, and assess the factors that stakeholders use to justify the efficient use of scarce county dollars.

This study is valuable for a number of additional reasons. First, it contributes to the criminal justice literature, as no case studies of justice reinvestment implementation have been published to date and few planned change models have been fully implemented or evaluated in the context of local criminal justice systems. Second, statistical examinations of system change in the criminal justice field are limited and no research to date has empirically assessed the Lewin-White schema in the context of local criminal justice systems or assessed a justice reinvestment model as a means of system change. Third, the Lewin planned change schema was not found to have been applied within the local criminal justice system milieu and further there have been no published studies to date of White's integrated component to Lewin's model.

Research questions and measures

Drawing upon evidence from the implementation of JRLL in three jurisdictions, this mixed-methods research approach: examines the unfreezing process (at the micro-, meso-, and macro-levels) while assessing information provided through feedback loops, as well as readiness for and resistance to change; determines if change occurred at the micro-, meso-, and macro-levels and if knowledge of the concept justice reinvestment increased; and assesses if commitment to ongoing iterative and experimental strategic planning (necessary for JRLL sustainability) is evident. If evidence from the three JRLL case studies is consistent with the Lewin-White schema, this will serve as an intermediate benchmark for success, indicating that the JRLL model has promise to affect full system change in the three study sites and potentially elsewhere as well.

The research questions can be grouped into three categories, each related to a phase of the Lewin-White framework: unfreezing, changing, and iterating/experimenting.

The research questions are as follows:

Phase I: Unfreeze
(1) Research Question 1: Was there any evidence of readiness for change?
(2) Research Question 2: Was there any evidence of resistance to change?
(3) Research Question 3: Were Hsia and Beyer's six requisite areas for system change (fully described and presented in Chapter 3, the literature review) evident?
(4) Research Question 4: Was information provided through feedback loops related to any observed changes?

Phase II: Change
(5) Research Question 5: Did change related to the justice reinvestment approach occur at the micro-, meso-, and macro-level(s)?
(6) Research Question 6: Did knowledge of the concept "justice reinvestment" increase among criminal justice system actors?

Phase III: Iterate/Experiment
(7) Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved?
(8) Research Question 8: Did perceptions of the degree to which data are used and shared between agencies participating in the criminal justice system improve?
(9) Research Question 9: Were criminal justice system actors more committed to evidence-based practices?

The research incorporates data from two waves of key stakeholder interviews and organizational surveys to assess if change is evident in areas pertaining to the Lewin-White planned change model. The research findings were examined for evidence of change, guided by the Lewin-White theoretical approach.

Overview of chapters

Chapter 2 provides a richer history of the justice reinvestment planned change framework. The chapter begins by describing the history and principles of the justice reinvestment model. The adapted justice reinvestment model for local jurisdictions, JRLL, is

presented and the measurement of JRLL implementation in the context of the present research is discussed.

Chapter 3 of this dissertation provides a detailed discussion of local criminal justice systems and describes the need for change within these systems. The definition of change for the purposes of the current study is presented, followed by a discussion of the different types of change. The chapter concludes with a discussion of the theories underlying change, the factors related to planned change, the limitations of existing change research, and two examples of relevant system change efforts.

Chapter 4 presents the foundation from which the research questions were explored. Each of the research questions are described in detail and operationalized in this chapter. The research hypothesis for each question is also presented.

The methodology for the current research is presented in Chapter 5. This chapter begins by describing the Urban Institute's role in the present study and provides a brief description of each of the three study sites: Alachua County, Florida; Allegheny County, Pennsylvania; and Travis County, Texas. This chapter also discusses the research sample, data collection procedures and instruments for both the qualitative and quantitative approaches, and transcription procedures. The methodology chapter describes the mixed methods approach employed in each case study, which involves both qualitative analyses from key stakeholder interviews and quantitative analyses from organizational surveys administered in all three of the study sites. The chapter concludes with a description of the analytic procedures performed on the qualitative and quantitative data.

Chapters 6, 7, and 8 present the research findings from the Alachua County, Allegheny County, and Travis County case studies, respectively. Each chapter begins with discussion of the

research questions and provides the statistics for the micro-, meso-, and macro-level samples. The present research examines the Lewin-White planned change approach through the implementation experiences in the three JRLL sites. The respondent characteristics and sample descriptions for both the qualitative and quantitative samples, along with the qualitative and quantitative results associated with each research question, are also presented in these chapters. These chapters all conclude with a case study summary.

Chapter 9 provides a synthesis of the three case studies. The findings presented in this chapter are organized in the same fashion as the individual case study discussions, in order of the nine research questions of the present study, organized by the Lewin-White three-phase change model. This chapter concludes with a discussion of the findings from the case studies and focuses upon the similarities and differences observed between the three study sites.

Chapter 10 presents the limitations of the present research. This chapter is organized around limitations related to study design, implementation, and analysis. The chapter also provides conclusions related to the general limitations of the research approach and its findings.

Chapter 11 summarizes the policy implications and conclusions of the current study. This chapter describes the importance of planned change for application within local criminal justice systems. The chapter also discusses the additional support needed in order to enhance local system change efforts. The chapter concludes with a presentation of the challenges to changing local criminal justice systems and generalized conclusions from the current research.

System change is a very difficult undertaking; even the best intentioned and most organized systems struggle to make minor changes, let alone full system transformations. Criminal justice systems are not typically recognized for their adaptability. With current fiscal pressures and a recognition that criminal justice policies in place in most jurisdictions are failing

to keep their communities safer, localities in the United States are looking for alternatives to the status quo. JRLL offers a new model, which this study examines through the Lewin-White planned change framework in three jurisdictions. This research set out to inform the interests and abilities of other jurisdictions that may be considering undertaking a local criminal justice system change approach like that of JRLL. The next chapter will detail the origins and principles of justice reinvestment to provide the context for the present study. Justice reinvestment is a planned change model for governmental systems; as such a thorough review of the planned change literature will follow the discussion on justice reinvestment, making way for a description of the methodology and a discussion of the research findings.

CHAPTER 2: JUSTICE REINVESTMENT

Justice reinvestment is a programmatic approach that many jurisdictions have chosen to implement in order to address skyrocketing criminal justice costs and populations that have emerged in most U.S. jurisdictions, particularly at the local level. Justice reinvestment is a strategy designed to reform existing criminal justice systems. Reformation of the criminal justice system can generally be categorized into six areas, the six D's of reform: diversion, deinstitutionalization, efforts to increase due process, decriminalization, deterrence, and just desserts. Despite the categorical area, each rests on the "premise that the present criminal justice system is ineffective" (Austin & Krisberg, 1981, p. 166). Justice reinvestment is a strategy developed with the goal of creating criminal justice reform in each of the above categories and requires significant changes to the current state of the criminal justice system.

First conceptualized by Cadora and Tucker (2003), the stated goal of justice reinvestment is "to redirect some portion of the $54 billion America now spends on prisons to rebuilding the human resources and physical infrastructure—the schools, healthcare facilities, parks, and public spaces—of neighborhoods devastated by high levels of incarceration…It is also about devolving accountability and responsibility to the local level" (p. 2).[1] Justice reinvestment was originally articulated as a three-step model, beginning with the identification of inefficient expenditures within the corrections budget, followed by isolating and protecting a share of these funds, and then finally reinvesting these monies into strategies designed to enhance public safety in neighborhoods that experience high rates of incarceration. Cadora and Tucker (2003) assert that

[1] Likely this $54 billion figure was only representative of state and federal correctional expenditures. Table 3, in Chapter 3, demonstrates combined expenditures for correctional spending only in 2007 were approximately $77.6 billion; state and federal correctional costs alone were approximately $53.6 billion.

the key to justice reinvestment is “making the locality accountable for solving its public safety problems and allowing local governments to reclaim resources” (p. 5).

Justice reinvestment was conceived as a strategy, involving principles from theories of planned change, to assist states with burgeoning corrections budgets and populations. As will be further explicated in Chapter 3, the literature review, planned change theories are largely rooted in social psychologist, Kurt Lewin’s, theory of and model for action research in which Lewin created a model for unlearning and relearning. Lewin’s work is seen as seminal and continues to serve as the foundation for planned organizational and system change. As Scott (2009) states, “Despite the passage of time, Lewin’s theoretical and practical concepts are remarkably contemporary” (p. 5) and are very relevant to the model of justice reinvestment as it has begun to be implemented in the U.S.

The Council for State Governments (CSG) worked with Cadora in order to adapt and implement the justice reinvestment model, beginning in Connecticut, the first state to participate in justice reinvestment (Allen & Stern, 2007). CSG found the results of this work encouraging for state criminal justice system reform and as such had worked with 13 additional states by 2011, and is continually adding more states to the portfolio to help implement the justice reinvestment model (CSG, 2011b). In the course of this work, CSG has made modifications to the justice reinvestment model, still consisting of three phases, but these steps now include: first, analyze data and develop policy options; second, adopt new policies and put justice reinvestment strategies in place; and, third, measure performance (CSG, 2011a). Ross (2007) describes another adaptation of the model, consisting of four elements: “to analyze the prison population and spending in the communities to which people in prison often return; to provide policymakers

with options to generate savings and increase public safety; to quantify savings and reinvest in select high-stakes communities; and to measure the impact and enhance accountability" (p. 1).

As will be discussed in greater detail in subsequent chapters, planned system change efforts like justice reinvestment are highly dependent upon the accomplishment of intermediate outcomes. It is through tracking measurable interim indicators that planned change efforts can be evaluated and redirected through feedback loops (Lewin, 1951) if they are falling off course. Outcomes associated with full criminal justice system change are very difficult to measure and can take many years to evaluate. For example, the definitive justice system measure, recidivism, requires waiting many months (typically at least one year) to assess and accessing many levels of administrative data. Moreover, the logic model of a planned change effort typically assumes that certain activities will precede others; for example, the completion of an evidence-based program that addresses criminogenic needs, such as cognitive behavioral therapy, predicts a decrease in recidivism (Center for Effective Public Policy, 2010). As such, examining the availability of programs, and their utilization and completion rates are important intermediate indicators of recidivism. Similarly, commitment to the principles and process of justice reinvestment is a precursor to accomplishing the full system change that the model offers.

The promise of early justice reinvestment work has led to a number of other organizations beginning to work with jurisdictions to help them implement the model. Most notably, these organizations include the Bureau of Justice Assistance (BJA) of the U.S. Department of Justice, the Urban Institute (Urban), Pew Center on the States (Pew), the Vera Institute of Justice (Vera), the Crime and Justice Institute (CJI) at Community Resources for Justice (CRJ), and the Center for Effective Public Policy (CEPP) (BJA, 2011). Justice

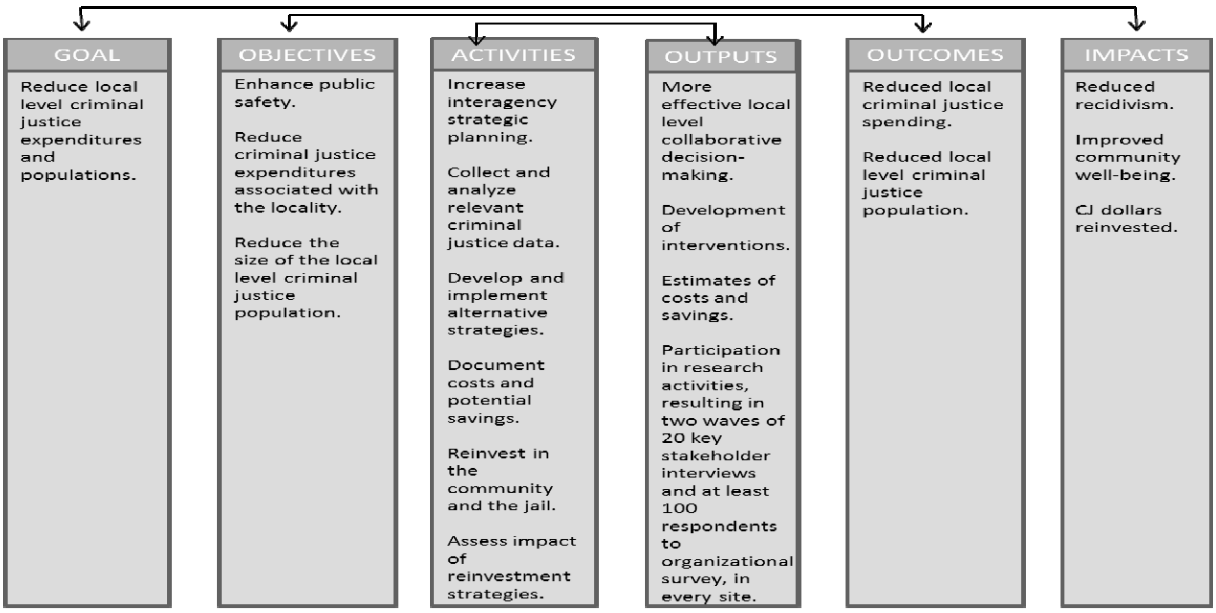
reinvestment activities have also been considered outside of the U.S. (Allen & Stern, 2007; Ross 2007).

Although Cadora and Tucker describe justice reinvestment as a "local" endeavor, all of the early work focused on state-level governmental activities and agencies, as well as state incarceration rates. However, it is clear that the growth in local correctional expenditures has exceeded the growth experienced by state governments (Hughes, 2006; Kyckelhahn, 2010). The model for local justice reinvestment emerged from the recognition of two factors. First, the original concept of justice reinvestment was designed to allow local governments to "reclaim" their own resources (Cadora & Tucker, 2003); however, little of the original justice reinvestment work actually targeted resources to be reinvested locally. Second, local governments are facing growing fiscal challenges due to a tremendous rise in local level criminal justice expenditures, which has contributed greatly to a need for local justice reinvestment.

Justice Reinvestment at the Local Level (JRLL)

Through support from BJA, Urban was the first organization to conceptualize and implement justice reinvestment for local U.S. jurisdictions. This project began in 2008 and resulted in Urban adapting and implementing the justice reinvestment model for application in local units of government. The project is known as the Justice Reinvestment at the Local Level (JRLL) initiative. JRLL employs data and collaborative decisionmaking to help jurisdictions reduce county criminal justice costs and reinvest resources in high-stakes communities to yield a more cost-beneficial impact on public safety and community well-being. Figure 1 provides a graphic model of the JRLL theory of change model.

Figure 1: JRLL logic model



Source: Adapted from the Government of Ontario Canada's Evaluation Toolkit.

Urban worked with three pilot jurisdictions – Alachua County, Florida (the County seat is located in the City of Gainesville); Allegheny County, Pennsylvania (the County seat is located in the City of Pittsburgh); and Travis County, Texas (the County seat is located in the City of Austin) – to implement the JRLL model. Jurisdictions engaged in justice reinvestment activities are unique in that they actively sought assistance through a competitive application process to implement change in their criminal justice systems. Therefore, it should be assumed that at least at the executive level,[2] justice reinvestment sites desired change.

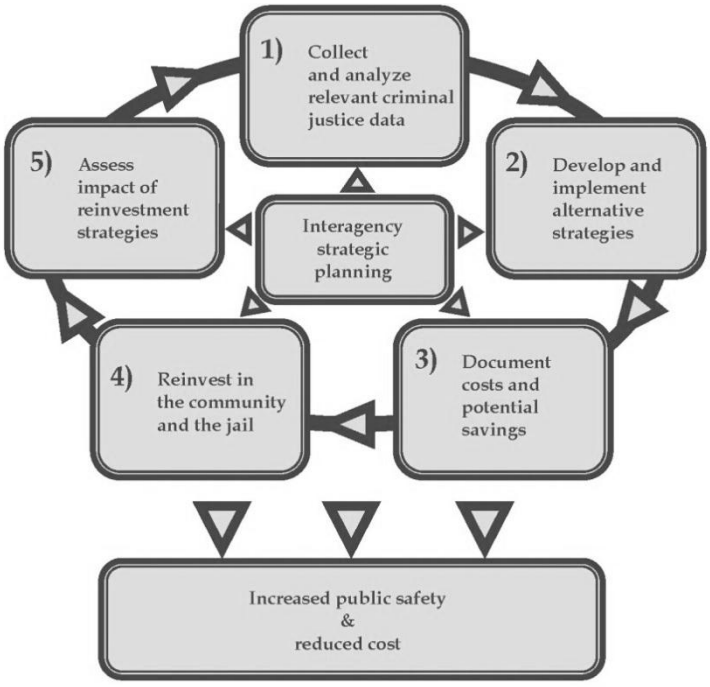
In contrast to the state justice reinvestment approaches, the JRLL model consists of five elements:

[2] Leaders in the three jurisdictions were interested in affecting change and as such responded to a solicitation that offered on-site support to affect change within their local criminal justice systems. This support included a rigorous data analysis, recommendations of policy options (based on the data analysis), and assistance to improve coordination and collaboration among the local criminal justice actors and agencies.

1. Collect and analyze relevant criminal justice data that aids stakeholders in targeting interventions based on risks to public safety.
2. Develop and implement alternative strategies, which enable the county to identify interventions that address the key drivers of criminal justice costs.
3. Document costs and potential savings to clarify the financial impact of the criminal justice population on various agencies' budgets.
4. Reinvest in the community and the jail and measure the impact of activities to increase savings and improve public safety.
5. Assess the impact of reinvestment strategies, which can be focused on prevention strategies in the jail or within specific neighborhoods (La Vigne et al., 2010).

The JRLL model is depicted in Figure 2. As the model demonstrates, the JRLL strategy is centered on interagency strategic planning, conducted collaboratively by all the agencies that comprise the local criminal justice system. The primary goals of the JRLL effort are to enhance public safety while reducing criminal justice expenditures associated with the locality.[3]

Figure 2: JRLL programmatic model



Source: La Vigne et al. (2010). Justice Reinvestment at the Local Level: Planning and Implementation Guide.

[3] Not all spending will consist of local dollars. For example most states operate the courts; therefore, reducing court spending may not result in locally saved dollars.

Effective justice reinvestment is dependent upon ongoing interagency strategic planning. Early measures, or intermediate indicators, related to this central component of the JRLL model provide information regarding the effectiveness of this planned change strategy as well as commitment to the ongoing planned change effort. Such planning should represent an institutionalized process involving key stakeholders both within and outside of the criminal justice system. These stakeholders must:

- Coordinate new and existing efforts;
- Share information among agencies, including providing access between data systems; and
- Track and evaluate the jurisdiction's progress on justice reinvestment activities on an ongoing basis (La Vigne et al., 2010).

Achieving change in local criminal justice systems within these areas is indicative of implementation of the change effort. JRLL is a systemwide planned changed strategy designed for local leaders who want to allocate their resources throughout the criminal justice and social service systems more effectively. The model is designed to aid city and county officials who want to contain criminal justice costs, ideally while also enhancing public safety, all within the scope of current resources. As La Vigne et al. (2010) point out:

> [J]ustice reinvestment is not a single decision, project, or strategy. Rather, it is a multistaged and ongoing process whereby local stakeholders collaborate across city, county, and state systems to identify drivers of criminal justice costs and then develop and implement new ways of reinvesting scarce resources–both in the community and within the jail system–in a manner that yields a more cost-beneficial impact on public safety (p. 2).

Measurement of JRLL implementation

Justice reinvestment has demonstrated promise, but is a very new way of conducting criminal justice system operations. Travis (2005) asserts that: "In many ways, the justice reinvestment idea mirrors the successful welfare reform strategy: setting goals for reductions in caseload (or incarceration levels), sharing savings with the state (or county), and requiring that

those savings be invested in programs that would further reduce the caseload (or levels of incarceration)" (p. 301). The successful implementation of any justice reinvestment model requires significant planned change to occur within the criminal justice system and among all of the individual agencies that the system comprises. The next chapter will explore in greater detail Lewin's model, expanded upon by White, which was used to inform the JRLL planned system change effort and serves as the basis for this research.

JRLL is a complicated, time consuming, and resource intensive endeavor. Successful application of the model requires commitment and collaboration from all of the agencies involved in the local criminal justice system (La Vigne et al., 2010). Fundamentally the JRLL strategy strives to achieve the long-term outcome of reducing incapacitation rates at the local level; this process results in the primary goal of decreasing the average daily population (ADP) of the jail in order to save and reinvest justice-related dollars. There are just two factors that impact the ADP: average length of stay (ALOS) and total admissions (Bolduc, 1985; Clear & Austin, 2009). A reduction in both factors is the only way to guarantee a decrease in the ADP (Bolduc, 1985); to achieve this goal, the JRLL model encourages examining factors pertaining to pretrial detention and sentences in the county jail context. In order for a reduction in ADP to be sustained, all members of the criminal justice system must be involved in the planning, coordination, and continuation of such a strategy because symptoms and effects of the criminal justice system are shared by all agencies. Further, while the jail (and any other house of correction) has very little discretion over who is in their custody and for what length of time, the decision points, policies, and inefficiencies of all the associated agencies manifest in the number of people admitted to the jail and the length of time they are housed there.

As Travis (2005) recognizes, the ultimate outcome of assuming savings in the corrections budget, or any agency within the criminal justice system, is challenging; however, an equally difficult process is determining how best to 'reinvest' any savings incurred. This may be especially challenging during times of fiscal crises, when any savings may be viewed as an opportunity to eliminate budget gaps (Travis, 2005). Thus, the collaboration and agreement of all agencies within the criminal justice system is crucial to JRLL's success, as a JRLL strategy may result in savings achieved in one agency's budget being reallocated or reinvested to support activities within another part of the criminal justice system or elsewhere in the community. The successful implementation of all elements of the JRLL model, like any system change effort, will take at a minimum several years (Russo, 1977); thus, the present research examines preliminary indicators of change, rather than focusing on the components and outcomes of the actual reinvestment of funds.

The ultimate outcome of justice reinvestment is difficult to measure and would require at least several years to assess; as such, this research examines intermediate outcomes directly associated with the Lewin-White approach. This includes specifically assessing factors related to unfreezing, changing, and sustaining change. To examine unfreezing, the research assesses factors related to information provided through feedback loops, as well as readiness for and resistance to change; change in itself was examined at the micro-, meso-, and macro-levels as it pertains to the decision points, policies, and strategies related to the JRLL model and knowledge of the term "justice reinvestment." The sustainability of change is assessed by examining whether an iterative and experimental process is in place, which is necessary for sustaining successful system change; this process involves commitment to collaboration, managing performance through the use and sharing of data, and support for evidence-based practices. It

would be ideal to examine final outcomes, in addition to intermediate measures; however, it is assumed that the presented measures are sensitive enough to allow for measurement of change at several stages. The Lewin-White schema is used to assess if JRLL implementation has begun to make an impact on three local criminal justice systems; if it has, this will serve as an indication that the JRLL model has promise to affect full system change in the three study sites and possibly elsewhere as well.

The present study explores change in three local level criminal justice systems through examining JRLL implementation and employing a formative evaluation. Formative evaluations typically occur during the "development or improvement of a program" and are often conducted "more than once, *for* the in-house staff of the program *with the intent to improve* [emphasis in original]" (Scriven, 1991, p. 168-169). Evidence of intermediate outcomes of change is investigated through results of key stakeholder interviews and an organizational survey, which will be discussed in the methodology chapter. The findings from these research instruments are examined for evidence of change related to the Lewin-White framework. Prior to discussing the specific research questions, hypotheses, methodology, and results, it is necessary to first define the criminal justice system, demonstrate the need for change strategies such as JRLL, discuss what is meant by change, and explore the foundation and theoretical structure from which change is examined in this study.

CHAPTER 3: LITERATURE REVIEW

As the introduction to this dissertation discusses, criminal justice systems are in a constant state of change. Some of these changes are planned, whereas others are introduced without warning or the opportunity to prepare. Governmental systems frequently look to planned change strategies to help them grapple with unplanned changes or unintended consequences of other planned efforts. Local criminal justice systems are often impacted by changes which occur at the state and federal levels. Given the impact that upstream changes can have on local jurisdictions as well as the changes which are regularly initiated in their own environments, local criminal justice systems can benefit greatly from planned change strategies.

Local level criminal justice systems

It is overly simplistic to argue that the criminal justice system is comprised of one entity with unified beliefs and ideology. Rather, demands are made on the criminal justice system by various stakeholders, both directly and indirectly, and as such all justice-related agencies are expected to respond cohesively in the interest of enhancing public safety. For the context of this present work, however, it is necessary to define the "criminal justice system."

The criminal justice system is comprised of multiple actors and agencies that together function as one system, with the shared mission of serving justice. At a minimum, the criminal justice system consists of the following organizations and leaders: law enforcement, including police and sheriff agencies; prosecution; defense; judiciary, including pretrial agencies and judges; other court officials; jail and prison administration; probation; parole; pretrial release services; alternative to detention and incarceration services; and bail bonding agencies (Bolduc, 1985; Bureau of Justice Assistance, 2000). Given the membership body, the missions and goals

of the individual agencies may conflict or contradict with those in other parts of this system, which complicates the functions and accomplishments of the system as a whole considerably. Moreover, some organizations and individual actors have a larger impact on the system than others; however, none can operate completely autonomously.

"Locality" in the current research is defined as the unit of government responsible for operating the jail and other functions central to the criminal justice system within a single municipality; typically, this is a county, city, or town. Because some cities contain multiple counties (e.g., New York City) and other counties are comprised of multiple cities (e.g. Los Angeles County), the term locality is used for the present research purposes. All three of the Justice Reinvestment at the Local Level (JRLL) study sites are U.S. counties, each operating a similarly structured local level criminal justice system.

Throughout the entire justice system continuum, as in any system, effects are shared (Shane, 1996). Moreover, changes made by one key individual or agency can manifest in consequent symptoms in very different parts of the system (Cole, Gertz, & Bunger, 2004). For example, it is easy to see how changes at the federal level impact states; this was vividly illustrated with the passage of the Violent Crime Control and Law Enforcement Act, which included a provision that required states to pass laws mandating that anyone convicted of a serious violent offense must serve at least 85 percent of their sentence in prison to receive federal funds for the expansion of state prison capacities (Rosich & Kane, 2005). Often overlooked, however, is change that affects localities, which often times is even more sensitive than change at the state and federal levels. For example, a police sweep by a small number of patrol officers can instantly create extremely crowded conditions in the local jail. Similarly, the replacement of one judge, who is predisposed to issuing longer sentences than the previous judge, can

significantly increase the average sentence length of convicted individuals for the entire local justice system.

Need for change

Considering the effects of the criminal justice are shared, it is important to examine all areas in which consequent symptoms may be experienced. As Kaufman, Rojas, and Mayer (1993) assert, “Needs are gaps in results, consequences, or accomplishments” (p. 4). To examine these gaps, this chapter discusses the rise in population and costs in related areas of the U.S. criminal justice system, and highlights important current and historical system indicators starting in the “get tough” era.

Defining the problem

Local level criminal justice systems have expanded tremendously over the past several decades. While local U.S. jurisdictions are grappling to accommodate their massive criminal justice populations and costs, simultaneously most have been bludgeoned by the most recent recession. Localities are desperate for solutions to help them deal with the approximately 12 million jail bookings each year (Beck, 2006) and the over $100 billion locally spent annually on justice related expenditures alone (Kyckelhahn, 2010). Examining just those statistics presented above is not sufficient in order to assess the extent of the problem local jurisdictions are facing, given the escalation in criminal justice populations and costs. Additional evidence must be examined in order to understand the magnitude of the problem.

Assessing the extent of the problem

As evidenced by the previously discussed shifts in policy and legislation, the U.S. criminal justice system has undergone a number of changes over the past several decades. This chapter now examines how these changes impacted the criminal justice system. In order to do so,

several important and relevant statistics will be presented, which have resulted in the need for planned change within the U.S. criminal justice system, particularly at the local level.

A major shift in the national and federal state incarceration rate occurred between 1980 and 2009. Considering the modifications made to sentencing, as discussed above, an increased incarceration rate would be expected. In fact, this rate grew by over 260 percent for sentenced individuals, serving time in state and federal prisons (Sabol & West, 2010).

This growth had additional effects on the criminal justice system in terms of other types of custodial supervision, court processing, and incapacitation capacity, particularly at the local level. For example, between 1980 and 2009 there was a 317 percent growth in the number of adults under custodial supervision in local jails; a 377 percent growth resulted in supervision in state and federal prisons over the same time period, as well as a growth of 272 percent and 276 in parole and probation supervision, respectively (Glaze, Minton, & West, 2010).

In 1980, less than 2 million individuals were under some type of correctional supervision. This figure grew by almost 300 percent in 2009, with over 7.2 million individuals under correctional supervision. Prisons, followed by jails, were the most significant contributors to this growth in correctional populations, each experiencing over a 300 percent increase in the number of individuals under these types of correctional supervision (Glaze, Minton, & West, 2010). This growth impacts many stakeholders and of course has a tremendous impact on taxpayers. It should also be acknowledged that growth in any supervision type has an effect on the other categories. For instance, an increase in the prison population likely also results in an increased post-release supervision (parole) population. Inversely, jail and prison admissions are largely impacted by growth in probation and parole populations, as additional individuals on these types

of supervision create an expanded opportunity for violations and ultimately revocations, which then impact the jail and prison populations (Austin & Krisberg, 1981).

Increases in correctional populations did not occur in a vacuum. These population increases are mirrored by growth in justice expenditures and personnel. The pendulum shift affects stakeholders in different ways: it reduces the coffers while also increasing employment. As Table 1 demonstrates, the past 25 years resulted in an increased number of justice system employees at all levels of government, most significantly at the federal level. For the most recent year available, 2007, all units of the U.S. government employed nearly 2.5 million individuals in justice related positions; as a contextual reference point, this figure far exceeds the total number of individuals who were under some type of correctional supervision in 1980 (1.84 million, see Glaze, Minton, & West, 2010).

Table 1: Total number of justice employees, 1982-2007

	Number of Justice Employees, by Level of Government			
Year	**Total**	**Federal**	**State**	**Local**
1982	1,270,342	94,555	341,010	834,777
1986	1,464,070	112,375	425,292	926,403
1990	1,710,413	139,799	528,677	1,041,937
1994	1,901,773	161,058	599,452	1,141,263
1998	2,133,240	185,140	705,512	1,242,588
2001	2,295,423	197,263	741,007	1,357,153
2003	2,361,193	253,367	733,570	1,374,256
2007	2,450,195	263,840	761,201	1,425,154
% Change 1982 – 2007	**93%**	**179%**	**123%**	**71%**

Sources: For 1982-2003 Hughes, K.A. (2006) Justice Expenditure and Employment in the United States 2003. For 2007 Kyckelhahn, T. (2007) Justice Expenditure and Employment Extracts 2007.

As defined by the Bureau of Justice Statistics (BJS), the justice system consists of expenditures and personnel associated with corrections, judicial/legal, and police. Table 2

demonstrates that personnel are not evenly distributed by level of government. For example, in 2007 local government comprised 58 percent of all justice system employees. This was largely driven by local governments' contributions to police protection personnel, at 76 percent, whereas only 34 percent of correctional workers were employed by a unit of local government.

Table 2: Headcount by activity and level of government, 2007

	Level of Government			
Activity	**All Governments**	**Federal Government**	**State Governments**	**Local Governments**
Justice system total	2,450,195	263,840	761,201	1,425,154
Police protection	1,163,412	166,444	108,647	888,321
Judicial and legal	508,985	60,742	177,530	270,713
Corrections	777,798	36,654	475,024	266,120

Source: Kyckelhahn, T. (2010). Justice Expenditure and Employment Extracts 2007.

Justice system expenditures, too, are not evenly distributed by governmental level or justice function. Importantly, spending at all levels of government and activity types increased tremendously between 1982 and 2007. Table 3 presents the increased expenditures by year, activity, and level of government. The minimum percent change in justice expenditures was in the area of police protection activities, at the state level, which still experienced a 355 percent growth. This is far from a small increase, but pales in comparison to the over 1,200 percent increase for corrections expenditures at the federal level. During the time period analyzed, which includes the most comprehensive historical and most up-to-date data available, the federal government experienced the largest growth in justice expenditures. The increase in federal justice expenditures is followed most closely by the growth in local level correctional spending.

Table 3: Total justice expenditures, by level of government and justice function, FY 1982-2007 (expenditures in millions)

			Year				
		Activity	1982	1992	2002	2007	% Change 1982 - 2007
Level of Government	Federal	Police protection	$2,527	$7,400	$17,626	$21,927	**768%**
		Judicial and legal	$1,390	$7,377	$11,013	$12,244	**781%**
		Corrections	$541	$2,646	$5,707	$7,073	**1207%**
	State	Police protection	$2,833	$5,593	$11,081	$12,876	**355%**
		Judicial and legal	$2,748	$7,723	$15,365	$20,052	**630%**
		Corrections	$6,020	$20,439	$39,062	$46,498	**672%**
	Local	Police protection	$14,172	$29,659	$55,086	$72,658	**413%**
		Judicial and legal	$3,784	$10,052	$17,042	$19,887	**426%**
		Corrections	$3,011	$10,404	$18,358	$23,981	**696%**

Sources: For 1982-2002 Hughes, K.A. (2006). Justice Expenditure and Employment in the United States 2003. For 2007 Kyckelhahn, T. (2010). Justice Expenditure and Employment Extracts 2007.

Despite the fact that federal justice expenditures experienced the largest growth compared to other governmental functions, it appears as though justice costs increased more than any other key state and local expenditures. Table 4 illustrates that between 1977 and 2003 (the time period with the most recent data available from BJS comparing expenditures of categorical functions), growth in justice expenditures exceeded the increased costs associated with education, natural resources and parks, health and hospitals, total interest on debt, as well as public welfare.

Table 4: Percent change of state and local expenditures for select functions, 1977-2003

Select Functions	% Change 1977 – 2003
Education	505
Natural resources and parks	509
Health and hospitals	572
Total interest on debt	577
Public welfare	766
Justice total	849

Source: Hughes, K.A. (2006). Justice Expenditure and Employment in the United States 2003, NCJ 212350.

Another primary agency involved in the criminal justice system is the courts. In the U.S. the vast majority of criminal and civil court filings are processed by state courts. Although the growth in the number of criminal, civil, domestic, and juvenile court filings in state courts grew dramatically between 1987 and 2004, this growth is not as stark as the growth seen in corrections expenditures and incarceration levels. However, the time period with available relevant data is also slightly shorter for the courts than the corrections system. Moreover, the "get tough" modifications to criminal justice legislation often resulted in strengthened sentences, which would have the expected impact of increasing the incarceration rate and overall lengths of stay, as opposed to expanding the number of crimes and infractions punishable by criminal and/or civil statutes. Regardless, the total number of filings in state courts increased by 44 percent from 1987 to 2004 (Langton & Cohen, 2007).

The percentage of growth in court filings is dwarfed by increases in correctional supervision and justice expenditures. Data demonstrating that law enforcement, arrests, and criminal filings increased over the past 20 years, particularly in the area of drug crimes, have been presented by numerous scholars (several of these include: Baum, 1996; Gest, 2001; Cole, Gertz, & Bunger, 2004; Jacobson, 2005; Simon, 2007). Thus, evidence that the rate of court

filings rose alongside correctional populations, justice personnel, and expenditures is not surprising.

It has been difficult for the federal government, states, and localities to keep pace with the additional capacity necessary to house the growing number of pretrial and sentenced individuals involved in the U.S. criminal justice system over the past several decades. Jails and prisons have exceeded or have been near capacity for the entirety of the past decade. It is not cost effective for a jurisdiction to have custodial capacity that far exceeds need, and moreover, it has been suggested by many, including the National Institute of Justice, that excess capacity in and of itself creates the need for higher rates of incapacitation (Zimring & Hawkins, 1991). However, in order for incapacitation facilities to operate efficiently and safely, they must remain slightly below the facility's established capacity. This allows for proper security classifications (e.g., housing separation for rival gang members and different security classification types); programming and recreation spaces to be maintained;[4] and a higher level of morale between individuals housed in and those working in the facility (crowded facilities are more conducive to fighting between incapacitated individuals and thus create more dangerous and stressful working conditions for prisoners and staff) (BJA, 2000; Cunniff, 2002).

Despite adding over 170,000 beds between 2000 and 2009 to local jails, achieving a rated capacity level of almost 850,000 beds in 2009, over 90 percent of U.S. jails remained occupied through the entirety of the decade. During this 10 year time period, on average 94 percent of local jail capacity was occupied (Minton, 2010). However, between 2009 and 2010 U.S. jails created almost 17,000 additional beds, expanding the rated capacity of local jails, and contributing to a lower rate of occupied capacity, 86 percent, which is the lowest rate of capacity

[4] Overcrowded facilities often takeover programmatic and recreation spaces, which are necessary for keeping balance, order, and adhering to mandates for certain types of services and programs.

in local jails since 1984 (Minton, 2011). In addition to a rise in the number of jail beds, the national jail population also decreased; however, this decline mainly occurred in the largest jail jurisdictions (those with average daily populations of 1,000 individuals or more). Small jail jurisdictions (those with average daily populations fewer than 50 to 250 individuals) unfortunately still experienced increased populations (Minton, 2011). A similar trend was also experienced by U.S. state prisons.

Capacity for state prisons is approximated by BJS in a slightly different form than that of jails. Capacity in these facilities is estimated in two ways: number of beds at the lowest and highest possible capacity levels, given the facilities design features (Sabol, West, & Cooper, 2009). In other words each prison has a design capacity of a maximum number of individuals who can be housed at any given time; however, because of classification and other constraints on the facility, typically a lower number is the preferred rated capacity. This latter figure is the lowest rated capacity, whereas the former is the highest. Regardless of which capacity figure is utilized, it is clear that despite a massive growth in justice expenditures, prisons (and jails) have remained at or near to capacity for the past decade, nearing or exceeding 100 percent in all years at both capacity categories.

Between 1990 and 2008 state prisons, like jails, also gained capacity. The added capacity ranges between approximately 124,000 to 141,000 beds, the latter figure representing the highest rated capacity and the former representing the lowest (Beck & Harrison, 2001; Sabol, West, & Cooper, 2009). Thus, the U.S. total rated capacity for state prisons in 2008 was between almost 1.1 million and 1.3 million beds (Sabol, West, & Cooper, 2009). Prison overcrowding is particularly relevant to localities because states can (and do) shift the burden of incarceration to localities when the state facilities are overcrowded. Some states reimburse localities for this

service, but many local jurisdictions go un- or under-reimbursed in providing secure confinement of state prisoners.

The data presented above provide a clear indication that the U.S. criminal justice system, particularly at the local level, is growing in many observable ways: incapacitation rates, justice expenditures and personnel, court filings, and occupied rates of capacity. These statistics provide a useful context for the inception of justice reinvestment. Justice reinvestment completely revolves around the tenets of planned change. Thus, in order to understand justice reinvestment, it is imperative to have an understanding of individual, organizational, and system change. The research will now turn to a discussion of change, including how it occurs, and present the leading theories of change which guide the present study in establishing metrics for success and failure in regard to implementation of the JRLL planned change strategy.

The change literature presented begins with individual level change, as all change begins with individuals. Next, organizational change is discussed, focusing upon the theorist most relevant to this present work, Lewin. A discussion of system change, which is an extension of organizational change, follows, paying particularly attention to White's adapted approach to Lewin's three-phase model for change. The chapter then focuses on the limitations of existing change research and turns to the themes related to change theory, including readiness for, resistance to, and sustainability of change. The chapter concludes with a two examples of relevant system change efforts.

Definition of change

For purposes of the present research, Hale and Williams's (1989) definition of change as the "Transformation or alteration of something over time" (p. 175) was employed. As Biggart (1977) eloquently states, "Change is a complex and multidimensional process that destroys as it

creates" (p. 425). Moreover, change is experienced on and between many levels. As will soon be discussed, Lewin's early work has served as the basis for much of the contemporary change theories and is still highly relevant, particularly when exploring how change occurs over time and between multiple levels. The literature, however, lacks a cohesive integration of individual, organizational, and system change; it is clear though that these theories and models are interrelated, are used to inform one another, and must all must work in concert in order to achieve full system change. The present research briefly discusses these different areas of change theory and builds from one of the earliest theories focusing on individuals and groups – Lewin's theoretical approach – which serves as the basis for the current research; and incorporating the full system with White's theory of sustainability. Before turning to these theories, the different levels in which change may occur will be explicated.

Based on Lewin's early work, Bronfenbrenner's (1994) ecological systems theory assumes change occurs at five levels, or layers, of systems: microsystems, mesosystems, exosystems, macrosystems, and chronosystems. The micro-level represents the most personal level of change, as it affects a specific individual or very small units of individuals, such as a family or immediate work groups. At the meso-level, change affects social and work units with which the individual has direct contact, or as Bronfenbrenner (1994) describes it, "a mesosystem is a system of microsystems" (p. 40). For example, a mesosystem might be comprised of one department or several divisions of a single agency. The exosystem is made up of connections and practices that occur between two or more locations, in which at least one does not include the change target, but where the activities in that setting indirectly impact events within the setting that the change target does reside, such as the practices of a parent's workplace affecting the home of a child. The macro-level represents change that impacts a full organization, system, or

society as a whole. Finally, a chronosystem "extends the environment into a third dimension" it "encompasses change or consistency over time not only in the characteristics of the person but also of the environment in which that person lives" (Bronfenbrenner, 1994, p. 40). The micro-, meso-, and macro-levels are of most relevance to the present research.

In the context of JRLL, micro-level changes entail change exhibited by individual actors involved in criminal justice functions in each site; meso-level changes focus on changes within groups, organizations, and work spheres; and macro-level changes are inter-organizational and systemwide. According to Shane (1996), the levels of change are "dialectically, constantly developing, growing, changing and affecting themselves and the others" (p. 25). Although difficult, it is essential in evaluating the implementation of a model, like that of JRLL, that the research understands and takes into account factors that may affect change within the system or level and that it also examines activities from outside the individual level, that may be moderating any changes (Duerden, 2009). As the methodology chapter will detail, the present research examines change at the micro-, meso-, and macro-levels.

The micro-, meso-, and macro-levels of change can also be described under the constructs detailed in the *Sociological Imagination*. Here, Mills (2000) differentiates between the milieux of personal "troubles" and public "issues." Micro-level change relates to those factors which affect difficulties experienced personally, this may be in an individual's work or personal life. Macro-level change on the other hand has systemwide effects. The meso-level is best explained as the interaction between the other two. As an example, consider the micro- or personal-level as one individual who becomes detained in the county jail; the public or macro issue results when so many people are detained in the jail that the county is in crisis mode because the jail has become overcrowded and has exceeded the rated capacity. This puts the

county at risk for lawsuits as well as detainees and staff at physical risk. The personal issue becomes one of such magnitude that it escalates to the macro- or public-level. When actors from the jail, court, and police work together to decrease the ADP in the jail, this can be considered a macro-level interaction. Much of the change literature is focused on individual or micro-level change; however, it is virtually impossible for even the most motivated individual to affect change alone (Davis, 1969). Organization and system dynamics must be in place to allow for and to be conducive for change to occur.

Bardach (2000) asserts that, "people's private troubles *cannot* typically be ameliorated by even the most well-intentioned governmental interventions" [emphasis in original] (p. 3) and discusses the main situations in which private troubles may be considered a public problem. These include: market failures; system breakdowns (e.g. family relationships that typically operate outside of the marketplace); public opinion that believes citizens are living in substandard conditions; the presence of discrimination; and poor governmental functioning in areas where it is customarily counted on to perform effectually (e.g. in the provision and operation of public schools). The large rates of correctional custody and associated costs have magnified the issues experienced in local U.S. jurisdictions from the micro-, or individual, level to a public, or macro-level, issue that criminal justice systems nationwide are grappling with. The three study sites elected to participate in JRLL with the hope of changing and deescalating the issues associated with growth in their local level criminal justice systems as a public problem.

Types of change

There are numerous types of change. Barnes (1969) discusses eight types of change styles: planned change, indoctrination change, coercive change, technocratic change,

interactional change, socialization change, emulative change, and natural change. Similarly, McNamara, (2009) argues that there are many types of change that are relevant to the organization and system contexts, and presents these in their dialectical forms: planned/unplanned change, fast/slow change, organization-wide/subsystem change, transformational/incremental change, and remedial/developmental change (p. 174-175). Burke (2011) describes these as: "revolutionary versus evolutionary; discontinuous versus continuous; episodic versus continuous flow; transformational versus transactional; strategic versus operational; and total system versus local option" (p. 22). The change typologies are not necessarily mutually exclusive and as such the targets of change and any potentially moderating effects must be closely observed. The present research concentrates on planned change, which is distinguished by observing the specified targets of change. Within this framework changes in the criminal justice system will likely vary in speed, as well as the area and level of penetration.

Change can occur in an episodic or continuous manner. Pettigrew, Woodman, and Cameron (2001) describe why episodic change typically occurs, "Episodic change pursuits tend to be planned (rather than emergent), driven externally (such as from a funder or federal policy requirement), occur in a relatively bounded time period, and often emerge because there is somewhat of a misfit between the system and its environment" (p. 201). The JRLL planned change activities can be categorized as episodic, given that the jurisdictions have agreed to participate in the initiative as a reaction to external pressures.

Mintzberg and Westley (1992) assert that: "Change typically takes the form of *episodes*, distinct periods in which some shift or set of them takes place. Such shifts may be precipitated by changes in the external context, such as in technology or by changes in the internal context, e.g., changeover in key personnel within the organization, or interactions between intention and

stress" [emphasis in original] (p. 46-47). Local criminal justice systems have been affected by external changes, like legislation and other policy shifts; but have also experienced a great deal of change internally with growth in personnel and custody rates, as well as other fluctuations that typically occur within local governmental systems, such as changes in political and appointee leadership, as well as shifts in community perceptions and opinions relevant to the local criminal justice system (Zupan & Menke, 1988; Hale & Williams, 1989). Planned change strategies are typically employed in order to deal with specific public issues or problems or to take advantage of unique opportunities. As Mintzberg and Westley (1992) further describe, "At a more conceptual level, episodes [of change] may be described as patterned responses to specific problems or opportunities" (p. 47). The following section provides an overview of the individual, organizational, and system change literatures.

Individual change

As previously noted, change occurs at multiple levels. For the purposes of the present work the focus is on change at the individual, or micro-; organizational, or meso-; and system, or macro-; levels. No one theory ties all of the components of these types of change together, but it is clear that these levels of change are not only interrelated, they are inter-dependent; people must change in order for an organization to change; organizations must change in order for a system to change.

Change at the individual, or micro-level, has dominated the psychology literature and most specifically that of psychotherapy, since the field's inception. Most frequently the focus of this research is to assist in the modification of certain undesirable or antisocial traits, characteristics, and/or habits. For example, personal change theories have been implemented in the treatment of addictions, such as smoking cigarettes, the use of illicit substances, gambling,

and sexual addictions to name a few (Prochaska, DiClement, & Norcross, 1992). As will be demonstrated in the following section, a great deal of organizational and system change theory is based upon what has been learned from the research focused on individual level change. The present work draws on the organizational and system change literatures; it is important, however, to recognize that these units cannot change if change does not also occur at the individual level. Therefore, it is with the understanding that organizations and systems are comprised of individuals that the discussion now turns to the organizational change literature from which the research questions and analytic schema of the present research are born.

Organizational change

Change within individuals, the environment, and organizations occur in virtually every moment. As implied above, there are a number of units of potential change. These include: individuals, groups, intergroups, organizations, and larger systems (including networked organizations, e.g., the criminal justice system as well as communities and societies). Lewin (1951) offers two tenets of change: "(a) Change and constancy are relative concepts; group life is never without change, merely differences in the amount and type of change exist. (b) Any formula which states the conditions for change implies the conditions for no-change as limit, and the conditions of constancy can be analyzed only against a background of 'potential' change" (p. 199).

Human beings and the world within which we live are designed to adapt to changes in climate, our duties, and other elements with which we intercept. These changes tend to be reactionary or decided upon in an *ad hoc* manner. Planned change that affects an entire agency or system, however, is a much rarer occurrence (Burke, 2011). For the purposes of the present research, the term organizational change is used synonymously with planned organizational

change; and organization is referred to as it is conventionally defined: “an administrative and functional structure” (Miriam-Webster, 2011). Each individual agency that comprises the criminal justice system (e.g., jail administration, courts, police, etc.) will be referred to singularly as an organization or agency. Changes will most certainly occur naturally, despite the implementation of any planned change strategy. Therefore, establishing the specific targets of change, examining the full system (as opposed to a single division or agency), and complementing the research with qualitative data to support the triggers for change is crucial in understanding the derivatives of change. In addition to the definition for change previously provided, Burke’s (2011) definition of *planned* change, “a deliberate, conscious decision to improve the organization in some manner or perhaps to change the system in a deeper more fundamental way” (p. 144) will be relied upon.

Morgan (1997) helps us to understand organizations through the presentation of several metaphors, including a machine, brain, psychic prison, and organism. The organism metaphor most closely resembles that of organizations, in that they are not closed systems (Chin, 1969) and are typically designed for survival. As Babbie (1994) asserts, “It could be said that the first purpose of any organization is its own survival” (p. 73). Organizations are influenced and affected by environmental and internal factors and will defend as well as justify their existence. On one level this makes organizations apt to change as they are open and subjected to influence from a myriad of directions, but they may also be rigid and resist change seeing it as a threat to their own sustainability.

Planned change is important for a number of reasons. Primarily, planned change efforts provide the intersection between the fields of theory and practice. As Bennis (1965) asserts, “Planned change can be viewed as a linkage between theory and practice, between knowledge

and action. It plays this role by converting variables form the basic disciplines into strategic instrumentation and programs" (p. 340). Thus, planned change plays a critical role in the social sciences and specifically criminal justice, where theory and practice tend to interact distantly if at all. Planned change is also important because it is designed to address crucial organizational problems and challenges such as: mission and value identification; collaboration and conflict; control and leadership; resistance and adaptation to change; the utilization of human resources; communication; and management development (Bennis, 1965, p. 341).

Due to the complexity and multi-layered nature of organizations and even more so with systems, organizational change typically cannot begin with the total agency or system; therefore, organizational change efforts usually begin with an individual, small group, or specific program (Burke, 2011). Wirth (2004) asserts that "Organization change can be described as numerous individuals undergoing a similar change process at the same time" (p. 1). Change theories, however, tend to posit for individuals and groups; it has been argued, however, that very little exists in regards to organizational change theory that is empirical (Burke, 2011; Bennis, 1969; Bennis, Benne, & Chin, 1969) and include testable hypotheses, as such researchers must build upon and adapt existing relevant work and hope that "more definitive theory about organization change will emerge" (Burke, 2011, p. 135). Thus, individual level models and theories have been adapted for use with organizations, as is the case with the current research design.

Although organizational change theory may be lacking, it is clear that strategies and actual change implementation are quite old. The study of organizational change or as Burke refers to it, "what systematically seems to facilitate and enhance effective change (*effective* meaning the accomplishment of *planned* change goals) and what leads to failed attempts at organization change" [emphasis in original] (p. 30) is a relatively recent enterprise. Frederick

Taylor's approach, *Scientific Management*, is considered the first modern publication pertaining to organizational change (Burke, 2011). Taylor studied workers to determine how to increase productivity and efficiency through management, human mechanization, and task specialization (Morgan, 1997); Taylor is often described as "not only the father of scientific management but also the father of the whole field of industrial engineering" (Burke, 2011, p. 33). After Taylor, contemporary organizational change theory was developed through a handful of influential studies and individuals. Some of the most relevant for this study include: the Hawthorne studies, which investigated the impact of changing light and other environmental factors on the productivity of workers; industrial psychology, developed as a method to study leadership and the impact of managerial training; survey feedback, designed by Rensis Likert to collect data on employees' working conditions through the use of a survey instrument (coining the Likert scale) and through providing feedback on the survey results to each respondent; and sensitivity training, also known as T-groups or laboratory training. T-groups were developed by Kurt Lewin as a way to incorporate observation and feedback from subjects for a further understanding into personal behavior, which created the foundation for the field of organizational development and formally established the concept of feedback loops (Burke, 2011).

In contrast to Taylor, Lewin valued gathering information and providing it to workers, calling this a feedback loop, so that they might be able to solve their own problems (Bramson, & Buss, 2002); Lewin is possibly best known for his contributions in this area, through developing sensitivity training, or T-groups, and hence becoming a father to the field of organizational development. In addition to this work, Lewin made an enormous contribution to the field of planned change through the development of his three-phase model of change: unfreeze, change, refreeze (Lewin, 1951; Bennis, Benne, & Chin, 1969; Benne, & Birnbaum, 1969; Schein, 1995;

Rathmill, 1998; Burke, 2011) and is also largely seen as the founder of action research (Schein, 1995; Smith, 2001). Lewin's simple three-phase model is the basis for the organizational change models that are embraced today and provides a very elegant way of evaluating change (Burke, 2011). It is this change approach that serves as theoretical basis for the purposes of the current research.

Lewin, a trained physicist who fled Nazi Germany, came to the U.S. and began studying human behavior (Schein, 1995). He developed his model as a mechanism to invoke individual and group level changes to racially prejudiced attitudes as well as decrease the stigmatization in the purchase, preparation, and consumption of certain meat products that were considered less desirable (e.g., liver and sweetbreads) by North American housewives post World War II (Lewin, 1951; Watson, 1969). Lewin articulates his model in the following manner: "A successful change includes therefore three aspects: unfreezing (if necessary) the present level L^1, moving to the new level L^2, and freezing group life on the new level" (Lewin, 1951, p. 228).

Phase I of the model involves unfreezing patterned behaviors, attitudes, or responses through: creating a sense of urgency for the desired change, educating people to act in a different manner, or merging groups (Burke, 2011). Lewin asserted that to achieve the unfreezing process, Phase I of his model, "the organization needed to be given new or disconfirming data that challenged existing beliefs and attitudes. This, according to Lewin, could be accomplished through feedback of survey results to organizational participants" (Rathmill, 1988, p. 61). Whatever the tactic or underlying cause, the goal is to compel people to do things differently by "thawing" current responses to make actors amenable to the desired change (Burke, 2011, p. 123). Lewin also introduced the force field theory (1951), arguing that change within people and

organizations either occurs as the result of a push (internal recognition of the need for change) or a pull (external factors force or heavily influence change).

Lewin developed his model over 50 years ago; however, contemporary scholars still view it as a useful schema when applied to attitudinal change, even more so than some more recent theories (Schein, 1995; Burke, 2011). The theory focuses on individuals and how they influence group decisionmaking processes, but has largely been recognized as one of the first organizational change theories. Lewin's model is highly relevant to the present work; it serves as the basis for the approach to assessing JRLL implementation as well as for the current research.

Schein (1995) argues that Lewin's basic model of change provides a theoretical basis from which change theory can solidly be built upon. Schein further explains that, "The key, of course, was to see that human change, whether at the individual or group level, was a profound psychological dynamic process that involved painful unlearning without loss of ego identity and difficult relearning as one cognitively attempted to restructure one's thoughts, perceptions, feelings, and attitudes" (p. 1).

Schein offers a model that consists of three processes in the unfreezing phase, each of which he asserts must be present in order to engender motivation and readiness to change. In this framework, information about the change must be accepted and motivation needs to be connected to something of value for the objects of change. Once motivated to change, the learner becomes open to new information, resulting in "cognitive re-definition" at the point in which the learner has become unfrozen. After some level of cognitive redefinition has taken hold, the new "mental categories are tested with new behavior which leads to a period of trial and error and either reinforces the new categories or starts a new cycle of disconfirmation and search (Schein, 1995, p. 3).

Schein (1969) explains that change is a "profound psychological dynamic process" because "Most of the kinds of changes we are concerned with involve attitudes or behaviors which are integrated around the self, where change implies the giving up of something to which the person has previously become committed and which he values" (p. 98). This creates the basis for the model Schein adapts from Lewin, which is best described as the following:

> Stage 1. **Unfreezing**: creating motivation to change
> Mechanisms: a) Lack of confirmation or disconfirmation; b) Induction of guilt-anxiety; c) Creation of psychological safety by reduction of threat or removal of barriers
> Stage 2. **Changing**: developing new responses based on new information
> Mechanisms: a) Cognitive redefinition through
> (1) Identification: information from a single source
> (2) Scanning: information from multiple sources
> Stage 3. **Refreezing**: stabilizing and integrating the changes
> Mechanisms: a) Integrating new responses into personality; b) Integrating new responses into significant ongoing relationships through reconfirmation [emphasis and formatting in original] (Schein, 1969, p. 98).

Schein's model of cognitive re-definition provides a useful demonstration of Lewin's model being expanded upon, one in which the values and perceptions of all organizational actors are to be valued in order to affect change. Measuring such values, however, is beyond the scope of the present research.

The final step offered in both Lewin and Schein's theories is to lock in, or freeze, the desired change. This entire process can be described as involving inputs to unfreeze, transforming the system to create change, and refreezing the desired level. Schein (1995) argues that, "The key to effective change management becomes the ability to balance the amount of threat produced by disconfirming data with enough psychological safety to allow the change target to accept the information, feel the anxiety, and become motivated to change" (p. 10). It is through this lens that the input of as much information about the system is valued in order to attempt to develop a systemwide readiness for change.

As has been discussed, the organizational change research relies very heavily on that which has been learned from analyzing individual level change. Clearly, in looking at organizations there is a need to explain more than just individual level behaviors and processes. More too, in regards to the criminal justice system, propositions of organizational change are not quite sufficient. Considering that local criminal justice systems are comprised of many organizations, it is necessary to look to the system change literature in which there are many commonalities and inferences that can be transferred between these levels (as is the case with the individual and organizational change literature). Although the literature is flooded with organizational change work, very little is comprised of empirical studies, and even fewer pieces thoroughly examine organizational change related to criminal justice. The system change literature is even more limited in this regard (Pettigrew, Woodman, Cameron, 2001; Foster-Fishman, Nowell, & Yang, 2007); however, there are a number of position papers and a small number of studies from which to draw upon. A discussion of the relevant system change literature will now be presented to appropriately examine the links between the individual, organizational, and system change research. Moreover, the integration of a more dynamic framework for implementing and assessing change, offered by White, will be further explicated.

System change

For the purposes of our discussion, White's (2000) definition of system, described as a "complex set of interacting parts acting on its environment and being acted upon in turn" (p. 165) is relied upon. White argues that in a system approach, particularly when managing a public or governmental system during "turbulent times," the change process "must be iterative and based on experimentation and learning" (p. 166); and, therefore, must "break the [Lewin's] three-step process" (p. 166). In addition to breaking the three-step process, White argues that

managing change in tempestuous times also requires that the process, “allow for emergence; adopt a whole systems approach; and allow connections to be made at the edge of disorder” (p. 169).

Local criminal justice systems can certainly be considered as operating in a “turbulent” environment, given the current fiscal crisis and past population crises. According to White, breaking the three-step process is vital in order to account for ever evolving and adapting elements within the system, which requires that change processes are iterative and experimental. Therefore, White posits that Lewin’s model to unfreeze and change applies to systems within the public sector, like local criminal justice systems, but successful change efforts cannot simply be frozen in time. Rather, and as is exhibited in the JRLL model (Figure 2), successful system change begins with unlocking or unfreezing the necessary components (or as Lewin refers to it, a change in levels) and implementing the new process; this unfreeze and change process must then be repeated continually and experimented upon in order to keep the system alive and evolving.

As White acknowledges, no single agency or person alone can tackle complex system problems, such as those of local criminal justices systems. Therefore, it is essential that systems commit to collaborate, experiment, and learn. It is these components which comprise the final element of the Lewin-White schema that the current research sought to test, refreezing is not the desired approach in this system change approach; rather, commitments must emerge that allow for continuous collaboration, to share and examine data to measure and improve system performance, and to experiment with and support evidence-based practices in local criminal justice system operations.

According to Kelly and Becker (2000), systems theory begins with three basic concepts: everything is a system; every system is a component in one or more larger systems; and most

systems are open and are involved in the process of give-and-take with their environments. Despite the similarities between individual and organizational change, system change has a number of unique elements. Hsia and Beyer (2000) in their Office of Juvenile Justice and Delinquency Prevention (OJJDP) publication, designed primarily for justice system practitioners, describe some of the important characteristics that differentiate system change from individual level change. These characteristics of system change include: pervasiveness in the environment that involves multiple organizations, in which change is not just affected in one agency; a change in beliefs leads to modified behaviors; long lasting change, if properly implemented; gradual modifications to the system; the resolute efforts of a great number of people; and "whether taking the form of enhanced professional skills on a systemwide basis, legislative reform, or improved policies and procedures—is far reaching" (p. 3). Moreover, Hsia and Beyer (2000) argue that there are a number of requirements (six) for affecting full system change, involving at a minimum: (1) "A 'big picture' perspective" (p. 3); (2) interagency collaboration to coordinate planning and implement changes to impact systemic problems between various agencies; (3) regular data collection and ongoing meaningful use of such information; (4) commitment of resources, particularly financial when at all possible; (5) reformation of policies and procedures; and, finally, and possibly most importantly, (6) both top-down and bottom-up commitment. For the purposes of the present research, these six prerequisites have been categorized as indicators of readiness for change.

Again, turning to White (2000), who eloquently discusses the fundamental aspects of system change, asserts that multi-agency collaboration is the most important factor in achieving system change. To this point, White asserts, "To intervene at the whole system level would require the use of large group processes with a wide representation from all stakeholder groups.

This is the minimum necessary to change the whole system" (p. 167). This requirement of wide-reaching involvement and support is shared by many in the systems change field (including, Bramson, & Buss, 2002; Foster-Fishman, Nowell, & Yang, 2007).

White further describes the tenets of system change as, "A whole systems approach is about creating disturbances and allowing emergence. This is achieved by two means: (1) acknowledging that change is contingent on 'localness' and (2) encouraging self-organization" (p. 167-168). This view of system change is very valuable to the present work, particularly the importance of a locally led change effort. Most criminal justice system approaches are state or federally operated (as is demonstrated in some large systems change initiatives, such as the Departments of Labor and Justice Prisoner Reentry Initiative, also see Foster-Fishman, Nowell, & Yang, 2007 for a review of national- and state-driven human services systems change), getting closer or more local to the change agents and behaviors that need to be changed is one of the theorized advantages of the JRLL approach.

System change is essential to making major improvements to service delivery and to the utilization of general funds, and as Sridharan and Gillespie (2004) state, "can translate into long-term improvements for families and children" (p. 229). Thus, although system change is typically extremely challenging, the net pay-off is often immeasurable in the benefits afforded to the community and population of interest. The goal of a system change effort is to improve the outcomes of a targeted population (e.g., reduce the local jail recidivism rate), which likely will not change without making adjustments to the full system (Foster-Fishman, Nowell, & Yang, 2007).

As was previously discussed, virtually all human organizations and systems are open. Burke (2011) argues that any human system is open because, "of its dependence on and

continual interaction with the environment in which it resides" and continues, by stating: "Closed systems exist only in the world of nonliving matter" (p. 56). Due to the open nature of systems, lessons learned from organic cellular biology can be adapted to our understanding of system change (Morgan, 1997; Shane, 1996; Burke, 2011), and in this case change in local criminal justice systems. Knowledge from cellular biology teaches us that all units of the system must be addressed (even if not at the same time) in order for a complete system transformation to occur, "because the change of one part will affect other parts" (Burke, 2011, p. 57), in that no part of the system is "unitary" or "isolated," each part continuously interacts with other system parts and even other systems (Shane, 1996, p. 55).

Change at any level (individual, organizational, or system) is tremendously complex and difficult to achieve. Although humans are programmed to be able to change and adapt, we struggle doing so. To simplify the change process, we rely on models and theories to help guide our efforts. The JRLL model displayed in Figure 2 is intended to demonstrate the process of system change through the action of the iterative steps. However, despite these tools, organizational or system change strategies are not typically implemented linearly and are often very messy processes (Burke, 2011). As Burke (2011) posits, "Models, then, help us to be more efficient and to be more rational as we attempt to understand and change an organization" (p. 208).

The following section discusses the limitations of the existing planned change research. The prominent themes of the change literature, readiness for, resistance to, and sustainability of change follows. The chapter concludes with two relevant planned change efforts implemented within local criminal justice systems.

Limitations of existing research

Much of the research on organizational and system change theory do not include tests of the theory, but rather use these theories as potential explanations of hypothesized relationships (Wooldredge, 1991) due to the unavailability of direct measures. The present research looks immediately at direct measures of the Lewin-White model for planned change and examines if attitudes on indicators associated with those areas related to JRLL were unfrozen, opening up the opportunity to change, whether change occurred, and if commitment to a sustainable iterative and experimental process is evident.

The research also attempts to address a number of other areas identified as weaknesses in the organizational and system change literature. Pettigrew, Woodman, and Cameron (2001) discuss six areas that they view as underdeveloped in the organizational change literature. These include the following:

> (1) The examination of multiple contexts and levels of analysis in studying organizational change, (2) the inclusion of time, history, process, and action, (3) the link between change processes and organizational performance outcomes, (4) the investigation of international and cross-cultural comparisons in research on organizational change, (5) the study of receptivity, customization, sequencing, pace, and episodic versus continuous change processes, and (6) the partnership between scholars and practitioners in studying organizational change (697-8).

The JRLL project set out to address many of these areas. The mixed methods approach and desire to interview and collect survey data from representatives within every area of the local criminal justice system in all three study sites and at every level of each organization allows for an examination of system change in multiple contexts and with several levels of analysis. Spacing the waves of the key stakeholder interviews and surveys aims to examine system change while including the factors of "time, history, process, and action." Perceptions of increased data sharing and collaboration have been used as organizational performance outcomes, linked with observed change in other areas. The JRLL effort also set out to examine the receptivity of change and alternatives to the status quo as well as assess episodic and continuous change. The core

team in each site consists of practitioners, whereas the members of the Urban team were researchers. Thus, JRLL was an action-based research project that involved true partnerships between the two parties. As such, the current research seeks to make contributions in five of the six areas discussed by Pettigrew, Woodman, and Cameron, limiting only area four (investigating international and cross-cultural comparisons in organizational change), which is not an area that applies to the JRLL framework.

Burke (2011) identifies four problems with existing organizational change research, which the current research also attempts to address. Burke (2011) first argues that organizational change theory and the associated research, "attempts to determine causation" (p. 138), which can result in overlooking the larger system and how each part is interconnected and thus disallows perspective of other environmental, system, or industry factors. This research does not aim to determine causality, but instead attempts to examine a myriad of system issues through the lens of numerous system actors.

Second, Burke (2011) argues that "Most research on organization change is a snapshot, not a longitudinal view" (p.138). The current research design measures and re-measures the variables of interest at two points in time, approximately six months apart. This provides a fuller examination than a snapshot and is a strength of the research design. An even stronger, although not feasible design, would administer the research instruments over an even longer period of time (e.g., five years) to further examine the long-term effect of the change effort.

Third, Burke (2011) states that "much research methodology and instrumentation is quite precise, but the meaning and interpretation of the data are anything but precise" (p. 138). The development and implementation of the JRLL research tools occurred in accordance with the highest possible integrity to social sciences research methods; however, measuring and

interpreting the attitudes and perceptions of research subjects can be very messy science. As such, the mixed methods approach employed integrates triangulation of responses as well as wording of questions (survey and stakeholder interview items) wherever possible, to improve the accuracy of the research findings and interpretations. Moreover, the qualitative component of the present research provided context with to interpret the quantitative findings.

Finally, Burke (2011) argues that organizational change "research often does not fit the needs of the user" (p. 139). As will be discussed further in the methodology section, the Urban research team developed a report, or a feedback loop, for each site after Wave 1 of the survey in order to help the jurisdiction focus their system change effort to areas and groups that were perceived as resistant to the change effort. The Urban research team also engaged in regular meetings with the core site teams to inform the system change initiative so as to enable the usefulness of the research.

In particular reference to the Lewin-White change schema several limitations have been noted. Lewin's model has been criticized for "its apparent lack of dynamic forces in explaining change" (Rathmill, 1988, p. 63). White, a systems theorist, addresses the unidirectional and static approach of Lewin's framework, by integrating iterative and experimental processes to the model. It is this integrated Lewin-White approach that serves as the evaluative framework in which change is assessed for the purposes of the present research. Moreover, despite any criticisms of Lewin's model that may exist, it is largely seen as parsimonious and useful model in viewing and planning for change.

The success of a change strategy is often associated with three categories, which also comprise the vast majority of the organizational and system change literature. These three topics are most commonly discussed with specific reference to derailing or delaying a change strategy

and include: readiness for change (Moos, 1987; Lehman, Greener, & Simpson, 2002; Simpson, 2002); resistance to change (Lewin, 1951; Barnes, 1969; Klein, 1969; Watson, 1969; Greenwood & Hinings, 1996; Morgan, 1997; Klein & Sorra, 1998; Doolin, 2003; Wirth, 2004; O'Connell & Straub, 2007; Burke, 2011); and sustainability of change (Benne & Birnbaum, 1969; Cibulka & Derlin, 1998; Shediac-Rizkallah & Bone, 1998; Akerlund, 2000; White, 2000; Boin, 2001; Tsoukas & Chia, 2002; Mancini, 2004; Sridharan & Gillespie, 2004; Edwards & Roelofs, 2006; Burke, 2011). The following section briefly discusses these three areas, as they represent factors that influence and impact the success of any planned change strategy, including that of JRLL.

Readiness for change

The target of change, whether it be individual, group, organizational, or system, must be ready to change in order for the change effort to be successful (Lewin, 1951; Moos, 1987; Hsia and Beyer, 2000; Lehman, Greener, & Simpson, 2002; Simpson, 2002). This requires an intellectual, emotional, physical, and technological readiness to move from the current level to that of the desired change. All elements must be prepared and willing to make the shift, when this is not present the next category, resistance, emerges. A great deal of research related to change in criminal justice organizations has focused on this area. Readiness for change is an important factor to assess before implementing a change strategy, as it will allude to the future success of the change being implemented and will also help identify any barriers to the change effort (Lehman, Greener, & Simpson, 2002). A series of key stakeholder interviews, which are described in more detail in the methodology chapter, provides an examination of readiness for change in the present research, through the lens of unfreezing the present level.

Resistance to change

Resistance is quite possibly the most common theme discussed in the change management literature (Lewin, 1951; Barnes, 1969; Klein, 1969; Schein, 1969; Watson, 1969; Greenwood & Hinings, 1996; Morgan, 1997; Klein & Sorra, 1998; Doolin, 2003; Wirth, 2004; O'Connell & Straub, 2007; Burke, 2011) and is a frequently occurring topic for very good reason. Humans naturally resist change because it often involves risk and fear, and as such resistance should be seen as a normal response and should be expected in the course of any change program (Bennis, 1969). Too much resistance or resistance expressed by key stakeholders, however, can significantly derail and even kill a change effort. Resistance in its lesser form often emerges as anxiety, frequently displayed as denial, scapegoating, and even maneuvering or bargaining to avoid the change (Wirth, 2004). Whether change agents are actively engaging in resistance or involved in more passive resistance, this is a response that must be addressed in any change effort.

The discussion of resistance is present in the early change literature. Lewin extensively discussed resistance in his work. As Morgan (1997) states,

> The idea of managing and removing 'resistance' was pioneered in the 1940s by social psychologist Kurt Lewin, who suggested that any potential change is resisted by forces working in the opposite direction. The idea is similar to the dialectical principle that everything generates its opposite. But within Lewin's framework, the forces tend to be external to the change, holding situations in states of dynamic equilibrium. His solution was to advocate that successful change rests in 'unfreezing' an established equilibrium by enhancing the forces driving change, or by reducing or removing the resisting forces, and the 'refreezing' in a new equilibrium state (p. 294).

Morgan concludes that it is this very paradox that serves as one of the chief forces in delaying or curtailing change at every level in an organization or system. These opposing forces can result in defensive behaviors or "defensive routines" that individuals implement in order to protect themselves and their colleagues, which serve as self-protection mechanisms that are established

early in life and transcend cultural as well organizational boundaries (Argyris and Schöen as described by Morgan, 1997, p. 89).

Lewin focused on changing group behaviors, rather than that of discrete individuals because he argued that it is:

> usually easier to change individuals formed into a group than to change any one of them separately. As long as group values are unchanged the individual will resist changes more strongly the further he is to depart from group standards. If the group standard itself is changed, the resistance which is due to the relation between individual and group standard is eliminated (Lewin, 1951, p. 228).

Through changing the behaviors, attitudes, and perceptions of the group in his three-phase model, Lewin created a mechanism that in turn also changed the behavior of individuals through first getting the group to adapt the desired change. Following on Lewin's early work, Schein observed that "For any change to occur, the defenses which tend to be aroused in the change target must be made less operative, circumvented, or used directly as change levers" (Schein, 1969, p. 99). Schein (1969) posits that successful change necessitates psychological comfort, which can occur through addressing the defenses as described above, or as he describes, "Unfreezing can also occur through the reduction of threat of the removal of barriers to change" (p. 101).

Resistance is an inescapable element of any change effort that must be addressed; however, Klein (1969) argues that there are likely parts of the system that desire change. Successful change programs sometimes capitalize on finding those areas and actors who would like to see changes occur. Each of the stakeholder groups in the JRLL sites competed to participate in the initiative, and in doing so the key leaders sought change. The current research assesses whether certain areas of the system are amenable to change through examining results of key stakeholder interviews, which will be discussed in greater detail in the methodology

chapter. Resistance to change is examined in the present study through the theoretical component of unfreezing the present level.

Sustainability of change

An organization or system may be ready to change and may even overcome resistance to implement change, but if the new level is not sustained, the change program will not be successful. Sustainability is the final organizational and system change theme that is discussed in this chapter. It too occupies a very prominent place in this body of literature (Benne & Birnbaum, 1969; Cibulka & Derlin, 1998; Shediac-Rizkallah & Bone, 1998; Akerlund, 2000; White, 2000; Boin, 2001; Tsoukas & Chia, 2002; Mancini, 2004; Edwards & Roelofs, 2006; Burke, 2011). For the purposes of this research, the terms sustainability, institutionalization, and refreezing are used interchangeably, relying on Boin's (2001) definition: "the process by which certain values and practices become embedded in the structure of an organization" (p. 23). The terms incorporation and routinization are also often found in the literature (Shediac-Rizkallah & Bone, 1998). The vision of sustainability should not be limited solely to maintain the new level, but rather think systemically, invoking White's (2000) theory that to sustain the change effort, continual maintenance to evolve and adapt the strategy as the system itself changes is necessary.

When change is not institutionalized, this behavior can be thought of as "backsliding" into previous pre-change patterns. Backsliding is a phenomenon widely experienced in the criminal justice system and one that has great consequence. Local jurisdictions and states across the nation have embarked on efforts to reduce their correctional populations; often the problem is temporarily ameliorated, only for the jurisdiction to have crowded correctional institutions soon after the brief period of relief. This example of backsliding is very common and demonstrates a need not to implement a program or policy and subsequently stop paying attention to the issue.

Rather, sustainability of system change requires White's approach of continually monitoring and innovating to address the problem. According to Benne and Birnbaum (1969), regression from the desired change, or backsliding, occurs primarily as the result of one of two reasons: first, those affected by the change may not have been intimately involved in the change strategy so as to adopt the changes that those in charge are attempting to make; and, second, the pressure from those in charge is reduced or relaxed, resulting in a weakened demand to sustain the change.

Leaders or key stakeholders are often recognized as the key to system change sustainability (Benne & Birnbaum, 1969; Tsoukas & Chia, 2002; Mancini & Marek, 2004; Burke, 2011) in that they must maintain momentum and interest in the desired change level so that the change is institutionalized into patterned behaviors and becomes the new norm, or in Lewin's terms the new level is frozen into system operations. These challenges are directly related to those experienced through implementation of the JRLL model and although are common in the field of system change threaten the sustainability of any change effort.

For a system to overcome these challenges and experience the successful sustainability of lasting rewards from implemented interventions requires that changes occur at the individual, organizational, and system levels (Edwards & Roelofs, 2006). As will be discussed in the methodology chapter, the present research explores how change has impacted the micro-, meso-, and macro-levels by examining if change penetrated individuals, groups, and the system as a whole in each of the sites. Again, successful institutionalization of change need not be a static condition, but rather as White (2000) discusses an iterative and experimental process, ensuring that the current levels appropriate meet the needs and conditions in place. In subsequent chapters the evidence from the key stakeholder interviews and organizational surveys are examined to test this final theoretical component of the present research, sustainability. Following White's

framework, sustainability for the purposes of the present research involves a commitment at micro-, meso-, and/or macro-levels to continuously evolve in an iterative and experimental strategic process. The research tools have been examined in each of the three study sites to assess if the JRLL system change approach to sustainability has been achieved, through an examination of measures related to commitments to collaborate, manage through data, and use evidence-based practices.

This chapter provided a summary of the planned change literature that has influenced the present study, including the limitations of the existing research and themes related to planned change. The chapter concludes in the following section with a discussion of two relevant examples of system change efforts.

Examples of relevant system change efforts

Central to the JRLL model is interagency strategic planning, which involves collaboration in efforts relating to decisionmaking and enhancing communication through data sharing and other means. There are many examples that highlight organizational and system change within the criminal justice context. Two such efforts that are relevant to this central component of the JRLL model are the performance-based measurement Compstat model and the introduction of mandated collaborative criminal justice bodies. In order to put the present research questions into context, this section discusses these change strategies, specifically the types of change that are expected in the current research.

Performance-based measurement has been a popular modality in government and private practice for several decades. The Government Performance and Results Act (GPRA), enacted by President Clinton in 1993, began one of the largest cultural transformations ever experienced by the federal government (O'Connell & Straub, 2007). GPRA required that every federal agency

provide “concrete evidence of organizational goal achievement” (O’Connell & Straub, 2007, p. 73). Shortly after the performance-based measurement movement began on the federal level, local and state governments started initiating their own performance-based management practices. One of the most well-known of these, Compstat, was introduced first in New York City in 1994. Compstat is a system change effort that focuses largely on a local police department. According to O’Connell and Straub (2007), Compstat consists of two discrete activities: “the gathering and analysis of statistical data and the ‘meeting.’ The analysis of statistical data informs decisionmaking by operations personnel as well as senior and executive staff. Data analysis provides the basis for the development and implementation of strategies that are consistent with current emergent issues” (p. 18).

Compstat involves an extensive cultural change, as well as changes in how data are tracked and monitored and establishes a new platform to determine goals and develop accountability standards. The Compstat change effort is a challenging one, since it involves a vast number of individuals and a high level of commitment. Despite the challenges associated with the strategy, police departments all across the world were so impressed with the crime reduction results attributed to Compstat that the practice has been widely replicated. However, the adoption of the Compstat model, or any performance-based process of management, “entails a fundamental change in behavior and the necessity for enhanced technological capabilities” (O’Connell & Straub, 2007, p. 3). Governmental leaders exuded such confidence in the Compstat model that it has been adapted outside of local law enforcement to correctional settings and even more broadly, for example to the CitiStat performance management system implemented across all Baltimore city agencies by Mayor Martin O’Malley in 2000 (Sanger, 2008).

Successful implementation of the Compstat model required deep shifts in organizational culture, changes in how data were collected, shared, and analyzed, and a decisionmaking platform that was data-driven. These elements of the Compstat strategy closely relate to factors which will need to experience change if the JRLL model is to be implemented successfully. Further, monitoring indicators related to these components will help determine if system change is occurring within the three study sites.

The Compstat system change example focuses largely on modifications and management shifts within one agency, as such a discussion of an additional change effort that represents a fuller continuum of the criminal justice system organizations will now be presented. Osborne and Gaebler (1992) describe the criminal justice system as, "large, rule-bound, reactive bureaucracies: police departments, court systems, and prison systems" in which "No one steers, because the system in any geographic region is fragmented into many different fiefdoms: dozens of police departments, several different court systems, and three different corrections systems (federal, state, and local)" (p. 319). As has been previously discussed, the criminal justice system is comprised of many agencies, and while some of the activities and tasks of those agencies may conflict at times, each agency is designed to serve the same purpose: enhance public safety.

Osborne and Gaebler (1992) argue that despite this shared goal of achieving public safety, government agencies are rule bound and are often constricted due to bureaucracy within individual organizations and the system as a whole, resulting in justice agencies that focus on inputs, such as the number of crimes, cases, and prisoners rather than the systematic management of outcomes. Osborne and Gaebler (1992) posit that if all agencies in the criminal justice system are able to focus and collaborate around the central goal of enhancing public safety, system outcomes can improve; the Public Safety Coordinating Council (PSCC), a concept first

introduced in the Governor's Commission for Government by the People recommendation to Florida Governor Lawton Chiles in October 1991, provides the structure and mandate for this "revolutionary change" to occur (Osborne & Gaebler, 1992, p. 321). PSCCs were designed to address the tremendous pressures local criminal justice systems began experiencing in the late 1980s and early 1990s, which manifested most obviously by overcrowded local jails.

This recommendation was enacted in Florida and subsequently in many states and localities across the country. As established by Florida State Statute, each county is required to operate a PSCC in order to monitor the jail population and develop strategies to avoid overcrowding. The following members, or their designees, are mandated to participate on this body: state attorney, public defender, chief circuit judge, chief county judge, chief correctional officer, sheriff, state probation circuit, court administrator, chairperson of the board of county commissioners, director of any county probation or pretrial intervention program, director of a local substance abuse treatment program, and representatives from county and state jobs programs (La Vigne et al., 2010). The PSCC is a collaborative body that has created system change through a mandate in many jurisdictions across the country. In fact, many jurisdictions that do not require such a collaborative body operate one nonetheless. Each of the JRLL sites had a collaborative body in place prior to seeking participation in the JRLL initiative and has used these councils to guide their JRLL system change efforts.[5]

PSCCs were developed to address the issue of jail overcrowding; however, as was discussed previously in regards to resistance, tremendous amounts of backsliding has occurred even in jurisdictions that have a PSCC. This happened because localities institutionalized the

[5] As discussed in the individual case study chapters (Chapters 6, 7, and 8), two of the JRLL sites have legislatively mandated collaborative bodies; these are Florida's Alachua County and Travis County, Texas. Allegheny, Pennsylvania operates an active collaborative body, but does so voluntarily.

practices and behaviors that were relevant to one set of problems, but did not follow White's iterative and experimental change approach of continuing to monitor the jail population closely and importantly, quickly innovating and experimenting to respond to escalating problems in order to avoid crises. The planning bodies in each jurisdiction were responsible for submitting their jurisdictions' requests for help in developing long-term strategies to reduce their jail populations and local criminal justice expenditures, through participating in the JRLL change strategy. It is with these planning bodies and their global goals in mind that the discussion now turns to the research questions and hypotheses which guide this present research. This research involves testing a number of research questions related to the theories and change themes which have been discussed in this chapter. The specific questions presented in the following chapter are each explicitly linked to the Lewin-White planned change schema.

CHAPTER 4: RESEARCH QUESTIONS AND HYPOTHESES

The two examples of change efforts described in the previous chapter – the activities engaged in the Compstat strategy and the structuring of interagency collaborative criminal justice planning bodies – are directly related to several of the research questions associated with this study. As has been discussed, system change is a very time consuming process, typically requiring a minimum of several years to yield success (Russo, 1977). Implementation of the Justice Reinvestment and the Local Level (JRLL) model, like many system change efforts, will take at least five years to fully take hold in each of the pilot jurisdictions and because the model itself is iterative, success, as White (2000) discusses, is actually contingent upon the effort being continuous.

Theoretical perspective

The current research sought to test if evidence of change in the three JRLL sites supports the Lewin-White planned change schema. As the evaluation logic model presented in Figure 3 demonstrates, the Lewin-White approach is the foundation for each of the research questions which comprise this study. Simply put, the Lewin-White model for change involves Lewin's elegant three-step model: unfreezing from the current level, initiating change from the current to the desired level, and institutionalizing the changed level. Lewin's approach is unidirectional and importantly utilizes survey feedback to help with the unfreezing process. White advances Lewin's model, arguing that institutionalization for the purposes of full system change is more complex than achieving a change to a certain level or behavior; instead of simply refreezing, systems must commit to collaborate, experiment, and learn. White argues that sustainability is not about institutionalizing a new level, but rather the behaviors and methods that achieve

successful system change requires a commitment to collaborate, innovate, manage by data, and operate within the framework of evidence-based practices; all of these components are central to the core element of JRLL model. Further, White's addition to Lewin's framework creates a bidirectional approach to the three-phase model, creating an iterative process, throughout the entire model as exemplified below, in Figure 3.

Figure 3: Lewin-White framework for assessing implementation of the JRLL model

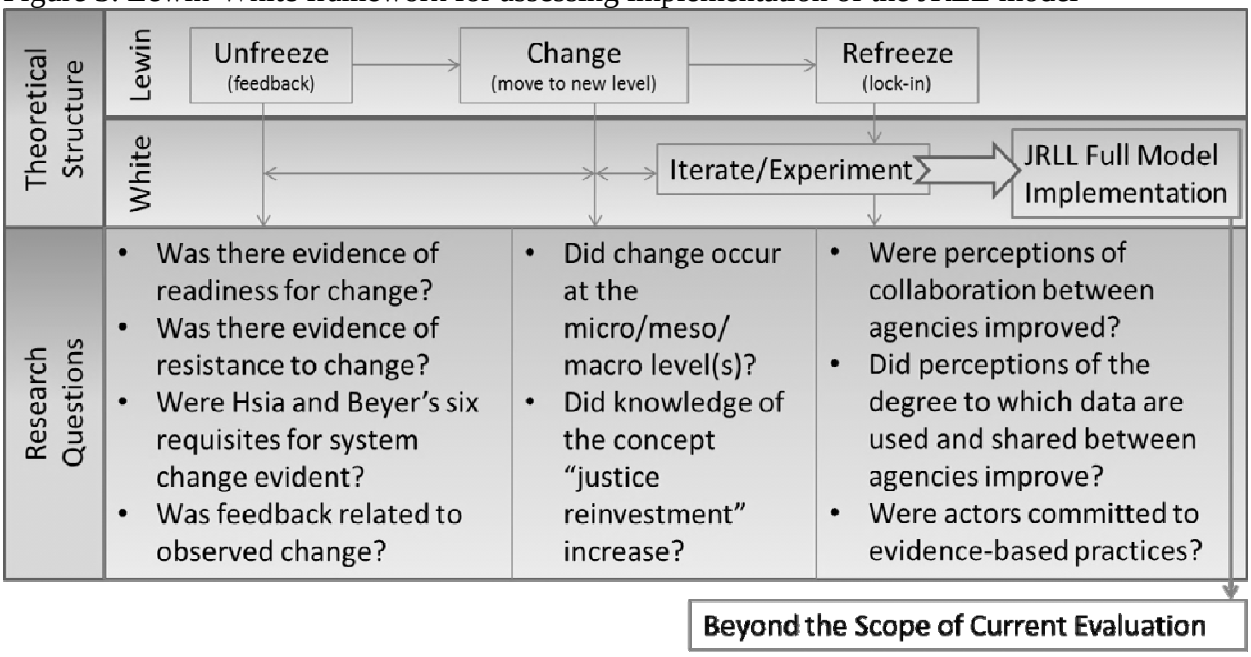


Figure 3 demonstrates the theoretical structure for the current formative evaluation, creating three categories of research questions. The first area, related to Lewin's original concept of unfreezing, examines if there is evidence of readiness for and resistance to change. In assessing these factors, Hsia and Byer's six requisite areas for system change will also be examined. Moreover, the impact of the feedback loops utilized to provide system stakeholders with information from the organizational surveys is assessed in context of the first phase, just as was conducted by Lewin in his own research practice. The second area assesses if any changes

occurred at the micro-, meso-, and macro-level(s), specifically related to knowledge of the concept "justice reinvestment." The final area explores White's contribution to the model, which asserts that support must allow for continuous collaboration, sharing and examining data to measure and improve system performance, and experimentation with and support for evidence-based practices in local criminal justice system operations. JRLL full model implementation is beyond the scope of this evaluation. The purpose of this formative evaluation instead examines evidence of change in each of the areas associated with the Lewin-White schema. If change in the desired direction is experienced in each of the three phases this will be indicative of system transformations, which offer promise for the full system change that the JRLL model targets. Thus, the results of this study will demonstrate the initial impact of the JRLL model's implementation to affect full system change in the three study sites.

Evaluating system change is a complicated endeavor. Fortunately Lewin's change theory provides a solid framework from which to build the formative evaluation approach to examining JRLL implementation. The research will assess if the system actors became motivated to change and as such were able to unfreeze the areas related to the research questions, resulting in new levels of these indicators. The Lewin-White theoretical construct will be assessed through the research subjects' responses to organizational surveys and key stakeholder interviews. The research activities commenced at two time periods through the administration of two waves of the research activities; these tools will be discussed in greater detail in the next methodology chapter. The following section presents the research questions, followed by a discussion of how each question is operationalized and the hypothesized results.

Research questions

The research questions can be grouped into three categories, each related to a phase of the Lewin-White framework: unfreezing, changing, and iterating/experimenting.

The research questions are as follows:

Phase I: Unfreeze
(1) Research Question 1: Was there any evidence of readiness for change?
(2) Research Question 2: Was there any evidence of resistance to change?
(3) Research Question 3: Were Hsia and Beyer's six requisite areas for system change evident?
(4) Research Question 4: Was information provided through feedback loops related to any observed changes?

Phase II: Change
(5) Research Question 5: Did change related to the justice reinvestment approach occur at the micro-, meso-, and macro-level(s)?
(6) Research Question 6: Did knowledge of the concept "justice reinvestment" increase among criminal justice system actors?

Phase III: Iterate/Experiment
(7) Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved?
(8) Research Question 8: Did perceptions of the degree to which data are used and shared between agencies participating in the criminal justice system improve?
(9) Research Question 9: Were criminal justice system actors more committed to evidence-based practices?

If changes are observed in each of the three-phases, and in each of the three study sites, this will serve as an intermediate benchmark for success, indicating that the JRLL model has promise to affect full system change in the study sites and potentially elsewhere as well. The following section presents the operationalization of each of the research questions, followed by a description of how the research questions will be assessed through the research design and methodology.

Operationalization of research questions

The research seeks to assess readiness for and resistance to change; Hsia and Beyer's six requisites for system change; the effect of feedback loops; change at the micro-, meso-, and

macro-levels; knowledge of the concept "justice reinvestment;" and commitment to collaboration, data sharing, and evidence-based practices. The quantitative and qualitative metrics used to assess each of these areas are provided in the methodology, under the data analysis section. Here, each of these concepts is operationalized for the purposes of the research.

Table 5 provides a summary of the theoretical roots and operationalization for each research question.

Table 5: Theoretical linkages, research questions, and operationalization

#	Theory	Research Question	Operationalization
Phase I: Unfreeze			
1	Readiness for change *(Moos, 1987; Lehman, Greener, & Simpson, 2002; Simpson, 2002; Bronfenbrenner, 1994; Shane, 1996; Mills, 2000; Bardach, 2000; Duerden, 2009)*	Was there any evidence of readiness for change (micro- and macro-level)?	Willingness and ability of key stakeholders to embark on implementing the JRLL change strategy
2	Resistance to change *(Lewin, 1951; Bennis, 1965; Barnes, 1969; Klein, 1969; Watson, 1969; Greenwood & Hinings, 1996; Morgan, 1997; Klein & Sorra, 1998; Doolin, 2003; Wirth, 2004; O'Connell & Straub, 2007; Burke, 2011; Bronfenbrenner, 1994; Shane, 1996; Mills, 2000; Bardach, 2000; Duerden, 2009)*	Was there any evidence of resistance to change (micro- and macro-level)?	The creation or sense of purposeful and/or unconscious obstacles to implementing the JRLL change strategy
3	Six requisites for system change *(Hsia & Beyer, 2000)*	Were Hsia and Beyer's six requisite areas for system change evident (micro-, meso-, and macro-level)?	(1) "Big picture perspective;" (2) existence of an interagency collaboration to coordinate planning and implement changes to impact systemic problems; (3) regular data collection and ongoing meaningful use of such information; (4) commitment of resources, particularly financial; (5) reformation of policies and procedures; and, (6) both top-down and bottom-up commitment

#	Theory	Research Question	Operationalization
4	Feedback loops *(Lewin, 1951; Schein, 1969; Kraut, 1996; Bramson & Buss, 2002; Burke, 2011; Bronfenbrenner, 1994; Shane, 1996; Mills, 2000; Bardach, 2000; Duerden, 2009)*	Were feedback loops related to observed change (micro-, meso-, and macro-level)?	Feedback from Wave 1 of organizational survey results provided to stakeholders in effort to unfreeze and change (vary by site)
Phase II: Change			
5	Micro-, meso-, and macro-level change *(Bronfenbrenner, 1994; Shane, 1996; Mills, 2000; Bardach, 2000; Duerden, 2009)*	Was change experienced at the micro-, meso-, and/or macro-levels?	Micro-, meso-, and macro-levels represent individuals, occupational spheres, and system, respectively
6	Justice reinvestment *(Cadora & Tucker, 2003; Travis, 2005; Allen & Stern, 2007; Ross, 2007; BJA, 2011; La Vigne et al., 2010)*	Did knowledge of the concept "justice reinvestment" increase (micro-, meso-, and macro-level)?	Method in which jurisdictions identify ways to reduce corrections costs with the goal of reinvesting the savings in more prevention-oriented efforts
Phase III: Iterate/Experiment			
7	Collaboration*(Osborne & Gaebler, 1992; Hsia & Beyer, 2000; White, 2000; Sridharan & Gillespie, 2004; La Vigne et al., 2010)*	Were perceptions of collaboration between agencies improved (micro-, meso-, and macro-level)?	Ability of individuals and agencies to work together, jointly and strategically on criminal justice issues
8	Use of data *(Hsia & Beyer, 2000; White, 2000; O'Connell & Straub, 2007; Sanger, 2008; La Vigne et al., 2010)*	Did perceptions of the degree to which data are used and shared between agencies improve (micro-, meso, and macro-level)?	Ability to share the records (e.g., criminal history, program participation, disciplinary infractions, assessed risk and needs, referrals for treatment and services) of individuals involved in the criminal justice system, with other individuals and agencies
9	Evidence-based practices *(White, 2000; Crime and Justice Institute, 2009; Center for Effective Public Policy, 2010; La Vigne et al., 2010)*	Were actors more committed to evidence-based practices (micro-, meso, and macro-level)?	Use of treatment and services related to an empirical base, regarding the utilization of rehabilitative treatment and services demonstrated to reduce recidivism by addressing criminogenic needs

A primary area of interest in the present study is change at the micro-, meso-, and macro-levels. This level of inquiry is a very important component of the present work, and although it is presented as a research question, rather than assessing this research question independently it is

examined in the context of the other research questions. Thus, the levels have been assessed within the context of the other eight research questions.

For the purposes of this research micro-, meso-, and macro-levels represent individuals, occupational spheres (e.g., agency or justice function), and system, respectively. To assess change at each of these levels, every research question contains multiple layers. The first two research questions only examined change at the individual (micro) and system (macro) levels, due to the fact that these questions were assessed just using qualitative data. As the methodology chapter will detail, the qualitative data does not provide a large enough number of respondents (*n*) for a meaningful analysis to occur at the meso-level. The remaining six research questions have all been examined at the micro-, meso-, and macro-levels.[6] Change has been examined at each level within each of the study sites. The implementation of two waves of the key stakeholder interviews and an organizational survey provide the opportunity to examine change at the individual, sphere, and system levels across waves of the research activities.

The first four research questions are designed to measure the first phase of the Lewin-White schema: unfreeze. The four research questions associated with the unfreezing component examine factors related to readiness for and resistance to change. Readiness for change is examined qualitatively, but also in concert with Hsia and Beyer's six requisites for system change. Finally, the effect of Lewin's concept to provide feedback from surveys in the unfreezing process is also examined in assessing the first phase of the Lewin-White change approach. Each of the four research questions related to this phase is operationalized below.

Research Question 1: Readiness for change refers to the willingness and ability of key stakeholders to embark on implementing the JRLL change strategy. Results of the key

[6] As detailed in the methodology chapter, Research Questions 3 and 9 only use qualitative data in their measurement.

stakeholder interviews at both waves are explored for evidence related to this research question. Responses are examined at the individual (micro) and the site (system/macro) levels.

Research Question 2: Resistance to change denotes that stakeholders create or sense purposeful and/or unconscious obstacles to implementing the JRLL change strategy. Results from the administration of both waves of key stakeholder interviews are examined to assess this research question. Similar to the approach for assessing readiness for change, responses of resistance to change are examined at the individual (micro) and the site (system/macro) levels.

Research Question 3: To measure Hsia and Beyer's requisites of system change, this study uses a composite measure from both waves of the organizational survey. The measure includes survey items related to the (1) achievement of a "big picture perspective;" (2) existence of an interagency collaboration to coordinate planning and implement changes to impact systemic problems; (3) regular data collection and ongoing meaningful use of such information; (4) commitment of resources, particularly financial; (5) reformation of policies and procedures; and (6) both top-down and bottom-up commitment. The composite measure is examined at the micro-, meso-, and macro-levels.

Research Question 4: Feedback loops are an integral component of the research design and researchers supported this effort by providing written feedback to the key stakeholders in each of the three study sites after the first wave of research activities. The stakeholders were provided a report summarizing the Wave 1 survey and interview results. This served as a formal feedback loop throughout JRLL implementation and as such the areas identified as meeting relatively high levels of resistance by respondents will be examined closely for evidence of change in the Wave 2 results. Depending on the areas of feedback provided to each site, micro-level factors will be tested in the responses of discrete individuals, the meso-level approach will

be examined by looking at changes within specific agencies or spheres (e.g., all respondents from the jail in one site), and the macro-level systemwide change is studied through the composite of the site responses. Areas of potential or actual resistance and other key components related to successfully implementing the JRLL model that were provided in the Wave 1 research report to the stakeholders in each site are examined closely for evidence of change in the organizational survey results.

The second component of the Lewin-White model, change, is examined through two research questions, Research Question 5 and 6. These questions examine actual change as it relates to the factors associated with the present study. Change at multiple levels is explored in each of the other research questions and change in knowledge of the concept of justice reinvestment is assessed. These factors provide insights as to whether or not this second phase, change or move to a new level, of the Lewin-White schema was accomplished through JRLL implementation. Each of these research questions is operationalized below.

Research Question 5: As previously discussed change at the micro-, meso-, and macro-levels is assessed in the context of each of the other research questions. Micro-, meso-, and macro-levels connote individual, sphere, and system levels, respectively.

Research Question 6: Justice reinvestment is defined as a method in which jurisdictions identify ways to reduce corrections costs with the goal of reinvesting the savings in more prevention-oriented efforts. Knowledge of the concept “justice reinvestment” is imperative for the system’s full application and integration of the JRLL model, and without knowledge of this term or its meaning it would be impossible for the jurisdiction to wholly implement the JRLL system change effort. The research assesses change in knowledge of this concept between waves

of the organizational surveys, at the micro-, meso-, and macro-levels and through the interviews at the micro- and macro-levels.

Phase III of the Lewin-White schema represents the new focus White brings to Lewin's original model for change. This component requires that a commitment to an iterative and experimental process must exist for system change to occur and perpetuate. In the JRLL approach, the iterative and experimental method requires that stakeholders are committed to collaboration, the use of and management by data, and the implementation of evidence-based practices. Each of these areas represents a separate research question; combined, all three provide the opportunity to support the final element of the Lewin-White model for change. The following section discusses how each of these research questions is operationalized.

Research Question 7: Collaboration denotes the ability of individuals and agencies to work together, jointly and strategically, on criminal justice issues. This assumes that "turf issues;" conflicting missions, visions, or priorities; lack of trust; and/or established relationships do not hinder decisions and policies from being implemented and practiced continuously across individuals and agencies. Collaboration is an essential component in the final phase of the Lewin-White framework because change cannot successfully affect a full system, like that of a local criminal justice system, continuously without cooperation from all of the involved agencies. Perceptions of change in collaboration are assessed by examining key stakeholders' historical attitudes of collaboration in each site through the results of interview data and through the results of the survey data, with a specific focus on the difficulties in working with other agencies in the county. The interview data have been examined at the micro- and macro-levels, whereas the surveys have provided insights at the micro-, meso-, and macro-levels.

Research Question 8: Data sharing refers to the ability that individuals and agencies have in sharing the records (e.g., criminal history, program participation, disciplinary infractions, assessed risk and needs, referrals for treatment and services) of individuals involved in the criminal justice system with other individuals and agencies. This is another vital component in the final phase of the Lewin-White schema because data are integral in experimentation. Assessing changes in perceptions about the ease or difficulty of sharing information has been analyzed from stakeholder interview and organizational survey data. Like collaboration, the interview data have been examined at the micro- and macro-levels and the surveys have provided insights at the micro-, meso, and macro-levels to examine this research question.

Research Question 9: For the purposes of the present research, evidence-based practices refers to respondents' perceptions of the use of treatment and services that is related to an empirical base, pertaining to the utilization of rehabilitative treatment and services which have been demonstrated to modify future criminal behavior by addressing criminogenic needs. The current research classifies treatment and services provided in the jail or in the community as including: rehabilitative treatment, continuity of and knowledge of care, as well as screening/assessment evaluation services.

Evidence-based practices in the context of criminal justice systems assert that among other factors, actuarial risk and needs assessments should be formulated for each individual and should be used to guide rehabilitative treatment and services. The rehabilitative treatment and services should be targeted to those individuals who pose the greatest risk to reoffend and target the criminogenic needs identified in the risk/needs assessment (Crime and Justice Institute, 2009; Center for Effective Public Policy, 2010). Risk to reoffend varies from risk strictly in terms of public safety, as those individuals who are at highest risk to offend often have not committed

violent offenses which pose the greatest threat to public safety. For example, Mauer, King, and Young (2004) found that individuals convicted of property and drug offenses had much higher re-arrest rates than individuals convicted of violent crimes or who received indeterminate life sentences. Thus, commitment to evidence-based practices for the purposes of the present study assumes that respondents support the use of individualized assessments and do not wish to limit the availability of treatment and services based solely upon the status or type of charge or previous treatment or medical histories. Support for evidence-based practices provides support directly related to the third phase of the Lewin-White approach, agreement with this measure demonstrates a true commitment to experiment, learn, and modify applications in practice based on the evidence. This question has been examined at the micro-, meso-, and macro-levels from the survey results.

Research hypotheses

To find evidence that fully supports the Lewin-White change approach, positive change must be experienced in each of the research questions. The research hypothesizes that change occurred in each of the necessary areas; thus, the early implementation experiences from the three JRLL sites will have demonstrated support for the Lewin-White model for system change. The hypothesis for each research question is as follows:

Phase I: Unfreeze

(1) Hypothesis 1: There is evidence of readiness for change.
(2) Hypothesis 2: There is evidence of declining resistance to change.
(3) Hypothesis 3: Hsia and Beyer's six requisite areas for system change are evident.
(4) Hypothesis 4: Information provided through feedback loops is related to positive changes.

Phase II: Change

(5) Hypothesis 6: There is evidence of change at the micro-, meso-, and macro-levels in each of the research questions.
(6) Hypothesis 5: Knowledge of the concept "justice reinvestment" increased among criminal justice system actors.

Phase III: Iterate/Experiment

(7) Hypothesis 7: Perceptions of collaboration between agencies participating in the criminal justice system improved.
(8) Hypothesis 8: Perceptions of the degree to which data are used and shared between agencies participating in the criminal justice system improved.
(9) Hypothesis 9: Criminal justice system actors were more committed to evidence-based practices.

The research demonstrates that people, organizations, and systems must be ready to change and as such resistance must be addressed and overcome. It is also known that feedback loops can help accomplish these goals. Further, sustainability of a change program within a system requires a commitment to continuously collaborate and experiment, which in turn requires ongoing collaborative strategic planning; collecting, sharing, and analyzing data; and support for evidence-based practices. The current research design allows for the measurement of each of these factors, at the individual (micro), organizational (meso), and system (macro) levels.

Although this study is comprised of nearly 10 research questions and hypotheses, the questions are all related and are analyzed together. This chapter presented the research questions, summarized the theories that have guided each question, operationalized all of the research questions, and presented hypotheses for every research question. The research now turns to the methodology used to test each of the research questions presented above. The following chapter explicates the research design that guided this study, including a discussion of the research sample, instruments, and measures, as well as the data collection and analysis procedures.

CHAPTER 5: METHODOLOGY

The present research posits that an organization is a collection of individuals, and the sum of their feelings and attitudes can be used as a force to evoke change within the organization as a whole. In regard to the JRLL change effort, the Urban team worked on site with local stakeholders to analyze data and determine the factors that needed to be changed, and to prepare the county to implement these changes. Tools were implemented in order to inform the change (these tools include the organizational survey and key stakeholder interviews, which will be discussed later in this chapter); this knowledge was provided to stakeholders in a feedback loop to help address resistance of and increase readiness for the change strategy. These activities are all components of Phase I of the Lewin-White system change schema, the unfreezing and changing processes. Phase II involves the actual change or movement from one level to the next. Finally, once change or movement has occurred, the third phase involves refreezing, thus preventing the change from dissipating and in essence institutionalizing the new level. This may require a new reward system to be put into place to reinforce the desired changes.

Despite the straightforward nature of the research questions presented in the previous chapter, “measuring organizational changes is not simple” (Burke, 2011, p. 141). Burke argues that the difficulty in measuring organizational and system changes is derived from the challenges associated in “selecting the appropriate dependent variable—determining specifically what might change” and continues that this “is not as simple as it might appear” (Burke, 2011, p. 140). Like most areas involved in the social sciences, determining cause and effect in systems is extremely difficult because there are so many factors and variables of interest, most of which are

uncontrollable by available research methods and the real-life context of system change (Shadish, Cook, & Campbell, 2002).

The present research is not capable of establishing causality, but rather through a formative evaluation the study sought to provide insights into factors associated the Lewin-White three-phase model for change: unfreeze, change, and iterate/experiment. Based upon the implementation of a case study approach, this formative evaluation examined implementation of the Justice Reinvestment at the Local Level (JRLL) model through the Lewin-White system change framework. The research is not an evaluation of the sites, nor did it serve as a full examination of the JRLL model. An examination of the research findings in the three study sites will help determine if support for the JRLL system change model is evidenced as assessed in accordance with the Lewin-White schema. To provide a fuller understanding of the changes actually experienced in the three study sites, the research design deployed a mixed-methods approach, consisting of qualitative (key stakeholder interviews) and quantitative (organizational survey) analyses. Details of the various elements of the research approach will now be presented.

Role of the Urban Institute

After receiving an award from the Bureau of Justice Assistance (BJA) in 2008 to develop and implement the JRLL model, Urban convened an advisory board, consisting of representatives from the American Jails Association (AJA), National Institute of Corrections' (NIC) jail division, and other key partners. The advisory board worked collaboratively with the Urban team to develop a list of jurisdictions that would be well suited to serve as JRLL pilot sites. This resulted in a list consisting of 23 U.S. localities. Urban then contacted each site and invited them to apply to participate in the initiative. Through a competitive selection process in March 2009, three sites were selected: Alachua County, Florida; Allegheny County,

Pennsylvania; and Travis County, Texas. Criteria for selection included factors relating to a history of and desire for collaborative decisionmaking; access to data that would allow the Urban team to determine the drivers of the county's criminal justice population; an interest in reducing the jail population; and a willingness to participate in efforts to assess model implementation, specifically partaking in key stakeholder interviews and multiple waves of an organizational survey. Moreover, the selected sites were diverse in their geography and population, which was vital in the site selection process so as to enhance the likelihood that any results and lessons learned from the JRLL implementation might be generalizable.

Work commenced in each of the three sites in the spring of 2009, with formal kick-off meetings taking place at each site in April and May of 2009. Immediately following the kick-off meetings, the Urban researchers began working closely with staff in each of the three sites. These teams together served as jurisdictional change agents, working to make system transformations in-line with the JRLL approach. The Urban staff also administered the JRLL research activities, namely the key stakeholder interviews and the organizational surveys.

Formal communication began in the form of bi-weekly conference calls between Urban project staff and each site's leadership team. Urban research assistants also began regular communication and information exchange with information technology and program staff in each site in order to collect data about the site's local criminal justice system operations. These data were later analyzed and presented to stakeholders in each site, providing formal guidance about the drivers of their local criminal justice populations and costs, and developing the framework for recommended interventions to minimize—or at least curb—escalating local criminal justice costs and populations. Urban researchers also developed and implemented two waves of a key stakeholder interview protocol and an organizational survey. Details of these

instruments will be discussed in greater detail later in this chapter. Frequent communication occurred between Urban and each of the sites, and occasionally included stakeholders of all of the sites (cross-site communications) via phone calls and through e-mail.

The JRLL model was developed in concert with the site stakeholders and the project advisory board and was informed by the early experiences of the site work. The final iteration of the model was presented to representatives from each of the three sites at a cross-site meeting, held at Urban in February 2010. Each site worked with the Urban JRLL team to implement the model and affect system change within their local criminal justice operations. The first wave of the organizational survey was launched approximately two months after the cross-site meeting, when the JRLL model was presented to the site teams.

Project activities included assistance with instituting each site's collaborative body, data collection, analysis, and the presentation of potential alternatives and strategies designed to reduce the cost and expense of the local criminal justice system. This work was conducted off-site through the regular telephone and e-mail communications, but was also supported through on-site meetings that occurred at three different phases of the process. As indicated above, kick-off meetings occurred in each of the sites in the spring of 2009. Urban conducted another round of site visits and on-site meetings with each of the sites in the fall of 2009. At this point, preliminary findings from the data analyses were presented and the first round of key stakeholder interviews were administered.[7] The third set of on-site meetings occurred later in the process, and varied slightly based upon the pace of model implementation in each site. The purpose of the third set of site visits was to support the key stakeholders in each jurisdiction in presenting their

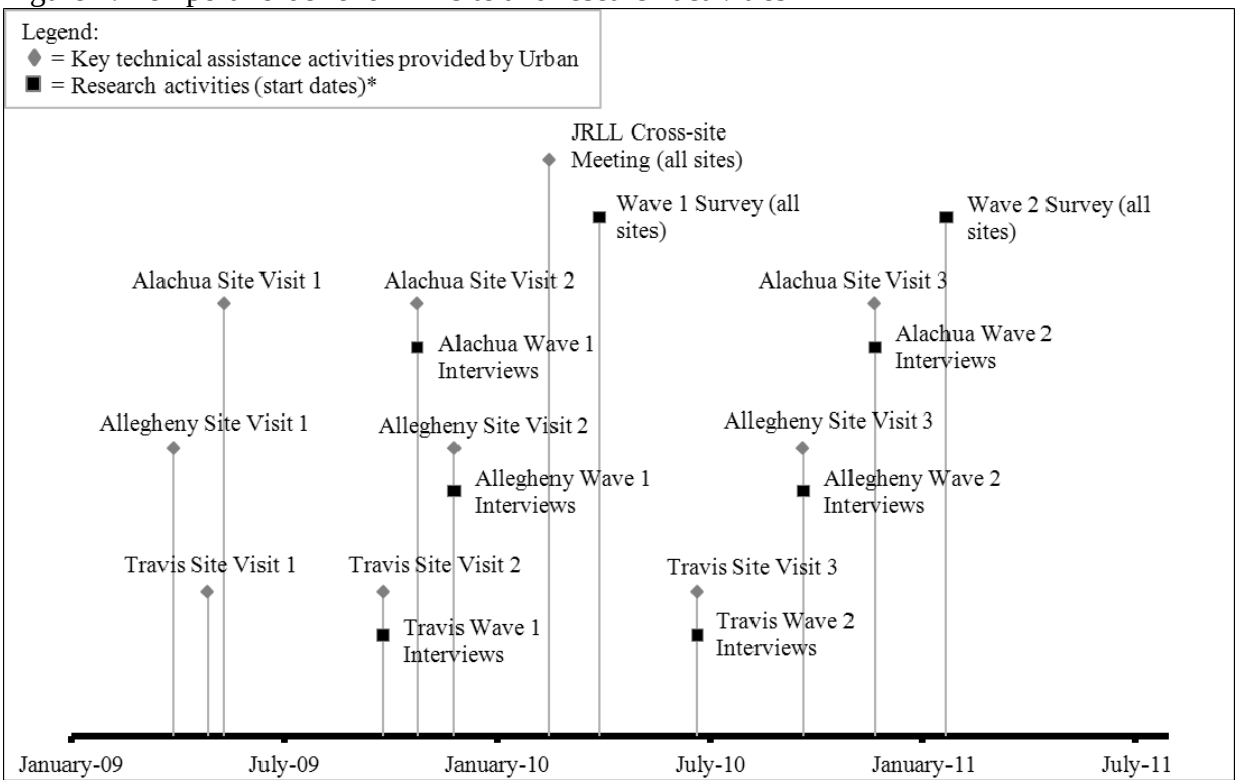
[7] Key stakeholder interviews were conducted in-person when possible; however, due to scheduling constraints a number of interviews, in all sites and at both waves, had to be conducted over the telephone.

proposed policy options to their executive body of decisionmakers and to conduct the second round of key stakeholder interviews.[8] These meetings occurred between June and December 2010. Moreover, the three sites and the Urban team worked together during the cross-site meeting, held in February 2010.

The JRLL research approach is action-based. As such, the data collection and system change activities were related and may have impacted each other. This is one of the goals of action-based research and it is closely related to Research Question 4, measuring the impact of feedback loops in the three study sites. Given the related nature of these activities, it is important to consider if the site activities had any effect on the implementation and/or findings of the research. Figure 4 summarizes the key dates associated with the JRLL site and research activities.

[8] As was the case with the Wave 1 interviews, key stakeholder interviews were conducted in-person when possible; however, due to scheduling constraints a number of interviews, in all sites and at both waves, had to be conducted over the telephone.

Figure 4: Temporal order of JRLL site and research activities



*Start dates are presented for each of the research activities, in all cases but one (Alachua's first wave of key stakeholder interviews) the research activities took place over a period of eight to 16 weeks.

As was discussed above and is presented in Figure 4, the timing of the key stakeholder interviews coincided with the Site Visits 2 and 3. Moreover, the implementation of Wave 1 of the organizational survey followed closely after the cross-site meeting. The administration of Wave 2 of the organizational survey occurred shortly after Site Visit 3 and within short order of Wave 2 of the key stakeholder interviews. The temporal ordering of the final site visit and second wave of both research activities were much closer in proximity for Alachua and Allegheny, as compared to Travis.

The onsite meetings consisted of each county's collaborative group and the Urban research team. This typically resulted in similar, if not identical participation to that of the key

stakeholder interviews, also known as the JRLL stakeholders.[9] Seven representatives from each of the three sites participated in the cross-site meeting. The participation in these activities was far lesser than that of the organizational survey. However, these activities were designed with the hope that the knowledge and experiences gleaned would trickle down and be transferred to other key agents of system change who did not participate in the meetings and interviews.

Subsequent chapters discuss response to the research activities, by wave and site. Of interest to the present discussion, little variation emerged in the qualitative key stakeholder interviews. Given that these research activities occurred during or shortly after Site Visits 2 and 3, it is possible that heightened participation resulted from recent onsite contact and that themes may have been discussed with more ease or intensity resulting from the recent provision of technical assistance.

In regard to the quantitative organizational survey, the number of individuals who responded differed by research waves and site; however, variations in Wave 2 survey participation in the three sites indicates that the timing of the key technical assistance activities provided by Urban had little if any impact on the participation and thus the research findings. As the case study findings chapters present, Alachua County survey participation increased between Wave 1 and 2, whereas survey participation in Allegheny County and Travis County decreased. Onsite technical assistance and Wave 2 of the survey administration did not occur as closely temporally in Travis County as it did in Allegheny County and Alachua County, but Travis County and Allegheny County survey response patterns were similar. Moreover, the onsite technical assistance provided in Site Visit 3 in Allegheny County and Alachua County were close in time to each other and to the administration of Wave 2 of the survey and Alachua survey

[9] The stakeholder group is further described later in this chapter, under the section detailing the qualitative approach.

response increased, with the reverse occurring in Allegheny. Thus, although the findings and research implementation may be related to the key technical assistance activities provided by Urban, the temporal ordering of these activities appears to have played little to no role in the level of survey responses and hence likely also did not impact the findings.

In the spring of 2010 the context of the JRLL project changed significantly. On April 26, 2010, BJA released a competitive grant announcement, the *Criminal Justice Improvement and Recidivism Reduction through State, Local, and Tribal Justice Reinvestment* (U.S. DOJ, 2010), which launched the Justice Reinvestment Initiative (JRI). This solicitation prompted significant action from each of the three JRLL sites and ultimately also dramatically shifted Urban's role in the process. Due to the importance of JRI on the JRLL project operations, the following section provides a brief discussion of this new project.

Justice Reinvestment Initiative (JRI)

Although the JRLL sites were not eligible to directly apply for this new grant award, the solicitation created new categories of justice reinvestment that had not previously been administered. The solicitation delineated the justice reinvestment process into two phases: Phase I, involving data analysis and policy/program development; and Phase II, involving the implementation and assessment of these policies/programs (U.S. DOJ, 2010). The solicitation also established three categories of grantees: Category 1, Program Oversight, Coordination, and Outcome Assessment (OCOA); Category 2, State Justice Reinvestment Program Implementation; and Category 3, Local and Tribal Justice Reinvestment Program Implementation. The solicitation was designed to award one grant under the OCOA category and two grants under each of the remaining categories, for a total of five grants.

The two most important factors in context of the JRLL project regarding this solicitation are related to the Phase II and Category 1 components. First, the Phase II distinction was of keen interest to the three JRLL sites because BJA's grant specifically outlined that half of all funds awarded under the Category 2 and 3 grants were to be directly passed through to jurisdictions that had completed all components of Phase I justice reinvestment. This meant that for the first time, grant funds in the form of seed funding would be available to sites (state, local, and tribal jurisdictions). Thus, the three JRLL sites suddenly had a great deal of external pressure, or as Lewin (1951) describes it, an external force, or pull, to complete data analyses and agree to implementing a set of strategies designed to reduce their local criminal justice costs and populations. This would serve as an indication of completion of Phase I justice reinvestment, and thus would allow the sites to become eligible for the forthcoming opportunity to receive a pass-through grant. This factor certainly expedited the efforts in each of the three JRLL sites, but also served as an accelerating force to complete the second wave of the research activities (key stakeholder interviews and organizational surveys); this latter point relates more to the introduction of pass-through financial grants.

Although BJA's solicitation provided funding in three separate categories (Category 1, OCOA provider; Category 2, State TA provider; and Category 3, Local TA provider), the announcement strictly prohibits any organization from being the lead grantee in more than one category. Despite Urban's experience in developing and working with the three sites to implement the JRLL model, when forced with the choice of applying for one of the grant categories, Urban opted to apply for and was ultimately granted the Category 1 (OCOA) role. The provision of this grant prevented Urban from being able to continue JRLL site work, as this now fell under the purview of the Local TA providers; however, the timing of the JRI awards

allowed for Urban to assist each of the JRLL sites to complete their Phase I justice reinvestment work, but necessitated that the other research activities associated with the JRLL project be completed. All three jurisdictions have since applied for and received Phase II assistance under JRI and are working with the technical assistance providers that were granted these awards (the Center for Effective Public Policy and the Crime and Justice Institute at Community Resources for Justice).

These are contextual factors that are important as they relate to the research design (second wave research activities and site work likely concluded sooner than it would have otherwise), but are also important to consider as they relate to external forces or pressures for change. The introduction of JRI is an environmental factor that cannot be controlled for in the research, but certainly provided a relevant push for change in each of the three JRLL sites. The influence of JRI will be examined again in a subsequent chapter, when the policy implications of this present research are discussed.

The above discussion sought to provide a clearer understanding of Urban's role as a change agent and researcher in the three JRLL sites. It is also important to consider the potential impact that the introduction of potential funding had, through the Phase II grants, in the test of the Lewin-White planned change approach. These factors should be closely considered throughout the discussion and interpretation of the research findings. Moreover, it is essential to note that this author served as Urban's project director for both the JRLL and JRI OCOA initiatives. The following section provides a brief description of each of the three JRLL study sites, followed by a discussion of the research sample for the present study.

Research sites

The research activities occurred in the three JRLL sites: Alachua County, Florida; Allegheny County, Pennsylvania; and Travis County, Texas. Each site represents a separate case study for the purposes of the present research. A brief description of the sites will now be presented.

Alachua County, Florida

Alachua County is located in North Central Florida. The U.S Census Bureau estimated the county's population in 2010 at 247,336. The County Seat is the City of Gainesville, with an estimated population of 124,354. Gainesville is also home to the University of Florida, which enrolls approximately 50,000 students annually. In 2008, the average daily population (ADP) in the Alachua County jail was 910.

Allegheny County, Pennsylvania

While one-quarter of Allegheny County residents live in the City of Pittsburgh, the county is comprised of many townships, boroughs, and three other cities: Clairton, Duquesne, and McKeesport. The U.S. Census Bureau estimated Allegheny County, Pennsylvania's population at 1,223,348 in 2010. The University of Pittsburgh and Carnegie Mellon University are located in Allegheny County. In 2008, the average daily population (ADP) of Allegheny County's jail was 2,598.

Travis County, Texas

Travis County includes most of the City of Austin, which had an estimated population of 790,390 in 2010. According to the U.S. Census Bureau, the full county has an estimated population of 1,024,266. Austin's population has grown over the past decade and is projected to increase significantly in the coming years. This continuous population growth has impacted

criminal justice spending and management of the local corrections population in Travis County. In 2009, the average daily population of the Travis County Jail was 2,274.

Research sample

The present research employs three JRLL case studies, Alachua County, Florida; Allegheny County, Pennsylvania; and Travis County, Texas, to examine change through the Lewin-White schema. The case studies are descriptive and utilize an embedded multiple case design (Yin, 2009), in that each case is comprised of multiple individuals and multiple organizations, achieving the micro-, meso-, and macro-level study approach. Organizational surveys and key stakeholder interviews are the research instruments that are examined for evidence of change in alignment with the Lewin-White planned change approach.

The research sample includes representatives from all areas of the criminal justice system within each of the three counties, derived from the county's Public Safety Coordinating Council (PSCC) or body that acts in accordance with the missions of a PSCC. The qualitative sample is comprised of approximately 20 key stakeholders in each of the three case studies. These stakeholders include the chief judge, the sheriff, the county manager, the jail warden or director, the director of court administration and/or services, a chief of police, a community representative, the director of pretrial services, and the director of probation, as well as any other key, primarily executive-level, decisionmakers involved in the JRLL system change effort. Participants of the qualitative research component were identified by the JRLL Urban team in conjunction with the on-site JRLL coordinators. Interviews were conducted in-person or over the telephone with the stakeholders at two points in time throughout JRLL implementation.

The quantitative research sample consists of the stakeholders included in the qualitative stakeholder interviews, but is much more expansive. Several hundred individuals, representing

all agencies that are part of the criminal justice system at every level (executive, managerial, and line staff), and with a wide variation in tenure in the criminal justice system comprise the quantitative sample in each of the three case studies. The Urban JRLL team worked with the on-site coordinators to develop a contact list for potential survey participants. Invitations were issued directly to these individuals via e-mail to invite them to participate in the survey online. Executive stakeholders in each site, such as the county manager and sheriff, were also invited to distribute the survey instructions to their contacts and staff to request additional participation. These recruitment methods likely increased the total number of respondents and also sought to make the samples more representative of those who were involved with the JRLL effort at the time of each survey wave; however, it also made it impossible to calculate an exact response rate in the three case studies.

The survey was administered at two points in time throughout JRLL implementation. The second wave employed the same recruitment methods as the first wave, and because influential members of the site team again sent out e-mails to their colleagues and staff, the respondents were not identical in their representation between the two waves. Attrition and changes to the staffing in each of the three sites also contributed to the change in the sample composition between the two waves. Unfortunately, the total number of respondents also dipped in the second wave of the survey administration. The research sample consists of individuals who only participated in the first wave, individuals who only participated in the second wave, and individuals who participated in both waves. The research approach anticipated that the composition of the survey respondents would change between waves; this is an important component of the study and of any system change effort, as the changing respondents may be indicative of change in who is relevant to and/or involved in the change effort in the three sites at

each survey wave. As such, the process of JRLL implementation may actually result in changes in the milieu at each wave, creating a change in the relevant informant population.

Table 6 presents the number of respondents by research activity, site, and wave. It is clear from this table and from the descriptions of the research activities that far more people took part in the organizational surveys than key stakeholder interviews. As Table 6 demonstrates, a much greater proportion of the key stakeholder interview respondents participated in both waves of the research.

Table 6: Total number of respondents by research instrument and site

		Number of Respondents by Wave			
Site	**Instrument**	**Wave 1**	**Wave 2**	**Both Waves**	**Total***
Alachua	*Interview*	*23*	*19*	*19*	*25*
	Survey	148	188	95	241
Allegheny	*Interview*	*24*	*23*	*22*	*27*
	Survey	501	286	172	615
Travis	*Interview*	*24*	*19*	*19*	*24*
	Survey	184	112	97	199
Total	***Interview***	***71***	***61***	***60***	***76***
	Survey	**833**	**586**	**364**	**1055**

*Wave totals do not sum by site because respondents are unique and those who participated in both waves are included in all columns.

Despite the change in the number of survey participants by wave, it is clear that in each site about 100 or more individuals participated in both waves of the survey and nearly 20 individuals participated in both waves of the key stakeholder interviews.

Respondents who participated in both waves of the research activities make up the sample for which the micro-level analyses have been performed. For this unit of measurement, the research examines change in attitudes among unique individuals. Meso- and macro-level analyses rely on aggregate findings by sphere (meso) and by site (macro). The meso-level categories vary by site, as the composition, organization, and responses varied in each of the

three sites. In general the spheres consist of individuals who work for the jail, law enforcement agencies (besides the jail), the courts, other criminal justice agencies, or non-criminal justice agencies. Spheres are collapsed so as to assure the anonymity of respondents; no fewer than 10 individual respondents comprise each sphere.[10] The macro-level analyses collapse all respondents by wave and site. More detail regarding the analyses of these groups is included in the data analysis section. Moreover, the composition of these categories and their associated findings are presented in subsequent site-specific chapters.

Data collection procedures and instruments

The procedures and instruments for data collection vary by qualitative and quantitative approach. First, a discussion of the design for the qualitative measures will be presented, followed by the approach for the quantitative procedures and instruments.

Qualitative approach

The qualitative approach involved data collection through the commission of two waves of interviews with approximately 20 key stakeholders in each wave and at each of the three study sites. The present research draws heavily from Sridharan and Gillespie (2004) in their approach to examine the capacity of problem-solving within collaborative networks; this study involved semi-structured qualitative interviews in two sites. The interviews in the current study were also semi-structured, as they were guided by stakeholder interview protocols (Bernard, 2000), which largely remained the same between the two waves of interviews (see Appendix B for copies of the JRLL key stakeholder interview protocols). The protocols were influenced by stakeholder

[10] One exception was made to the approach; in the Travis County case study a total of nine respondents from probation/parole at both survey waves. In this instance the sphere totaled nine individuals.

interview protocols that had previously been successfully administered in other similar action-based research projects conducted at Urban.

The formative evaluation allowed stakeholders to be interviewed two times in all three research sites; Wave 1 interviews were conducted at the beginning of the project work in each site. Wave 2 interviews occurred approximately six months to one year later, as change strategies were being devised and implemented in each of the sites. The protocols were used as an outline of what to discuss in each interview. Probes, such as the silent probe, the echo probe, and the tell-me-more probe (Bernard, 2000) were utilized to obtain information related to each of the research questions. The probes involved inquiries pertaining to readiness and resistance to change, knowledge of justice reinvestment, collaboration, and the use of data.

Although the interview protocol was employed for every interview, interviews did not always conform to the identical order and wording of the questions as they appear in the protocol. Despite the fact that this may pose a threat to the research's internal validity, given that some of the topics addressed in the interview may have been perceived as sensitive in nature, it was crucial that the stakeholder interviews were conducted in dialogue or conversation fashion, so as to engage the participants in the research and develop trust and rapport with the subjects. This is standard for much of the qualitative interviewing conducted in the social sciences (Lofland & Lofland, 1995; Babbie, 1998; Maxfield & Babbie, 2009). The interviews took place in-person, when JRLL project staff were onsite, or over the telephone. All interview notes were typed and coded within several days of the interview being conducted (Babbie, 1998).

Every interviewee signed an informed consent form (see Appendix C for a copy of the John Jay College IRB approval for the current project) that advised them of their rights to withdraw from the research at will and the confidentiality assured to them as participants in the

research (Maxfield & Babbie, 2009). The waves of the interviews occurred approximately six months to one year apart, depending on the pace of the JRLL implementation in each of the three study sites. As previously discussed, the key stakeholder interviews comprised a purposeful sample (Shadish, Cook, & Campbell, 2002; Bernard, 2000; Maxwell, 2005; Maxfield & Babbie, 2009), consisting of those individuals who made-up the core JRLL team in each site and others who were identified in conjunction with the team as central to affecting change within the local criminal justice system. The qualitative sample also employed triangulation (for instance, both the public defender/defense bar and the district attorney were included in the sample in each site) to glean an understanding of both perspectives (Lapsley & Pallot, 2000; Maxwell, 2005). The transcription and analytic methods employed in the qualitative approach is discussed in further detail after the following discussion of the quantitative data collection procedures.

Quantitative approach

Change efforts have a long history of using survey feedback as an evaluative tool as well as an intervention (Lewin, 1951; Kraut, 1996; Burke, 2011). The quantitative element of the present study involved the implementation of a web-based survey in which several hundred individuals from each of the sites were invited to participate over two waves that were spread out over approximately six months. The research design sought and achieved participation from about 100 individuals in both waves. The quantitative data for the present study are exclusively comprised of a handful of items from the two waves of the survey results. The invited participants consisted of members of every agency involved in the criminal justice system, including all levels of the organization, from line staff to commissioners. The core team within each JRLL site at both waves helped devise the list of appropriate respondents, by providing names, titles, e-mail addresses, and phone numbers for desired respondents. Additionally, key

figures, such as the sheriff and county manager, in each site were also invited to send survey participation instructions out to their staff and contacts. The sample should be viewed as a broad constituent group and is not random or necessarily fully representative of each jurisdiction's criminal justice system. However, the research did attempt to and received some participation at both waves from all of the agencies within each site's local criminal justice system and at multiple levels within each organization.

A link to the survey with an invitation was sent out via e-mail to all potential survey participants through Urban's internal survey software, Checkbox®,[11] which also housed the survey and the results on a secured server. As discussed above, some site leaders also sent the survey link to their personnel and associates. Prior to participating in the survey, all respondents were required to provide electronic informed consent (see Appendix C for a copy of the John Jay College IRB approval for the current project) advising them of their rights to withdraw from the research at will and that confidentiality is assured to them as participants of the research (Maxfield & Babbie, 2009).

The survey was developed by the JRLL Urban project team (see Appendix A for a copy of the JRLL organizational survey) and consists of 38 multi-itemed questions (200 items in total); however, only a fraction of the 200 items are included in the analysis for the present research, as many of the collected items are beyond the scope of this formative evaluation. Most of the questions are on Likert scales with the following options (strongly disagree/disagree/agree/strongly agree/refused/don't know; decreased/increased/stayed the same/don't know/refused; or no influence at all/very little influence/some influence/a great deal of influence/extreme influence/refused/don't know). Items were added to the survey to provide

[11] Checkbox® is propriety survey software that has been licensed to Urban to customize and for use in all online survey administration and collection activities.

triangulation or multiple measures of the same concept, reversing the wording in the items so that "agree" does not follow the same direction for every question (Babbie, 1998; Bernard, 2000; Shadish, Cook, & Campbell, 2002; Maxfield & Babbie, 2009). Two questions are open-ended; approximately six questions are demographic (e.g., age, gender). Most of the survey items are unique to the JRLL project and have not yet been employed in other research endeavors; however, several questions were adapted from the organizational survey of the Transition from Jail to Community (TJC), an Urban action-based research project that is similar in many ways to JRLL as well as from the National Criminal Justice Treatment Practices Survey (Taxman et al., 2007). Moos's Correctional Institutions Environment Scale (CIES) was also reviewed as a validated criminal justice instrument; however, the topic and sample of this scale did not fit the purposes of this research. Moreover, several reviews of Moos's scale, including Wright and Boudouris (1982) found that the scale failed to properly define or measure correctional climates, thus although this survey was consulted throughout the course of the review of the research no parts of the Moos CIES scale were selected for inclusion in the present research.

The JRLL model and justice reinvestment as a whole are relatively new concepts, and prior system change efforts within the criminal justice context provide little basis from which to deploy a validated survey. Therefore, the JRLL survey may suffer threats to reliability and validity that may limit the accuracy of the results (Shadish, Cook, & Campbell, 2002). In an effort to compensate for this, triangulation is used for a number of the items and the qualitative research component provides another mechanism for a validation and reliability check. Moreover, a pilot of the survey was administered in hopes of limiting threats to the instrument's reliability and validity.

Prior to launching and administering the survey, it was piloted with a number of experts from the field as well as individuals less familiar with the criminal justice system. The pilot period began on March 1, 2010 and concluded on March 21, 2010. Seventeen individuals in total were requested to participate and to provide feedback, of which 16 completed the survey in its entirety. Table **7** provides a summary of the qualifications of the individuals who piloted the survey.

Table 7: JRLL organizational survey pilot, respondent descriptors

Respondent Description	Frequency
Assistant Commissioner of Programs - large local corrections department - east coast	1
Assistant Professor - John Jay College of Criminal Justice	2
Business Consultant - west coast	1
Chief of Correctional Research - large state corrections department - east coast	1
Criminal Justice Consultant - former jail administrator – east coast	1
Data Manager - small probation department – Midwest	1
English Teacher	1
Formerly Incarcerated Person	1
Lawyer	1
Police Chief - county in northeast	1
Reentry Coordinator - Veterans Administration - west coast	1
Reentry Manager - large jail - west coast	1
Researcher - prison/jail reentry	2
Survey Specialist - east coast surveying firm - specializes in criminal justice surveying	1
Total responders	**16**

The goal of the survey pilot was to develop a sample similar to that of the desired actual survey sample, and for the most part this goal was accomplished; the only category not represented that the research hoped to have included in the pilot was a member of the judiciary. The lawyer who participated in the pilot previously served as a judicial clerk for both federal and state judges, and thus was asked to comment on any points that may have been relevant to a judge. Despite the

lack of a judiciary's response in the pilot, representation from experts and those less familiar with criminal justice terms and terminology was achieved. Moreover, the inclusion of the survey specialist in the pilot sought to provide assurances regarding the reliability and validity of the instrument.

Three of 16 piloters were asked to participate in the unknown survey platform so that both survey platforms were tested. All three completed the survey through this platform. After two weeks of being live, an automated reminder was sent out through the Checkbox® survey software to the non-responders, asking them to participate prior to the survey close date, one week from the date the reminder was sent. This same reminder system, which proved effective during the pilot round, was utilized in both waves of the actual survey.

The survey pilot helped limit quirks in the web-based survey platform, as well as minimize the risk of asking confusing or leading questions. Several typos in the survey, formatting issues, and problems in the web-based programming were fixed based upon feedback received from the individuals who piloted the survey. Two items were removed, as it became clear that these questions were not properly measuring the desired characteristics. The two removed items were a part of a larger question, Question 25 (deleted items were items d and e), which assessed respondents extent of agreement pertaining to circumstances in which bail should be revoked. The deleted items, assessed on a Likert scale (strongly disagree/disagree/agree/strongly agree/refused/don't know) whether respondents felt that bail should be revoked for: d) Failure to meet with parole/probation officer; and e) Technical violation (other than failed drug test). These items were deleted because the pilot revealed that they confused respondents since these factors are typically associated with parole and probation supervision, rather than that of being released on bail. Further, language was clarified in a

handful of survey items and the decision to create a glossary to accompany the survey (which was linked to on every page of the web-based survey) resulted from the comments received by the individuals who piloted the survey.

Once the feedback was provided by the survey piloters, the appropriate adjustments were made to the survey and it went live in all three of the sites at the same time. Wave 1 of the survey went live on April 6, 2010. The survey remained open for 12 weeks; during that period of time, reminders were sent out to non-responders about every other week. Preliminary analyses were conducted to ensure participation was representative of all criminal justice agencies, all key stakeholders, and had reached 100 individuals in each site. If any of these factors were not yet achieved, targeted telephone calls and e-mails were issued in an attempt to achieve the desired response. Wave 2 of the survey was launched in all three sites on January 5, 2011 and closed approximately 16 weeks later. The same procedures employed in Wave 1 for reminders and survey respondents were followed in Wave 2.

Due to the fact that some individuals are uncomfortable responding to web-based surveys and/or do not have access to the Internet, several dozen hard copies of the survey (with pre-paid postage on addressed return envelopes) were provided to each of the three sites. Only 10 of the hard copy surveys were returned to Urban research staff in Wave 1 and two in Wave 2. These surveys were anonymous and Urban staff keyed their entry into the Checkbox® survey software. The following section presents the transcription procedures related to the other aspects of the quantitative approach as well as the qualitative procedures, followed by a discussion of the data analyses for each approach.

Transcription procedures

Qualitative stakeholder interviews were conducted in groups of two. The lead interviewer followed the protocol, while the second person recorded all responses to questions and also noted any non-verbal cues, such as body language and tone of response. Interview notes were typed on a word processor and recorded as verbatim as possible. All interview notes were saved on a confidential drive at Urban.

The quantitative surveys were almost exclusively conducted online, utilizing the Checkbox® software application.[12] Checkbox® is stored on Urban's secured server and all results were extracted from Checkbox® in CSV files, which were converted to SPSS (Statistical Package for the Social Sciences) files and saved on Urban's confidential drive. Only project staff with confidential access to the project data had access to the results. Urban researchers performed the data entry in Checkbox® for the small number of surveys that were completed in hard copy and mailed to Urban.

Data analysis

The data analysis plan was designed to examine whether change occurred associated with each of the areas of Lewin-White change model: unfreeze, change, and iterate/experiment. The three phases of the Lewin-White schema were measured through the nine research questions in a mixed-methods approach at the micro-, meso-, and macro-levels. This section presents the methods and precise measurements that were used to examine each of the research questions, followed by a discussion of the analysis procedures for the current study.

Table 8 explicates each of the nine research questions for the current study and presents the associated analytic strategy and precise measurement that is used to assess each research

[12] The only exception included the 10 hard copy surveys completed at Wave 1 and the two completed at Wave 2, discussed in the above section.

question. All qualitative data come directly from key stakeholder interview findings, whereas all of the quantitative data are results from items contained in the organizational survey. For the quantitative measures, the table provides the survey item number, preceded by the actual wording of the item. All of the survey items are on the following Likert scale: strongly disagree/disagree/agree/strongly agree/refused/don't know; the only exception is Question 7, which is used to assess Research Question 6 and has a response scale of yes/no. Some of the items had to be reverse recoded for the purposes of the analysis, so that all of the items are scaled in the same direction. The "RR" notation follows the text of those items that were reverse recoded.

Table 8: Research questions, analytic method, and measures

#	Research Question	Analytic Strategy	Measurement
Phase I: Unfreeze			
1	Was there any evidence of readiness for change?	Qualitative only (micro- and macro-level)	Explored through findings from the key stakeholder interviews
2	Was there any evidence of resistance to change?	Qualitative only (micro- and macro-level)	Explored through findings from the key stakeholder interviews
3	Were Hsia and Beyer's six requisite areas for system change?	Quantitative only evident (micro-, meso-, and macro-level)	***(1) Big picture***
			Q. 10(d) There is a clear shared vision in my county about how we should be managing the size of the jail population
			Q. 10(g) There is a clear understanding of the strategies my county uses to control the size of the jail population
			(2) Interagency collaboration
			Q. 12(a) Agencies involved in the use of my county's criminal justice resources communicate fully their reasons for working together
			Q. 12(c) Agencies involved in the use of my county's criminal justice resources have defined ways of communicating (through documents, memos, routinely scheduled meetings, or written agreements, etc.)
			Q. 13(c) Criminal justice agencies in my county work collaboratively to use existing resources more efficiently
			Q. 13(d) Criminal justice agencies in my county work collaboratively to cross-train staff from different agencies and systems
			Q. 13(f) Criminal justice agencies in my county work collaboratively to share information on peoples' needs for rehabilitative treatment and services
			Q. 13(g) Criminal justice agencies in my county work collaboratively to develop joint policy and procedure manuals
			Q. 13(h) Criminal justice agencies in my county work collaboratively to modify agency protocols to improve management of the size of the jail population
			Q. 13(i) Criminal justice agencies in my county work collaboratively to share operational oversight over strategies to control the size of the jail population
			Q. 13(k) Criminal justice agencies in my county work collaboratively to involve relevant city, state, and/or federal agencies and colleagues
			Q. 29(a) The political atmosphere in my county is supportive of collaboration among criminal justice organizations
			Q. 30(a) In the past six months competition over resources made it difficult for agencies to work together **(RR)**
			Q. 30(b) In the past six months "turf issues" were not an issue for agencies working together
			Q. 30(c) In the past six months it was difficult for agencies to work together because of conflicting priorities and visions **(RR)**
			Q. 30(d) In the past six months a lack of trust among agencies made it difficult for agencies in my community to work together **(RR)**
			Q. 30(e) In the past six months the presence of established working relationships made it easy for agencies to work together

#	Research Question	Analytic Strategy	Measurement
			(3) Regular collection of and use of data
			Q. 15(a) With the appropriate approval from superiors, I can easily share data with other agencies
			Q. 15(b) Criminal justice agencies in my county use a common identifier that can link data files
			Q. 15(c) It is easy to obtain information on clients/detainees from other agencies
			Q. 15(d) If my agency had access to more data it would be easier to determine who should go to jail and for how long **(RR)**
			Q. 15(e) My agency could make better use of data if we had a more accessible system with which to analyze information **(RR)**
			Q. 16(f) In the past six months incompatible data systems made it difficult to share information **(RR)**
			Q. 30(g) In the past six months a lack of relevant data made it difficult for agencies to work together **(RR)**
			(4) Commitment of resources, especially financial
			Q. 13(a) I believe that criminal justice agencies in my county work collaboratively to identify new resources through grant writing and fundraising
			Q. 13(b) I believe that criminal justice agencies in my county work collaboratively to share resources such as funding, equipment, and/or materials
			Q. 13(e) Criminal justice agencies in my county work collaboratively to share staff or reallocate staff positions
			Q. 13(j) Criminal justice agencies in my county work collaboratively to share budgetary and/or programmatic oversight over strategies to control the size of the jail population
			(5) Reformation of policies and procedures
			Q. 29(b) Policy changes would help my county better control the size of the jail population
			(6) Top-down and bottom-up commitment
			Q. 28(a-i) In my county, the following actors are supportive of efforts to control the size of the jail population: residents and community leaders, elected officials and local government leaders, staff of the sheriff's department, jail administrators, local law enforcement, judges, prosecutors/district attorneys, defense attorneys/public defenders, community corrections officials (parole/probation, etc.)
			Q. 29(c) My county has encountered significant challenges in generating the necessary political support for new programs and initiatives for people who commit crimes **(RR)**
4	Were feedback loops related to observed change?	Quantitative only (micro-, meso-, and macro-level)	Q. TBD–Site specific (described within case study) Composite measure will be tailored to each site, specific to the individual site's Wave 1 report
Phase II: Change			
5	Did change related to the justice reinvestment approach occur at the micro-, meso-, and/or macro-levels?	Qualitative and quantitative (micro-, meso-, and/or macro-level)	Q. Multiple items (those assessed in the other research questions at every level) Examine survey results across at the micro-, meso-, and macro-levels and stakeholder results at the micro- and macro-levels

#	Research Question	Analytic Strategy	Measurement
6	Did knowledge of the concept "justice reinvestment" increase?	Qualitative and quantitative (micro-, meso-, and macro-level)	Q. 7 (yes/no) Have you ever heard of the concept justice reinvestment, whereby jurisdictions identify ways to reduce corrections costs with the goal of reinvesting the savings in more prevention-oriented efforts?
Phase III: Iterate/Experiment			
7	Were perceptions of collaboration between agencies improved?	Qualitative and quantitative (micro-, meso-, and macro-level)	Q. 12(a) Agencies involved in the use of my county's criminal justice resources communicate fully their reasons for working together
			Q. 12(c) Agencies involved in the use of my county's criminal justice resources have defined ways of communicating (through documents, memos, routinely scheduled meetings, or written agreements, etc.)
			Q. 13(a) I believe that criminal justice agencies in my county work collaboratively to identify new resources through grant writing and fundraising
			Q. 13(b) I believe that criminal justice agencies in my county work collaboratively to share resources such as funding, equipment, and/or materials
			Q. 13(c) Criminal justice agencies in my county work collaboratively to use existing resources more efficiently
			Q. 13(d) Criminal justice agencies in my county work collaboratively to cross-train staff from different agencies and systems
			Q. 13(e) Criminal justice agencies in my county work collaboratively to share staff or reallocate staff positions
			Q. 13(f) Criminal justice agencies in my county work collaboratively to share information on peoples' needs for rehabilitative treatment and services
			Q. 13(g) Criminal justice agencies in my county work collaboratively to develop joint policy and procedure manuals
			Q. 13(h) Criminal justice agencies in my county work collaboratively to modify agency protocols to improve management of the size of the jail population
			Q. 13(i) Criminal justice agencies in my county work collaboratively to share operational oversight over strategies to control the size of the jail population
			Q. 13(j) Criminal justice agencies in my county work collaboratively to share budgetary and/or programmatic oversight over strategies to control the size of the jail population
			Q. 13(k) Criminal justice agencies in my county work collaboratively to involve relevant city, state, and/or federal agencies and colleagues
			Q. 29(a) The political atmosphere in my county is supportive of collaboration among criminal justice organizations
			Q. 30(a) In the past six months competition over resources made it difficult for agencies to work together **(RR)**
			Q. 30(b) In the past six months "turf issues" were not an issue for agencies working together
			Q. 30(c) In the past six months it was difficult for agencies to work together because of conflicting priorities and visions **(RR)**
			Q. 30(d) In the past six months a lack of trust among agencies made it difficult for agencies in my community to work together **(RR)**
			Q. 30(e) In the past six months the presence of established working relationships made it easy for agencies to work together

#	Research Question	Analytic Strategy	Measurement
8	Did perceptions of the degree to which data are used and shared between agencies improve?	Qualitative and quantitative (micro-, meso-, and macro-level)	Q. 15(a) With the appropriate approval from superiors, I can easily share data with other agencies
			Q. 15(b) Criminal justice agencies in my county use a common identifier that can link data files
			Q. 15(c) It is easy to obtain information on clients/detainees from other agencies
			Q. 15(d) If my agency had access to more data it would be easier to determine who should go to jail and for how long **(RR)**
			Q. 15(e) My agency could make better use of data if we had a more accessible system with which to analyze information **(RR)**
			Q. 16(f) In the past six months incompatible data systems made it difficult to share information **(RR)**
			Q. 30(g) In the past six months a lack of relevant data made it difficult for agencies to work together **(RR)**
9	Were actors more committed to evidence-based practices?	Quantitative only (micro-, meso, and macro-level)	Q. 17(a) Rehabilitative treatment and services for people who commit crimes should only be provided to nonviolent offenders **(RR)**
			Q. 17(b) Rehabilitative treatment and services for people who commit crimes should be dedicated exclusively to first-time offenders **(RR)**
			Q. 17(c) Rehabilitative treatment and services for people who commit crimes should exclude offenders with violent histories **(RR)**
			Q. 17(d) Rehabilitative treatment and services for people who commit crimes should exclude offenders with co-occurring disorders or psychiatric problems **(RR)**
			Q. 17(e) Rehabilitative treatment and services for people who commit crimes should exclude offenders with prior treatment experiences **(RR)**
			Q. 27(d) I believe that it is necessary to formulate a comprehensive and individualized assessment of the situation, needs, and goals of each person who commits a crime

Table 8 presents a great deal of information and may at first glance appear overly complex; however, this table provides the roadmap for all of the analytic procedures associated with the current study. Each research question is presented, followed by the type of analytic strategy employed for this inquiry of study (e.g., qualitative, quantitative, or both), which is then proceeded with the exact measurement used to evaluate the research question. For the quantitative assessment, this information presents the actual survey questions that have been employed to measure the construct. When multiple rows comprise the measurement for a research question or a component of a research question, this indicates that a composite measure, or a composite of several survey items, has been developed to evaluate the concept. More details

regarding composite measures are contained in the quantitative analysis section which follows the next section on the qualitative analysis.

Qualitative analysis

Change is explored by coding the responses that key stakeholders provided in specific reference to the topics discussed in every interview, as they relate to the relevant research questions (Table 8 demonstrates that Research Questions 1, 2, 5, 6, 7, and 8 each employ some level of qualitative analysis). Codes consisted of words or sets of several words that related to the qualitatively measured research questions, to classify items of information and organize the data into thematic categories. The codes were then used for data-retrieval and analysis purposes (Lofland & Lofland, 1995). Results between respondents, between sites, and between waves are assessed thematically. Individual and group perceptions of change have been used as indicators of system change, in each of the three phases of the Lewin-White model.

The qualitative research design combats many threats to validity in measuring desired change, with some exceptions being potential interviewer bias and reactivity (Maxwell, 2005). However, like most qualitative research designs, the present methodology assumed that the results would be comparatively less reliable (Babbie, 1998; Shadish, Cook, & Campbell, 2002; Maxfield & Babbie, 2009). To alleviate some of the threats to reliability and to strive for research results that are more generalizable to the full system and other criminal justice systems beyond the three study sites, the present research also employed the quantitative research approach (Shadish, Cook, & Campbell, 2002), which will now be discussed in greater detail.

Quantitative analysis

The organizational survey employed on two separate occasions in each of the three study sites provides the quantitative data from which the vast majority of the current research questions

have been analyzed. All but the first two research questions are examined exclusively through the use of these quantitative data or with a combination of quantitative and qualitative data. Table 8 outlines the exact survey items and procedures to quantitatively analyze the research questions. As is evident from Table 8, a number of the research questions are analyzed through the development of composite measures of the survey items.

Developing composite measures for this study was ideal because this strategy reduces the number of variables in statistical models without resorting to the creation of abstract mathematical constructs void of meaningful theoretical content. Opposed to other types of data reduction techniques that allow for multiple measures to be reduced into fewer (or just one measure), composite measures provide equal weight to all of the measures in the model. This is in contrast to the statistical technique of factor analysis. Factor analysis, although a very popular method for collapsing variables, is not the desirable strategy for this study, as the present research did not wish to put extra weight on any of the variables within a specific measure. Factor analysis is a sophisticated scoring technique in which, typically statistical computer programs load items into a factor. Thus, the weight assigned to the items is constructed mathematically by a computer program, rather than being guided by a theoretical foundation. This study is designed to give equal weight to all of the variables that comprise the various constructs (research questions). As such, the development of composite measures for the quantitative analysis of the research questions, in which the measurement is comprised of more than one survey item, has been employed. Importantly, all of the survey items contained in the composite measures are on the same Likert scale (strongly disagree/disagree/agree/strongly agree/refused/don’t know); and all of those items which were worded in the reverse direction, for triangulation purposes, were reverse recoded for the analysis.

Missing answers and responses of refused or don't know were excluded from the composite measures. These items were removed from the numerator and denominator for each respondent, as such the total number of questions within each composite measure varied by respondent depending on the frequency of missing, refused, and don't know responses. Just those responses of strongly disagree, disagree, agree, and strongly agree were included in the composite measures. This approach does not skew the study's results because all of the respondents' scores have been adjusted for the applicable number of responses. Moreover this is an appropriate method because of the nature of composite measure scaling, in that every question is given equal weight. The composite measures in this study were constructed in SPSS as additive scales.

Assessing the degree of internal consistency, or reliability, is just as important in the construction of composite measures as it is for other types of analytic techniques, such as factor analysis. The same technique that is typically employed in factor analysis to assess the degree of internal consistency among a set of survey items has also been used in the methodological approach to design the current composite measures. This approach is known as Cronbach's alpha, or the measure of internal consistency. As Table 8 demonstrates, composite measures were utilized in four of the current research questions: Research Questions 3, 7, 8, and 9, which assess Hsia and Beyer's (2000) six requisites for system change, collaboration, use of data, and evidence-based practices, respectively. Cronbach's alpha was performed in SPSS for the four composite measures (Research Questions 3, 7, 8, and 9) utilized in this study. In interpreting Cronbach's alpha, two scores are typically examined, Cronbach's alpha and the corrected item-total correlation. It is desirable for the Cronbach's alpha to be close to 1; Nunnally (1978) argues that the Cronbach's alpha should equal or exceed 0.7. The closer the Cronbach's alpha score

comes to equaling 1, the more reliable the scale is. The corrected item-total correlation should not be below 0.3, indicating a weak correlation among items (Griffin, 2005). Table 9 demonstrates these values for the four composite measures contained in the present study.

Table 9: Cronbach's alpha, results for study's composite measures

	Reliability and Item-Total Statistics		
Composite Measure	**Cronbach's Alpha**	**N of Items**	**Corrected Item-Total Correlation (lowest value)**
Research Question 3: Hsia & Beyer's six requisites for system change	0.958	39	0.399
Research Question 7: Collaboration	0.944	19	0.517
Research Question 8: Data	0.826	7	0.501
Research Question 9: Evidence-based practices	0.890	6	0.415

Table 9 demonstrates that the composite measures perform well in their tests of internal consistency. None of the composites have a Cronbach's alpha score lower than 0.826 and none of the corrected item-total correlations are considered weak, with correlations equaling or falling below 0.300. In fact, although several of the measures have the lowest corrected item-total correlations at or only slightly above 0.400, the vast majority of the corrected item-total correlation scores for all of the items contained in each of the composite measures are much closer to the 0.800 value, or higher. Given that none of the Cronbach's alpha results equate to 0.300 or less, the composite measures remain as they were previously presented (e.g., none of the survey items have been dropped) for the purposes of the current analyses. Findings from these analyses are presented in the following chapters.

Additional composite measures and analytic techniques were tailored to each site in order to examine Research Question 4, which measures the impact of feedback loops. An analysis was tailored to each site, in order to test change that is specific to the individual site's Wave 1 report. Key findings from the first wave of the survey were provided to the site core teams in a feedback

loop designed to help unfreeze or redirect any attitudes or perceptions that are not in line with the desired JRLL system change effort. The core team in each site was provided with recommendations of potential areas that may be stuck and need to be unfrozen, possible factions of resistance, and information to emphasize desired changes that have been evidenced for reinforcement to enhance chances of sustainability. The second wave of the survey was administered approximately six months from the close of the first wave; the survey remained identical between waves. All of the survey items examined in regards to this research question vary by site. Therefore, the specific items contained in each site's analysis of feedback loops are presented with the results from each case study in the following chapters.

Changes are measured in each of the quantitative research questions through administering means tests of composite measures and relevant survey items to assess if statistically significant changes were evidenced. As previously discussed, all of the research questions except readiness for and resistance to change are explored through findings from the survey. T-tests were thus conducted to determine statistically significant changes in all but the first two research questions. The hypotheses presented for each of the research questions in the previous chapter assert the expectation that change will be evidenced in each area and will be positive in nature; however, statistically significant change in either direction is of interest for the present study. For this reason, each quantitatively assessed research question employed two-tailed t-tests, as opposed to one-tailed tests. Two-tailed t-tests are the standard tests run in almost any statistical software, including SPSS, and also provide more conservative estimates. The type of two-tailed t-test utilized and the method of implementation varied between the micro-level and meso- and macro-level analyses, as explained below.

The micro-level analyses involved examining change in all of the research questions at the individual level, through paired samples t-tests. The tests were conducted in SPSS. The micro-level respondent pool was a group that was intimately involved in the JRLL change effort at both waves, and as such was invited to and voluntarily did participate in the two survey waves. As such this is a crucial group of key informants who were both interested and involved in the system change approach during the two discrete periods of time that the survey waves were administered. Between the survey waves there were changes in the interest and involvement of individuals at each site, and as such the meso- and macro-level analyses sought to capture a more expansive view of change related to the JRLL change effort.

The meso- and macro-level analyses required a different technique because individuals who participated in both waves of the survey, as well as those individuals who participated in just one of the survey waves, were included in the research. This made it impossible to use dependent (or pair-wise) t-tests or independent samples t-tests in SPSS. To account for the fact that the samples were neither fully dependent nor entirely independent, the finite population correction (FPC) method was utilized for the meso- and macro-level analyses, in order to account for the changing representation of invited participants at both of the survey waves.

FPC is a method that allows researchers to produce smaller margins of error when respondent groups are considered a finite population of ideal informants in a given community, as was the case with the two waves of the JRLL survey (Rao & Scott, 1981; Butts et al., 2007). This technique assumes that the group of individuals invited to participate in each wave of the survey is complete, which then allows researchers to perform independent samples t-tests to examine change between survey waves. FPC can be applied in studies where the sampling fraction exceeds five percent of the population; the sampling fraction in the present research

consists of informants, of which far more than five percent (in some instances when all staff invitations were issued, 100 percent) of the possible informants were invited to participate in the survey.

The FPC and the t-tests for the meso- and macro-level analyses were performed in Excel, using the results of the means, standard deviations, and number of respondents that were calculated in SPSS. These data were then examined for each research question by site (macro) and by sphere (meso).

The t-tests were conducted in order to demonstrate if changes occurred between the waves among the quantitatively assessed research questions and to help determine if support for the Lewin-White system change framework was evident. Each test was conducted on all three study sites. The micro-, meso-, and macro-level results help determine if significant change is more or less evident in certain parts of the local criminal justice system or by specific groups of actors in each of the three study sites.

All three phases of the Lewin-White model are explored in examining evidence of unfreezing, changing, and a commitment to iterate/experiment. The following chapters present the findings of these qualitative and quantitative tests to demonstrate if support for the Lewin-White approach was identified in any or all of the three JRLL case studies. Each site represents a separate case study and its own chapter. Following the individual site discussions, a subsequent chapter synthesizes the findings across sites. This dissertation concludes with a presentation of the policy implications of the research.

CHAPTER 6: FINDINGS FROM THE ALACHUA COUNTY JRLL CASE STUDY

Alachua County is located in central Florida and is comprised of 875 square miles. Alachua is the county seat to Gainesville and is home to a number of colleges and universities, most notably the University of Florida, which has an enrollment of more than 50,000 students annually (University of Florida, n.d.). According to the U.S. Census Bureau, in 2010 Alachua County had a population of 247,336, just 1.3 percent of the state's total population, which was estimated at slightly more than 18.8 million people. Like the state, Alachua County experienced significant growth between 2000 and 2010; Alachua's population grew by 13.5 percent, slightly below the state's growth of 17.6 percent. In 2010, approximately 64 percent of the county's population identified as White, not Hispanic, and 20 percent identified as Black; each of these rates are slightly above that of the state. Proportionately, far more people were reported as living below the poverty line in Alachua County, compared to the state; 23.6 percent and 13.8 percent, respectively. Moreover, the annual median household income was approximately $7,000 less in Alachua compared to the state median, $40,644 and $47,661, respectively (U.S. Census Bureau, 2012).

Alachua County is managed by five elected county commissioners, aided by a county manager who serves at the request of the commissioners. As discussed in Chapter 3, Florida State statute requires that every county in the state operate a Public Safety Coordinating Committee (PSCC), whose explicit purpose is to monitor the jail population and develop strategies to avoid overcrowding. The following members, or their designees, are mandated to participate on this body: State Attorney, Public Defender, Chief Circuit Judge, Chief County Judge, Chief Correctional Officer, Sheriff, State Probation Circuit, Court Administrator,

Chairperson of the Board of County Commissioners, director of any county probation or pretrial intervention program, director of a local substance abuse treatment program, and representatives from county and state jobs programs (La Vigne et al., 2010). The PSCC members and key members of their staff comprise the Alachua County Justice Reinvestment at the Local Level (JRLL) stakeholder group, which make up the sample for the present study's qualitative activities as well as a portion of the quantitative sample.

Criminal justice is a high priority in the county, as exemplified by the level of spending in this category. In Fiscal Year 2011, 46 percent of the county's general funds, or just over $57 million, were expended on criminal justice services, including jail spending, law enforcement, the judiciary, and court services. Almost half of this spending, $28.6 million, slightly less than a quarter of the county's total expenditures, was on the jail alone. The additional criminal justice spending was dedicated to other criminal justice and court costs ($12.6 million) and countywide law enforcement ($15.8 million). Approximately 17.5 percent of all property tax dollars in 2011 went directly to fund the services of the sheriff (who is independent and elected, but operates the jail and other county law enforcement services with county coffers) as well as the other county constitutional and judicial offices (Alachua County Manager's Office, 2012).

The county's expenditures increased by 54.7 percent from fiscal year 2001 to 2012, growing from $108.5 billion to $167.9 billion; a 46.3 percent increase was also experienced in criminal justice services, including public safety, court services, court administration, clerk of courts, state attorney, public defender, law enforcement, and the jail (Alachua County Office of Management and Budget, 2012b). Similar to the growth experienced at the national level (explored in Chapter 3), rising criminal justice expenditures did not occur in isolation; the jail

population and subsequently the jail capacity also expanded very significantly over this time period.

In previous years, Alachua County experienced so much growth in the average daily population (ADP) of the jail that the conditions were viewed as overcrowded and dangerous. In June of 2007, the jail reached a critical level of overcrowding, with a detainee population of 1,095 and a rated capacity of only 920. Due to a lack of bed space, detainees of the jail were forced to sleep on mats on the floor. The county opted to make a capital investment by expanding the capacity of the jail, which was completed in fiscal year 2009. The jail beds were immediately filled and have remained filled since that time. The Alachua County Jail currently has a rated capacity of 1,148 total beds and an operational capacity of 967 beds;[13] in June 2011 the ADP was 963 people (Alachua County Office of Management and Budget, 2012a). It is with this backdrop and in the midst of handling one of the largest jail population crises in the jurisdiction's history that Alachua County applied and was selected to participate in the JRLL initiative. The remainder of this chapter will present Alachua's findings from the nine previously described research questions, within the evaluation framework of the Lewin-White system change schema.

The following sections of this chapter first reiterate the research questions. The descriptive statistics for each level of analysis (micro-, meso-, and macro-level) are examined, followed by a brief discussion of the quantitative and qualitative samples. The findings for each research question are then presented, and are organized by the three components, or phases, of the Lewin-White system change schema: unfreeze, change, and iterate/experiment.

[13] As was described in Chapter 3, correctional institutions typically have both rated and operational capacity levels; adhering to the latter is necessary in order to effectively and safely manage the facility.

Research questions

As detailed in the methodology chapter (Chapter 5), each of the research questions falls within one of the Lewin-White three phases of system change. These phases include: Phase I, unfreeze; Phase II, change; and Phase III, iterate/experiment. The nine research questions and the related system change phases are as follows:

Phase I: Unfreeze
(1) Research Question 1: Was there any evidence of readiness for change?
(2) Research Question 2: Was there any evidence of resistance to change?
(3) Research Question 3: Were Hsia and Beyer's six requisite areas for system change evident?
(4) Research Question 4: Was information provided through feedback loops related to any observed changes?

Phase II: Change
(5) Research Question 5: Did change related to the justice reinvestment approach occur at the micro-, meso-, and macro-level(s)?
(6) Research Question 6: Did knowledge of the concept "justice reinvestment" increase among criminal justice system actors?

Phase III: Iterate/Experiment
(7) Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved?
(8) Research Question 8: Did perceptions of the degree to which data are used and shared between agencies participating in the criminal justice system improve?
(9) Research Question 9: Were criminal justice system actors more committed to evidence-based practices?

Exploring change at the micro-, meso-, and macro-levels is a central component of the present research, and as such this has been presented as a discrete research question (Research Question 5); however, this examination is empirically considered and measured as an element of each of the other eight research questions. Later in this chapter, the findings for the other research questions are described in detail including the relevant micro-, meso-, and macro-level results. The methodological approach combines both quantitative two-tailed t-tests and qualitative

reviews of key stakeholder interviews.[14] The descriptive statistics for the three levels of analysis, micro, meso, and macro, which comprise the present study, are presented in the following section.

Micro-level descriptive statistics

Because the micro-level analyses are comprised of just those individuals who participated in both waves of the survey (*n*=95), the respondent samples from Wave 1 and Wave 2 are identical, and the descriptive characteristics are nearly identical. Slight changes occurred in the age and line staff versus executive/management staff variables, which is to be expected given that people naturally aged between the survey waves and a small number of individuals appear to have been promoted to higher level positions over the course of the two survey waves. Table 10 provides a summary of the descriptive statistics for Alachua County's micro-level analyses sample. The descriptive statistics are presented at the point of Wave 2, in order to account for the slight changes described above.

Table 10: Alachua County micro-level analyses sample, descriptive statistics

$\bar{x}$ age	$\bar{x}$ # years worked in the CJ system	$\bar{x}$ #years worked for current agency	% JRLL stakeholder	% line staff	% staff at the jail	% female	*n*
45.82	16.73	11.72	17.9%	30.5%	28.4%	47.4%	95

The mean age of the micro-level sample in Alachua County is almost 46 years old; the range, however, spans from 20 to 79 years of age. Clearly the micro-level sample has a great deal of experience, with an average of almost 17 years working in the criminal justice system and almost 12 years working for the current agency. Almost 18 percent of the sample is made up of JRLL stakeholders, meaning that these individuals also participated in the qualitative component

[14] Chapter 5 provides a detailed discussion of the methodology employed for the present study and Appendix E presents the frequencies and variation of responses by each research question and level of analysis.

of the present research, in addition to the quantitative survey. Just over 30 percent of the sample held positions that are considered line staff; these positions were coded to exclude any titles that had administrative or managerial authority, and can be thought of as non-exempt staff, according to the Fair Labor Standards Act (FLSA). Just over one quarter of the respondents reported working in the jail and slightly less than half are female. The total number of respondents in Alachua County who participated in both waves of the survey is 95. Sample responses vary, however, between survey items.

Again, micro-level analyses are comprised of just those individuals who participated in both waves of the survey. Of these respondents, the vast majority answered all of the survey questions. Slightly over 80 percent (82.1 percent, or 78 respondents) answered every survey question in Wave 1. This rate actually increased by a small amount in the second wave, when slightly over 85 percent (86.3 percent) responded to all of the survey questions. With an understanding of the micro-level Alachua County case study respondents, the meso-level and macro-level descriptive statistics are presented in the following section.

Meso-level descriptive statistics

The meso-level sample is comprised of the respondent spheres (see Table 11 for the listing and number of respondents by each sphere at each research wave). Although the actual spheres remain constant between survey waves, the individual respondents varied by research wave. For the purposes of the present research, Alachua County is comprised of five discrete spheres: jail, courts, other criminal justice agencies, non-criminal justice agencies, and law enforcement. The spheres have been coded to prevent any overlap between the respondents and sphere categories and importantly to protect the confidentiality of all respondents. The jail and courts spheres are more self-explanatory than the others; these spheres consist of individuals who

work within the jail and court institutions, respectively. The "other criminal justice services" sphere is primarily comprised of respondents from the Alachua County Public Defender's office and the State Attorney's, or District Attorney's office.[15] Members of the non-criminal justice sphere include representatives from the Board of County Commissioners, other county and state governmental positions (e.g., the Department of Children and Family Services and the Veterans Administration), as well as community-based organizations. The law enforcement sphere respondents consist of members of the patrol unit of the Alachua County Sheriff Department's as well as several other local law enforcement agencies, including the University of Florida's Police Department and the Gainesville Police Department. Agencies and titles were collapsed into spheres so as to assure the confidentiality of individual respondents and to allow for a sufficient number of responses to conduct the means tests; therefore, a minimum of 10 respondents are included in each sphere.

Table 11 presents the spheres and number of respondents by each wave for the Alachua County case study. This information is followed by the descriptive statistics for each sphere and wave.

[15] It would have been ideal to distinguish between public defenders and district attorneys in the Alachua case study, but because of the small numbers of respondents from both of these spheres it was necessary for confidentiality purposes to combine these respondents into one sphere. Another alternative would have been to place the district attorney respondents within the law enforcement sphere, but this too would have prevented the few public defender respondents from being examined in a meaningful sphere. The sphere categories differ slightly by case study, as such the research will be able to examine the viewpoints of these agency representatives at other points of the study.

Table 11: Alachua County spheres and number of respondents

Level	Frequency		Percent	
	Wave 1	Wave 2	Wave 1	Wave 2
Sphere/Meso				
Jail	40	62	27.0%	33.0%
Courts	23	18	15.5%	9.6%
Other CJ Agency	13	10	8.8%	5.3%
Non CJ Agency	19	14	12.8%	7.4%
Law Enforcement	53	84	35.8%	44.7%
Total/Macro	**148**	**188**	**100.0%**	**100.0%**

As Table 11 demonstrates, the composition of the meso-level sample shifted between the two survey waves. The most notable difference is the increase of jail and law enforcement respondents, both in number and proportion, between the two waves of research activities. The other spheres experienced a decrease in their participation over the course of the two waves. As previously discussed, the Alachua County Sheriff is responsible for both field services patrol and control of the jail. The Sheriff felt that her staff's participation in the survey, in both the jail and law enforcement spheres, was important; as such, she personally sent out all departmental wide e-mails requesting the participation of her staff. It is unclear why her staff was so much more responsive to her and Urban's requests to participate in Wave 2 of the survey; however, this is likely related to why these spheres are represented more prominently in the respondent pool at both waves. Further, although attrition in the other spheres was proportionately large, these groups were smaller in number to begin with and so little change in the actual numbers of participants had a greater proportional impact in these spheres.

As was demonstrated in the presentation of the micro-level descriptive statistics, 95 individuals participated in both waves of the survey; an additional 53 individuals participated just in Wave 1. Interestingly, participation in the quantitative aspect of the Alachua County case study increased by 40 more people participating in Wave 2 of the survey than participated in

Wave 1. The increased number of respondents was represented exclusively in the jail and law enforcement spheres, with the other spheres experiencing slight decreases in participation. The total number of respondents in Waves 1 and 2 were combined in the meso-level analyses into the spheres; thus, the *n* for the purposes of the meso-level analyses are equal to five, the total number of spheres.

Participants' characteristics by sphere also changed between the two survey waves. As was experienced in the micro-level analyses, changes in the average age and average number of years worked in the criminal justice system, as well as the average number of years worked for their current agency, would naturally increase for those individuals who participated in both waves of the research activities. The meso-level participation, however, is not identical between waves and some notable changes did occur between the administration of the research activities, as is demonstrated in the below table.

Table 12: Alachua County meso- and macro-level analyses sample, descriptive statistics

Level	**$\bar{x}$ age**		**$\bar{x}$ # years worked in the CJ system**		**$\bar{x}$ #years worked for current agency**		**% JRLL stakeholder**		**% line staff**		**% female**	
	W1	W2	W1	W2	W1	W2	W1	W2	W1	W2	W1	W2
Sphere/ Meso												
Jail	42.50	42.98	11.27	11.15	10.15	8.05	10.0%	6.5%	60.0%	73.8%	47.5%	45.2%
Courts	50.48	48.89	18.74	15.50	13.57	8.72	43.5%	44.4%	17.4%	27.8%	47.8%	44.4%
Other CJ Agency	51.50	47.80	21.33	17.80	18.25	15.40	23.1%	20.0%	0.0%	10.0%	41.7%	50.0%
Non CJ Agency	51.22	52.21	19.44	20.21	12.67	11.29	15.8%	14.3%	27.8%	14.3%	72.2%	71.4%
Law Enfor-cement	41.88	43.22	16.83	16.52	13.38	11.76	3.8%	2.4%	28.8%	28.6%	50.0%	42.9%
Total/ Macro	45.37	44.61	16.30	14.99	12.83	10.40	14.9%	9.6%	33.1%	41.2%	51.0%	46.3%

Table 12 demonstrates substantial growth in the proportion of the jail and court sphere respondents who reported themselves as line staff personnel. Surprisingly, every sphere experienced a decrease in the average number of years the respondents worked for the current agency. Moreover, the average age of respondents from the courts and the other criminal justice agencies spheres was somewhat younger at Wave 2. The distribution of sample respondent characteristics, at the meso-level, otherwise was relatively static. These comparable statistics for the macro-level Alachua County case study sample will now be presented.

Macro-level descriptive statistics

Similar to the meso-level, the macro-level sample is comprised of all individuals who participated in each wave of the survey, regardless of whether they participated in both waves. The mean responses for all participants were compared between survey waves irrespective of sphere. The analytic method was the same as that employed in the micro-level analyses, with the exception that the responses were analyzed in aggregate for each wave as opposed to testing the means for each wave paired by respondent. The total *n* for the macro-level analysis is equal to one, the composite of the Alachua County criminal justice system.

As Table 12 demonstrates, all of the provided descriptive statistics at the macro-level decreased between Waves 1 and 2, with the exception of the percentage of the sample that were line staff personnel. Most of the observed differences are quite small and may mostly be accounted for by the additional number of respondents that were added to the Wave 2 sample (as demonstrated in Table 11). It is important, however, to keep these differences in mind while interpreting the research findings that will be presented later in this chapter. A brief description of the quantitative respondent characteristics will now be provided, followed by a discussion of the qualitative research sample.

Quantitative respondent characteristics

As discussed in the research sample section of the methodology chapter, this study hypothesizes that the composition of the survey respondents would change between waves. At the onset of the research this was believed to be an important component of the study, as shifts in the respondent pool itself might represent transformations in who is relevant to and/or involved in the initiative, resulting from the system change effort. For example, if one sphere was more prominent in the research sample at one of the waves of research activities, this might imply that the sphere was more involved in the effort at that point in time or in the recent past. This change is not relevant to the micro-level analyses, as these tests specifically illustrate shifts experienced by unique individuals. At the meso- and macro-levels, however, the samples are affected by and comprised of the transformations in the changing respondent pool. Therefore, it is important to discuss differences between the groups of individuals who responded to only one versus both waves of the survey.

Two-tailed independent samples t-tests were conducted on a number of variables in order to examine differences between these two sample groups. The tests were performed on several respondent characteristics, including: gender, age, years employed in the criminal justice system, years in current agency, sphere, employed within the jail, and JRLL stakeholder. T-tests on each of the quantitative research questions were also conducted. It is important to understand if there are differences in these measures; because the changing milieu may be a result of the system change effort itself, statistical differences between the altered survey respondents may be of value and interest independent of any other factors. The results of these analyses are presented below.

Table 13: Alachua County wave respondent characteristics

	Wave 1 Responses							Wave 2 Responses						
	Wave 1 Only			Both Waves				Wave 2 Only			Both Waves			
Characteristics	***n***	$\bar{x}$	***sd***	***n***	$\bar{x}$	***sd***	***p***	***n***	$\bar{x}$	***sd***	***n***	$\bar{x}$	***sd***	***p***
Gender	53	1.58	0.50	92	1.49	0.52	0.282	93	1.45	0.50	95	1.47	0.50	0.763
Age	53	45.75	12.88	92	45.15	12.04	0.778	93	43.41	11.42	93	45.82	11.90	0.161
Years employed in CJ system	53	16.60	10.68	92	16.12	10.54	0.791	93	13.23	9.19	95	16.73	10.35	0.015
Years in current agency	53	14.77	11.19	92	11.72	9.81	0.088	93	9.06	7.86	95	11.72	9.79	0.042
Sphere	53	3.06	1.59	95	3.20	1.72	0.618	93	3.23	1.89	95	3.20	1.72	0.922
Staff at the jail	53	0.25	0.43	95	0.28	0.45	0.612	93	0.38	0.49	95	0.28	0.45	0.181
JRLL stakeholder	53	0.09	0.30	95	0.18	0.39	0.137	93	0.01	0.10	95	0.18	0.39	0.000
RQ3: Hsia & Beyers requisites measure	48	2.69	0.45	85	2.65	0.39	0.566	86	2.63	0.40	90	2.60	0.39	0.565
RQ6: Knowledge of justice reinvestment	53	0.49	0.51	90	0.71	0.46	0.010	93	0.52	0.50	94	0.77	0.43	0.000
RQ7: Collaboration measure	43	2.61	0.50	89	2.55	0.53	0.498	78	2.64	0.46	91	2.57	0.52	0.369
RQ8: Data measure	42	2.42	0.59	78	2.37	0.48	0.670	74	2.56	0.51	88	2.42	0.49	0.075
RQ9: Evidence-based practices measure	42	3.03	0.68	87	2.81	0.63	0.082	77	2.66	0.82	86	2.88	0.66	0.058

As Table 13 demonstrates, the results of several of the t-tests were significant.

Supportive of the theory that those individuals who responded to both waves of the survey were more involved in the JRLL system change effort, respondents of both survey waves were significantly more likely to have knowledge of justice reinvestment, at both Wave 1 and Wave 2 of the survey ($p<.05$ and $p<.000$, respectively). Both-wave respondents were also

statistically different from the Wave 1 and Wave 2 only respondents on the evidence-based practices composite measure. Interestingly, both-wave respondents actually scored statistically significantly lower on this measure than the Wave 1 only respondents ($p<.10$). There are a number of potential explanations for this finding; including that as a group, the individuals who responded to both waves of the survey may have been less supportive of evidence-based practices. It will be important to examine if change was evident between waves at the micro-, meso-, and macro-levels; the results of these analyses are presented later in this chapter. To this point, the Wave 2 only respondents scored lower on the evidence-based practices measures than the both-wave respondents; however, this test was slightly less significant than the results from Wave 1. This finding may suggest that change could be evidenced by the both-wave respondents, or the micro-level sample; this is explored further in the discussion under Research Question 9.

The Wave 2 only respondents had statistically significant higher perceptions regarding the degree to which data are used and shared than the both-wave respondents ($p<.10$). Although these results were not significant in the Wave 1 tests, the Wave 1 only respondents too had a higher mean score on the data measure than those individuals who responded to both waves of the survey. This could imply that those individuals more involved in JRLL responded to both waves of the survey and their involvement in the initiative made them more aware of and/or possibly more frustrated by data challenges.

Significant differences were also evident when examining years at current agency between Wave 1 only and both-wave respondents and Wave 2 only and both-wave respondents ($p<.01$ and $p<.05$, respectively). The Wave 1 only respondents had slightly more experience in their current agency than the both-wave respondents; whereas the Wave 2 only respondents had worked within their current agency for significantly longer than the individuals who responded

to both waves of the survey. The Wave 2 only respondents worked in the criminal justice system for significantly less time and not surprisingly, were significantly less likely to be a JRLL stakeholder ($p<.05$ and $p<.001$, respectively).

Overall, many factors appear to be fairly consistent between the Wave 1 only and both-wave respondents and the Wave 2 only and both-wave respondents. The results of the respondent characteristic and research question t-tests demonstrate a fair amount of consistency on the key demographic characteristics and research questions. As the next section details, the qualitative sample remained very consistent between the two waves of the interviews. These factors are important to consider with regard to the results of each of the research questions, which will be presented immediately after the Alachua County qualitative research sample discussion.

Qualitative sample

The Alachua County JRLL stakeholders in the quantitative samples described above in the micro-, meso-, and macro-level statistics tables are comprised of those individuals who are recognized as key stakeholders in the county and thus also comprised the qualitative sample. These respondents were interviewed in-person or over the telephone at two points in time. Most of the qualitative sample in the Alachua County case study was identical between the two waves; however, there were two instances in which the individual serving in that position changed roles and as such the replacement was interviewed. Moreover, four individuals were unavailable to be interviewed at the point of the second interview. Table 14 provides the titles of each member of the qualitative sample and their waves of participation in the Alachua County case study.

Table 14: Alachua County qualitative sample

Stakeholder title	Wave 1 (October 2009)	Wave 2 (January – March 2011)
Administrative Judge*	x	x
Alternative Sentencing Manager	x	
Bureau Chief, Jail	x	
Chief Judge	x	x
Community Advocate	x	
County Commissioner	x	x
County Manager	x	x
Court Analyst	x	x
Criminal Court Operations Manager	x	x
Director, Community-Based Program	x	
Director, Court Services	x	x
Director, Court Technology	x	x
Director, Inmate Programs and Community Outreach, Jail	x	x
Director, Jail	x	x
Eighth Circuit Administrator, Florida Department of Corrections	x	x
Jail Population Manager	x	x
Police Chief, Gainesville Police Department	x	x
Pretrial Services Manager	x	x
Probation Program Supervisor	x	x
Public Defender*	x	x
Sheriff, Alachua County Sheriff's Department	x	x
State Attorney	x	x
Support Services Division Manager, Jail	x	x
Total	**23**	**19**
*Turnover took place in these positions between the administrations of the two survey waves; interview of title occurred at both waves, but the individual interviewed differed.		

The above table demonstrates a slight decrease in participation in the qualitative research component of the present research, similar to that experienced in the quantitative component. Six of the stakeholders who were interviewed at Wave 1 were no longer in their positions at the point of Wave 2. Two of these stakeholders were replaced by the time of the Wave 2 interviews; however, an additional four stakeholders' positions were vacant and substitute participants could not be identified. Further, although most of the above JRLL stakeholders interviewed also

participated in the surveys, slightly fewer of the stakeholders partook in the surveys compared to the interviews.

Like the quantitative analyses, micro-level change has been examined for those individuals who participated in both waves of the research activities and macro-level change has been examined for the entire county as a whole. Given the small *n* in the qualitative sample, meso-level analyses were not conducted for the research questions that solely relied upon the results of the qualitative data. The following section presents findings from the qualitative and quantitative Alachua County JRLL case study analyses.

Findings

Micro- and macro-level analyses were performed for each research question. Meso-level analyses were conducted for the research questions which employed quantitative data analyses. The results of the research questions are presented in accordance with the associated Lewin-White three phases of system change and have been examined for evidence of support for this model.

Phase I: Unfreeze

There are four research questions associated with the first phase of the Lewin-White system change model. The first two research questions are assessed only using qualitative data, and as such are examined for change at the micro- and meso-levels. The findings for all four research questions will now be presented, followed by a brief discussion as to whether the results provide evidence in support of Lewin-White's Phase I, unfreeze, system change schema.

Research Question 1: Was there any evidence of readiness for change?

Readiness for change was assessed strictly utilizing results from the qualitative key stakeholder interviews. At the point of the Wave 1 interviews, most of the JRLL stakeholders

reported that Alachua County was ready for the JRLL system change process. One stakeholder asserted that the executive decisionmakers were "now listening and are ready for change" and another stakeholder stated that "the framework [for change] is in place." Yet another stakeholder reported a view that the county is "ready for change," but that some challenges may emerge as the system change work ensues. This stakeholder also stated that the county is "moving in the right direction, slowly crumbling walls, but others [obstacles] may come up as we do this work." In thinking about previous change efforts, one stakeholder reported that "managing change has been rough for us," but then followed up by stating the county has a "new interest in working on issues related to reentry" and saw JRLL as one of these endeavors.

In comparing the county's readiness for change stemming from the JRLL effort to other initiatives, one stakeholder reported that the county has been "involved in similar efforts in the past, but things happened which threatened the sustainability, like statute changes, staffing changes, funding changes; we're ready now though to take on this project." Another stakeholder asserted directly that "we're ready to advance to the next level." Whereas several other stakeholders noted that roles and responsibilities were not clear and although "everyone is working together…everyone has not yet bought in."

At the point of Wave 2, the individual stakeholders reported that roles and responsibilities were clearer. Importantly many of the stakeholders also recognized that the JRLL system change effort was not complete and as White's component of the Lewin-White system change schema asserts, system change requires an iterative and experimental approach. To this point, one stakeholder reported, "We will never be done with this [JRLL] project. We are in it for the long haul. We won't get to put a plaque on the wall and declare victory. Every six months of every year we need to have tools to check back in and continually make improvements." By Wave 2,

one stakeholder also reported that although there were "conflicting political motivations" this stakeholder agreed with the sentiments expressed by many of the other stakeholders: that the county has worked hard at pulling the community together toward a common goal and is "ready" to continue advancing toward the long-term goals of the JRLL system change effort.

The results from the key stakeholder interviews reveal that these individuals felt that the county was ready to engage in the JRLL system change work; many individuals felt that despite some challenges (e.g., managing roles, responsibilities, and workloads) Alachua County was ready to embark on the change effort at the onset of the initiative, or at the point of the Wave 1 interviews. By Wave 2, stakeholders indicated even more readiness and commitment to the system change effort. One stakeholder asserted that, "From my standpoint roles and responsibilities are clearer than they were previously…everybody knows what is expected." Another stakeholder indicated that "For the most part, roles and responsibilities are really clear." One respondent noted that there is some "overlap" in roles, but that the responsibilities are clear. Finally, one stakeholder remarked that "Everybody understands the importance of letting their guard down."

These individual responses provide micro-level evidence in support of readiness for change, as the perceptions of respondents shifted between the two waves. Moreover, because the opinion that the county was ready to change was shared by stakeholders across the board and between both of the survey waves there is also evidence of macro-level support for readiness to change, in that the stakeholders perceptions represent the views of the system as a whole and the views they expressed uniformly indicate transformation or change of the system. This finding thus provides evidence in support of the first research question.

Research Question 2: Was there any evidence of resistance to change?

Resistance is a very prominent theme in the system change literature. For the purposes of the present research it is desirable that there not be evidence of resistance to change, or if resistance was evident at Wave 1 of the research activities that this resistance lessened or dissipated by Wave 2. Almost half of the stakeholders, 10 respondents, reported at Wave 1 that resistance to change was an issue in implementing the JRLL system change effort. Some of their specific remarks included statements that everyone in the county was not "all on the same page," particularly in relationship to whether there was a need to build additional jail space and that there were some "turf issues." Further, it was reported that it had been difficult to get "buy-in" from certain vital decisionmakers, specifically noting that it is hardest to "consistently get buy-in from the judges." Stakeholders described judges as "reluctant," especially around issues of case processing. One stakeholder asserted that "judges don't want to be scrutinized." Other stakeholders reported that there is resistance in regards to sharing data, "resistance among staff at the jail," and also occasionally from the State Attorney's office. Stakeholders remarked that the State Attorney's resistance was expected because the JRLL change effort is not totally aligned with the mission of a District Attorney (DA), stating that DA's should not be concerned with "minimizing criminal justice costs."

During the Wave 2 key stakeholder interviews respondents again commented on resistance exhibited by some decisionmakers, most notably that of judges, but described conditions as improving. One stakeholder reported that there "have been barriers to collaboration, lots of fiefdoms within the county, but we are working together better now." Changes in collaboration will be discussed in greater detail below, under the research question that specifically addresses this topic, but in general, stakeholders reported being better able to come to the table to meet and coordinate on issues related to JRLL system change. Another

stakeholder noted that "in general the county hasn't been resistant to changing things lately; people get it in the big picture, but sometimes things break down when we get to the minutiae of it." One stakeholder noted a wish for other parties to feel more "urgency" to make system transformations, but concluded by asserting that changes are made when there is a "crunch" to accomplish certain goals and tasks.

Despite failing to achieve full dissipation of all resistance to change that the Alachua County JRLL stakeholders reported observing or perceiving, it is clear that stakeholders felt an improvement in this area between the two survey waves and at both the individual, or micro-, as well as at the system, or macro-, levels. This is demonstrated through the changes observed by individual stakeholders as well as cumulative changes experienced by the group as whole. Respondents' combined views are representative of the full system. At Wave 2, stakeholders did not report resistance from any group other than the judiciary and noted specific improvements in regards to areas that had previously been described as particularly challenging, such as resistance in the sharing of information.[16] Although the pendulum did not fully swing to a climate completely free of resistance to the JRLL system change effort, it is evident that attitudes and actions, as reported by the stakeholders, began to shift in the desired direction. Therefore, the Alachua County JRLL key stakeholder interviews provide evidence that the environment for change was emerging, as resistance was found to be inhibiting the change process less frequently and less profoundly between the two waves of research activities.

[16] Shifts in how data are used and shared will be addressed in greater detail below, in context with the research question designed to measure this topic, stakeholders did report though that data are being shared more frequently between more agencies in order to support the implementation and to monitor progress of the county's system change work.

Research Question 3: Were Hsia and Beyer's six requisite areas for system change evident?

Hsia and Beyer (2000) argue that there are at least six requisites to affect full system change, involving at a minimum: (1) "A 'big picture' perspective" (p. 3); (2) interagency collaboration to coordinate planning and implement changes to impact systemic problems between various agencies; (3) regular data collection and ongoing meaningful use of such information; (4) commitment of resources, particularly financial when at all possible; (5) reformation of policies and procedures; and finally, and possibly most importantly, (6) both top-down and bottom-up commitment. For the purposes of the present research, these six prerequisites are categorized in a single composite measure. As Table 8 in Chapter 5 demonstrates, a total of 31 survey items were collapsed into a composite measure in order to assess Hsia and Beyer's six requisites. This research question only involves quantitative measurement, but as with all of the other quantitative analyses, was assessed at the micro-, meso-, and macro-levels.

Table 15 below presents the results of the t-tests, at the micro- (only both-wave respondents), meso- (all respondents in each wave by spheres), and macro-levels (combined respondents all respondents in each wave).

Table 15: Alachua County findings: Research Question 3

Were Hsia and Beyer's six requisites for system change evident?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	82	2.64	0.39	82	2.59	0.38	0.100
Meso‡‡‡							
Jail	35	2.58	0.08	57	2.49	0.05	0.345
Courts	22	2.51	0.02	17	2.58	0.04	0.120
Other CJ	11	2.73	0.05	10	2.63	0.10	0.349
Non CJ	17	2.79	0.07	13	2.80	0.08	0.884
Law Enforcement	48	2.74	0.06	79	2.68	0.04	0.401
Macro‡‡‡	133	2.66	0.03	176	2.61	0.03	0.237

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

As Table 15 demonstrates, just one of the t-tests related to the Hsia and Beyer requisites for system change was significant. At the micro-level, respondents experienced significant change in the composite measure assessing support for Hsia and Beyer's six requisites for system change (p=.10). Given the decrease in this measure at the micro-level between Waves 1 and 2, this change was not in the hypothesized direction.

With the exception of this statistically significant difference at the micro-level, it is interesting that at virtually every level of analysis (micro, meso, and macro) and in almost every sphere the mean results actually decreased from Wave 1 to Wave 2; the only exception was exhibited in the findings from the courts sphere respondents, who experienced a slight increase in this measure between the survey waves.

The results of these analyses fail to fully support or refute the hypothesis that significant change would be evidenced at all levels in the composite measure developed to assess Hsia and Beyer's six requisites for system change. There are at least three potential explanations for this

finding. First, the composite measure may have failed to properly measure Hsia and Beyer's requisites. Second, change in the six requisites may not have occurred between the survey waves. Or finally, Hsia and Beyer's six requisites for system change may not be relevant to the JRLL system change effort and as such, the measures were not affected by the targeted change approach. Two of Hsia and Beyer's requisites, collaboration and data, are examined independently in subsequent sections. Evidence of change in the expected direction in these other measures and any statistically significant differences may help explain if the Hsia and Beyer composite measure was inadequately constructed or perhaps does not adequately operationalize a concept that is meaningful to the current research. These research questions are examined under Phase III, iterate/experiment; the fourth research question, assessing the impact of the feedback loops, will now be discussed.

Research Question 4: Was information provided through feedback loops related to any observed changes?

The information provided to each of the JRLL study sites through a feedback loop varied based upon the results of each site's Wave 1 organizational survey. In Alachua County, it was determined through the Wave 1 research findings that respondents from the jail, courts, and law enforcement spheres were less engaged in the domains of collaboration and communication than the JRLL site leaders desired, as well as in comparison to the findings for respondents representing the other spheres. This information was then provided to the Alachua County stakeholders in the form of a Wave 1 research report. Thus, the feedback loop to examine in the Alachua County JRLL case study is whether measures related to collaboration and communication improved from Wave 1 to Wave 2 for the jail, courts, and law enforcement respondents. This research question is fully addressed through the meso-level findings of Research Question 7: Were perceptions of collaboration between agencies participating in the

criminal justice system improved? As such, the results of these analyses are presented under the subsequent section.

The results of the research questions related to Phase I of the Lewin-White JRLL system change approach are mixed. The qualitative findings bear support for readiness for change and sufficient gains toward ameliorating resistance to change. The composite measure designed to assess Hsia and Beyer's requisites or readiness for change, however, did not consistently demonstrate positive gains between the two survey waves. Because the feedback loop in the Alachua case study mirrors an existing research question, this discussion is presented under Research Question 7, which assesses Phase III commitment to iterate/experiment and to collaborate. Later in this chapter, this research examines whether further support is found in examining the effect of the feedback loop and thus for Phase I, unfreeze, of the Lewin-White test of system change. The findings associated with the Phase II, change, research questions will now be discussed.

Phase II: Change

Arguably the simplest component of the Lewin-White schema to assess is the second phase, change. As Lewin describes it, this is the phase in which the target is moving from the current level to that of the desired. For the purposes of the present research, there are two research questions that have been positioned under this component of the Lewin-White system change model. These inquiries involve both qualitative and quantitative assessments at the micro-, meso-, and macro-levels. The first research question has been integrated into the analyses and the discussion of each of the other inquiries. The second research question in this phase looks specifically at the term "justice reinvestment" and assesses respondents' change in their knowledge of this concept. The findings for the sixth research question are presented below,

followed by a brief discussion about the degree to which the findings provide evidence in support of Lewin-White's Phase II, change, schema.

Research Question 5: Did change related to the justice reinvestment approach occur at the micro-, meso-, and macro-level(s)?

As previously discussed, this research question has been examined as a component of the other eight inquiries. Micro- and macro-level analyses were performed on every research question; meso-level analyses were only performed on those research questions that employed quantitative data. The questions, which only examine qualitative data, are the first and second research questions, as such these are the only inquiries which did not include a meso-level analysis. Discussion of the evidence for micro-, meso-, and macro-level change has been presented with each of the other research questions.

Research Question 6: Did knowledge of the concept "justice reinvestment" increase among criminal justice system actors?

In the Wave 1 qualitative interviews of JRLL key stakeholders, only seven, or less than one-third of the respondents reported knowing anything about justice reinvestment. These individuals described justice reinvestment in the following terms: (1) "it's a different way of dealing with people on drugs;" (2) "we [the county] understand that we can't get a return until we make the investment;" (3) "more investment in social spending to have a direct impact on the jail population;" and (4) "making a more efficient use of our scarce county funds." These statements rightly asserted many of principles the Urban team and other national researchers were presenting to the county about the goals and potential outcomes for justice reinvestment. It is clear, however, that most of the key stakeholders were not yet familiar with the concept of justice reinvestment. In fact, one stakeholder reported that "some stakeholders don't understand what justice reinvestment is and are scared of it."

By Wave 2 of the qualitative interviews, virtually all of the Alachua County key stakeholders reported that they knew what the concept of justice reinvestment meant and many offered their own detailed descriptions of the system change approach. One respondent described justice reinvestment as an "effort to look at what is going on in the system and find areas where we can improve efficiency as it relates to the jail population; ensuring we have the right people in jail, without housing people who don't need to be there." Another stakeholder described justice reinvestment as a process in which "we can go about, as a community, reducing the jail population; particularly focusing on those individuals who consume the most amount of criminal justice resources." Along the same lines, an additional stakeholder asserted that justice reinvestment is about "targeting people who are expensive to house in the jail."

In terms of how JRLL works operationally compared to other types of system change and local criminal justice initiatives, one stakeholder reported that justice reinvestment is "almost like nothing else I've ever dealt with before." Stakeholders expressed excitement for this new way of doing business, but also reported concerns about agreement between stakeholders regarding how to measure and what data to examine when measuring cost savings, where to reinvest any potential savings, and the effort's long-term sustainability. The remarks of one respondent vividly summarize what many other county stakeholders expressed in various ways; the stakeholder asserted that "this is the most organized and focused effort to address issues related to the drivers of the local criminal justice costs and population, much more intense and less piecemeal from what has been done in the past." This language was not evident in any of the Wave 1 interviews.

The qualitative findings in relationship to Research Question 6 demonstrate clear evidence of both micro- and macro-level change in knowledge of the concept of justice

reinvestment. Concerns expressed by the key stakeholders indicate that the county had begun to embark on the complicated discussions and planning for full JRLL model implementation. The findings from the quantitative analyses for this research question, at the micro-, meso-, and macro-levels will now be presented.

As Table 16 demonstrates, there are no statistically significant differences at the micro-, meso-, or macro-level in relationship to changes in knowledge of the concept justice reinvestment between Waves 1 and 2 of the survey.

Table 16: Alachua County findings: Research Question 6

Did knowledge of the concept "justice reinvestment" increase?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	89	0.71	0.46	89	0.76	0.43	0.254
Meso‡‡‡							
Jail	39	0.36	0.07	62	0.47	0.06	0.238
Courts	23	0.83	0.03	17	0.88	0.04	0.360
Other CJ	12	0.83	0.06	10	0.90	0.08	0.497
Non CJ	18	0.83	0.07	14	0.93	0.06	0.268
Law Enforcement	51	0.63	0.07	84	0.64	0.05	0.902
Macro‡‡‡	143	0.63	0.04	187	0.64	0.03	0.839

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

Despite no findings of significance at every level of analysis, it is important to note that the mean score did actually increase between the two survey waves. Moreover, the standard deviation at every level also decreased between Wave 1 and Wave 2 of the survey administration. This indicates that respondents, at every level, and within every sphere, were more likely to know what justice reinvestment was at the time of Wave 2 survey administration and there was less variation in the responses to this item. Most notably, these increases were experienced at the

meso-level, through more than a 10 percent increase (survey question is on a one-point scale) in knowledge of justice reinvestment by respondents of the jail and non-criminal justice agencies.

The lack of statistically significant findings regarding Research Question 6 should not minimize the importance of change experienced in this area. Central to the JRLL change effort is knowledge of what justice reinvestment is; it is difficult, if not impossible, for a local jurisdiction to embark on changing its criminal justice norms and procedures in alignment with the justice reinvestment model without first understanding what the approach is. The findings from this research question provide a crucial first step toward demonstrating the county's commitment to the full implementation, application, and sustainability of the system change approach.

Change in knowledge of justice reinvestment as well as shifts that have already been demonstrated in the research questions presented thus far provide support for Phase II of the Lewin-White system change schema. Additional changes will be explored under the following section, Phase III of the Lewin-White approach. However, the data explored thus far suggest that changes that are supportive of the Lewin-White framework are evident through the implementation of the JRLL model in Alachua County.

Phase III: Iterate/Experiment

The final component of the Lewin-White system change schema integrates White's research on managing change in the public sector during turbulent times. To address White's findings, the present research revised Lewin's final phase of his change theory, positing that the final phase represented institutionalization of the desired change. However, it is not realistic to accomplish institutionalization of the change effort in the two years in which JRLL had been begun in the sites at the point of the second wave of research activities.

The present research instead tests the integrated Lewin-White theory, hypothesizing that the applicable final phase is a commitment to iterate and experiment. The research questions that address these important factors include a commitment to collaborate, share data, and utilize evidence-based practices. The first two research questions under this category have been assessed utilizing both qualitative and quantitative data, whereas the final research question is assessed with only the quantitative survey results. All three research questions have been examined at each of the levels of analysis: micro, meso, and macro. The results of each of these research questions will now be presented.

Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved?

When the Wave 1 qualitative interviews were conducted, most of the stakeholders reported generally positive views about the county's collaboration. One stakeholder asserted that Alachua County is a "very collaborative community." Other stakeholders indicated that collaboration could be improved, but was better at that point in time than it had ever been in the past, and that the collaborative environment was "close to ideal" and had a "positive system tension." Most of the respondents reported that the PSCC includes all of the relevant stakeholders; however, two of the interviewees discussed that it would be helpful to hear from "consumers" or those individuals who have been formerly incarcerated. One of these respondents stated that it "would be good to have the voice of those individuals who have been through the jail and are most impacted by our criminal justice system" included in the collaborative body. One stakeholder also reported that the voice of victims is lacking and yet another stated that there is a dearth in the perspectives from faith-based partners. Further, a few respondents indicated that they felt collaboration was good on paper and in-person since people were showing up to meetings, but when it was time to implement changes or do other related

work the collaboration was not as evident and may have been purposefully thwarted. One individual noted that "collaboration is good, but accountability and follow-through are lacking."

It is clear from the above discussion that most of the Alachua County JRLL key stakeholders felt that collaboration was positive and had been improving at the point of the Wave 1 interviews. By Wave 2, the sentiments had mostly increased. Stakeholders remarked very positively about the county's level of collaboration during the Wave 2 interviews. One stakeholder stated that "we're working together better now than ever." The fact that collaboration was occurring and that it was more positive than ever does not mean though that this is altogether easy. One stakeholder expressed that the "will is there to be collaborative" and further remarked that "in spite of some of the feelings of defensiveness, I still rate our collaboration as excellent; because of our county's small size we still see people in the grocery store and have to all work together in the end." Several stakeholders remarked that "we don't always agree" but that the relevant parties are constantly communicating, working together, and because of this naturally collaborating.

The qualitative evidence on collaboration demonstrates that this is an area that was strong at the start of the JRLL initiative and improved between the two waves of the key stakeholder interviews. The collaborative environment was not reported to be perfect and some areas of improvement were noted, but the group of stakeholders who were interviewed expressed a strong commitment to continue to be a part of and to grow the collaborative. The qualitative findings described above provide micro- and macro-level support in relation to Research Question 7. The quantitative results in regards to collaboration will now be presented.

While marginal increases resulted at almost every level of respondent from Wave 1 to Wave 2, in regards to the quantitative assessment of collaboration, Table 17 demonstrates that

there were no statistically significant changes between the responses that comprise the collaboration composite measure.

Table 17: Alachua County findings: Research Question 7

Were perceptions of collaboration improved?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	88	2.55	0.53	88	2.56	0.48	0.795
Meso‡‡‡							
Jail	35	2.48	0.10	53	2.50	0.06	0.875
Courts	21	2.50	0.04	17	2.52	0.05	0.769
Other CJ	12	2.68	0.05	10	2.48	0.13	0.150
Non CJ	18	2.79	0.09	14	2.79	0.09	0.986
Law Enforcement	46	2.55	0.08	75	2.67	0.05	0.218
Macro‡‡‡	132	2.57	0.04	169	2.60	0.03	0.567

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

Positive gains were experienced at all levels, with the exception of the meso-level "other than criminal justice" sphere (respondents from this sphere reported lower levels of collaboration). Importantly, the jail, courts, and law enforcement spheres experienced some positive gains related to this measure. The increases are more notable for those respondents in the law enforcement sphere. This is of particular value to the present study as it relates directly to Research Question 4, which was designed to examine the effect of feedback loops. Although the changes are not significant, the law enforcement, courts, and jail spheres' respondents on average reported greater perceptions of collaboration at Wave 2 of the survey administration. Moreover, the law enforcement and jail spheres experienced substantial growth in the number of respondents between the survey waves. This latter point in itself may indicate a greater level of commitment to collaborate and support the JRLL system change effort, and as such may provide

support for the evidence of an effective feedback loop as well support for a commitment to collaborate.

The scale for this measure, similar to that of all of the composite measures, is a four-point scale.[17] All of the levels of analysis demonstrate mean scores slightly above the midpoint at both waves. Slight increases could imply that the jurisdiction is moving in the right direction towards sustaining the JRLL change effort; however, there is clearly still room for improvement in the area of collaboration for the Alachua County JRLL stakeholders and that change takes time. The qualitative results demonstrate that change related to collaboration is occurring in the expected and desired direction, but these shifts have not yet reached the level of sea change. The results of Research Question 8, which pertains to the use and sharing of data, will now be presented.

Research Question 8: Did perceptions of the degree to which data are used and shared between agencies participating in the criminal justice system improve?

The use of data is an integral component of the justice reinvestment approach and as such this system change effort was highly reliant upon stakeholders' commitment to share data and to make data-driven decisions in the management of the local criminal justice system. Importantly, the final element of the Lewin-White system change schema also requires that stakeholders are collecting and using data to guarantee an iterative system change effort that continuously monitors progress, adapting and integrating the approach as necessary.

Most of the stakeholders interviewed expressed some level of frustration about data not being available and/or shared at the point of the first interview wave. Early work in the JRLL initiative heightened the importance of data for many of the stakeholders. One interviewee remarked that through the JRLL data analysis conducted by the Urban research team, "I learned

[17] Appendix E provides frequency ranges and variations, by research question and unit of analysis.

how important it is to pull data and have technical support to do regular reports." A number of respondents also commented that it would be good if the county had a centralized data warehouse for all of their criminal justice information, indicating a frustration with the inability of current data systems to "talk to each other."

Virtually every stakeholder stated that the county needs "consistency" in their data definitions. Some respondents even outlined data points that they wished were collected and monitored, such as time stamps in the arresting process. Interestingly, some of the executive-level decisionmakers felt that the county had access to more data than those decisionmakers who were more involved in the day-to-day operations. This indicates that many of the agency heads seemed to believe that data were abundant, but often just one level down the hierarchy, reports of available data were not as glowing. Another complaint about data expressed by a number of the key stakeholders was that key information was "too manually intensive" to obtain. It was clear through the Wave 1 interviews that data was an area of deep frustration and concern to the stakeholders.

At the point of Wave 2, many of the Alachua County JRLL stakeholders indicated that improvements in data sharing had occurred since Wave 1, but that this was still an area which presented the county with numerous challenges. One stakeholder reported that, "changes in sharing data have occurred, but it has been difficult because the programs and systems don't talk to each other." A few other stakeholders however felt less positive about progress made on the data front; one indicated that "I haven't seen a difference in how data are used and shared over the past few months…it seems like we're going over the same ground again and again." The quality of data also emerged as a concern in the Wave 2 interviews; one respondent asserted that there is "a lot of tension about data quality." Several respondents indicated that individuals

effectively share information “verbally” but that the technology is missing to “link-up” information. Most all of the interviewees expressed concern and frustration about the county’s technology systems and almost universally described a personal desire that the county have a more effective automated way to share and link data electronically.

The above discussion suggests that the results are mixed in support of enhanced data sharing and use. Although some of the stakeholders articulated that they felt this component had improved over the course of the two interview waves, given the high level of concern and frustration stakeholders still expressed about this topic and the fact that several stakeholders reported “no improvement,” it is unclear if there is qualitative evidence of micro- and/or macro-level changes related to this area. In search of more definitive evidence in regards to this research question, the discussion will now turn to the quantitative findings.

Table 18 demonstrates findings of statistical significance emerged in the data use and sharing question with two groups: meso-level courts sphere and macro-level. The meso-level courts sphere had the strongest statistical significance of any measure in the Alachua County case study ($p<.01$); thus, respondents from the courts sphere had very significant changes in their perceptions of the degree to which data were used and shared, between the two survey waves. These findings are consistent with this research’s hypotheses. At the system, or macro-level, there were also findings of statistical significance in the predicted direction regarding how respondents reported using and sharing data ($p<.10$).

Table 18: Alachua County findings: Research Question 8

Did perceptions of the degree to which data are used and shared improve?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	75	2.37	0.49	75	2.41	0.48	0.381
Meso‡‡‡							
Jail	30	2.22	0.11	50	2.36	0.06	0.249
Courts	21	2.18	0.04	17	2.42	0.06	0.002
Other CJ	11	2.63	0.08	10	2.49	0.12	0.357
Non CJ	17	2.40	0.08	13	2.66	0.16	0.153
Law Enforcement	41	2.55	0.07	72	2.55	0.05	0.976
Macro‡‡‡	120	2.39	0.04	162	2.48	0.04	0.098

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

Despite the lack of statistical significance on some measures, survey respondents at virtually every level of analysis reported improvements in the degree to which data were used and shared between the two waves of the survey. As Table 18 demonstrates, the only exception to this was a decrease experienced at the meso-level by the “other than criminal justice” sphere. Moreover, the law enforcement sphere did not report any change at all in this measure.

The data use and sharing composite measure resulted in the most statistically significant findings found in the Alachua County case study. Survey respondents almost universally reported an increase in their perceptions of data use and sharing. Despite mixed results from the qualitative analysis, these findings strongly support Phase III of the Lewin-White system change schema; stakeholders appear to be strongly committed to and feel as though they have actually observed changes in how data are used and shared in Alachua County. Obviously given the level of frustration JRLL stakeholders expressed in regards to data, a great deal of room for improvement remains in this area. Stakeholders may have felt more pressure to report and

interpret data, and as such the frustrations that were voiced by the JRLL qualitative respondents may be indicative of the different views held by people in executive and managerial positions. Nonetheless, the results provide evidence of the site's commitment to use and share data in support of iterative and experimental efforts to sustain the JRLL change approach. The results of the final research question, commitment to evidence-based practices, will now be presented.

Research Question 9: Were criminal justice system actors more committed to evidence-based practices?

Research Question 9 examines if respondents were more committed to evidence-based practices from Wave 1 to Wave 2 of the survey administration. This is one of two research questions that only employs quantitative measures from the survey; there is no qualitative component associated with this inquiry. The other research question that examined just quantitative results is Research Question 4 and like this research question, as well Research Questions 7 and 8, a composite measure of related survey items was developed to determine if change occurred related to the commitment to evidence-based practices measure.

Support for this final research question was mixed. Statistically significant changes were not evidenced in any area, as demonstrated in Table 19.

Table 19: Alachua County findings: Research Question 9

Were criminal justice system actors more committed to evidence-based practices?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	81	2.80	0.64	81	2.87	0.67	0.293
Meso‡‡‡							
Jail	34	2.78	0.11	50	2.59	0.10	0.198
Courts	19	3.29	0.05	17	3.26	0.05	0.342
Other CJ	12	3.07	0.09	10	3.30	0.13	0.071
Non CJ	17	3.35	0.11	12	3.46	0.15	0.277
Law Enforcement	47	2.57	0.08	74	2.62	0.08	0.351
Macro‡‡‡	129	2.88	0.05	163	2.78	0.05	0.170

‡One-tailed t-tests were conducted because the research hypotheses were unidirectional. To be conservative, two-tailed t-tests were also performed and were found to have a minimal impact, only eliminating statistical significance in the "other than CJ" sphere.

‡‡Micro tests were conducted using pairwise t-tests.

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values.

Although no findings of significance were found in the evidence-based practices model, the means did advance in the expected direction at the individual, or micro-level, and within three of the five spheres; however, in the other two meso-level sphere analyses and the macro-level examination, positive changes were not found.

As previously discussed, the jail and law enforcement spheres experienced a large growth in the number of respondents between Waves 1 and 2. Although not significant, the law enforcement sphere reported a slight increase in support of evidence-based practices between the two survey waves. The jail sphere, however, experienced a large drop in support for evidence-based practices from Wave 1 to Wave 2 of the survey administration. It is likely that the result of the decrease in commitment to evidence-based practices in the jail meso-level analysis is responsible for the overall decreased commitment observed in this measure at the macro-level.

Commitment to evidence-based practices can be seen as a large paradigm shift for any criminal justice system. As the results from the Alachua County case study suggest, those involved in jail management and operations may be less supportive and committed to the principles of utilizing evidence-based practices, as compared to other spheres. Fortunately these findings are not universal, either by sphere or level of analysis. Moreover, the national movement towards implementing evidence-based practices is still relatively young. As additional evidence that demonstrates these risk reduction principles becomes available, other stakeholder groups may become more supportive of and committed to an evidence-based approach in criminal justice.

The discussion above presents that some support for Phase III of the Lewin-White system change schema was observed in each of the three related research questions. Not all of the results were statistically significant and not all of the changes occurred in the hypothesized or desired direction. The trends observed in the three Phase III research questions, however, are generally moving in a positive direction and thus provide some support for Phase III of the Lewin-White system change approach.

Alachua County JRLL Case Study Summary

Overall, some support was found through the JRLL Alachua County case study for the test of the Lewin-White system change schema. Positive findings were not universal, but in each of the three phases of the Lewin-White model, affirmative qualitative and quantitative findings emerged. Areas of improvement were evident at all levels and within each of the research questions. Given the short period of time that elapsed between the two waves of the research activities, initial support for the county's commitment and interest in adopting the JRLL system change approach, as measured through the three phases of the Lewin-White model, confirm the

theoretical approach. The following chapters assess the Lewin-White system change schema through an examination of the JRLL implementation activities in the other two case studies: Allegheny County, Pennsylvania and Travis County, Texas. The findings for Allegheny County will be presented first, followed by Travis County. A synthesis chapter examining results from each of the three case studies follows the Travis County findings.

CHAPTER 7: FINDINGS FROM THE ALLEGHENY COUNTY JRLL CASE STUDY

Allegheny County is located in southwestern Pennsylvania and is comprised of 730 square miles. Allegheny is the Metropolitan Statistical Area of Pittsburgh, the second largest county in the state, and home to a number of colleges and universities (U.S. Census Bureau, 2012), most notably the University of Pittsburgh and Carnegie Mellon University, which respectively have enrollments of more than 34,000 and 11,000 students annually (University of Pittsburgh, n.d.; Carnegie Mellon University, n.d.). According to the U.S. Census Bureau, in 2010 Allegheny County had a population of 1,223,348, almost 10 percent (9.63 percent) of the state's total population, which was estimated at just above 12.7 million people. Unlike the state, however, Allegheny County's population decreased between 2000 and 2010; Allegheny's population fell by 4.6 percent, compared to the slight growth of 3.4 percent experienced by the state. In 2010 approximately 81 percent of the county's population identified as White, not Hispanic, and 13 percent identified as Black. Both of these rates are very similar to that of the state, which are 79 percent and 11 percent, respectively. Allegheny County and the state have virtually the same proportion of persons reported as living below the poverty level, 12.3 percent and 12.4 percent, respectively. However, the annual median household income is slightly lower in Allegheny County compared to the state median, $47,961 and $50,398, respectively (U.S. Census Bureau, 2012).

Allegheny County is comprised of 130 independent municipalities. In addition to the county's governmental structure each municipality also has their own organizational configuration. The Justice Reinvestment at the Local Level (JRLL) system change approach

attempted to work with and engage Allegheny County's municipal and state partners; the majority of the efforts and the description of the JRLL initiative, however, focus on the county.

Allegheny County is managed by an elected Chief Executive (the County Executive), a 15 member county council (13 members are elected by their districts and two are members at large), and aided by an appointed county manager. In 2000, the citizens of Allegheny County approved a Home Rule Charter, which established this current governmental structure (Allegheny County, n.d.). At this same time, the county actively sought ways to better coordinate the local criminal justice organizational structure and management of services. These efforts resulted in the introduction of two related strategic planning bodies, the Criminal Justice Advisory Board (CJAB) and the Jail Collaborative.

Unlike the state of Florida, which mandates that every county in the state have a collaborative body to focus on issues related to the jail and jail overcrowding,[18] Allegheny County operates the CJAB, an executive-member interagency strategic planning body, voluntarily. The CJAB is composed of the leaders of the Allegheny County government, local law enforcement, and the court system. The goal of CJAB is to oversee the local criminal justice system effectively and to respond to the interests of Allegheny County residents in a manner that is most conducive to public safety. The CJAB is co-chaired by Allegheny County's President Judge and the Chief Executive (Urban Institute, n.d.).

The Allegheny County Jail Collaborative is comprised of the County Department of Human Services (DHS), the Allegheny County Jail (ACJ), and the Allegheny County Health Department. The Jail Collaborative was developed in order to provide additional support for individuals discharged from the ACJ into the community and has two primary goals: increase

[18] Florida's collaborative structures, known as Public Safety Coordinating Committees (PSCCs) are described in detail in Chapter 3.

public safety and reduce recidivism (Allegheny Department of Human Services, n.d.). There is some overlap between the agencies and members of the Jail Collaborative and the CJAB; the two bodies also promote similar goals and provide support to mutually reinforce the work and activities of the respective groups. The JRLL effort was spearheaded in Allegheny County by the CJAB and as such this body consisted of the core team for the project; leaders of the Jail Collaborative, however, were also included in the research activities.

Allegheny County is responsible for the many county-run human and social services programs, including the management and operation of the ACJ. The jail is operated by an administrator, or Warden, who is appointed by the County Executive. Although Allegheny County does have a Sheriff, this individual is not responsible for any of the jail activities or operations. In 2008, the jail's average daily correctional population was 2,598, slightly below the institution's rated capacity of 2,750. In the several years prior to Allegheny's involvement in JRLL the jail's average daily population and annual releases and discharges began to drop. For example, in 2006, 25,547 individuals were admitted into the Allegheny County Jail, as compared to 18,141 in 2009 (Allegheny County Bureau of Corrections, 2009). As evidenced by these statistics, at the onset of participation in JRLL Allegheny County was not facing a jail population crisis. The efforts of the CJAB and the Jail Collaborative likely contributed to a lowered jail population through the 2000s; Allegheny County stakeholders, however, became deeply troubled by the heavy financial encumbrance of the local criminal justice system.

In 2000, Allegheny County's expenditures on county public safety functions[19] totaled $59,280,543. This equaled almost 10 percent (9.3 percent) of all of the county's spending for the

[19] This includes all county expenditures for the emergency services, the jail, and police. The Sheriff, District Attorney, Clerk of Courts, Court of Common Pleas, and Public Defender expenditures are all categorized under general government functions.

year (Allegheny County Office of the Controller, 2001). Just eight years later, at the start of Allegheny County's participation in JRLL, public safety spending in the county had increased almost 86 percent, to $110,130,385 (Allegheny County Office of the Controller, 2009). Given the economic climate and the fact that Allegheny County's general population is actually decreasing, the increased expenditures (which are almost exclusively supported through general fund dollars) are not sustainable for the county. Importantly, these public safety costs are only a portion of the local criminal justice expenditures, as they do not factor in attorney and court costs, which too were rising precipitously from 2000 to 2008.

Although not in the midst of a crisis for jail beds, Allegheny County was under great pressure financially and politically to obtain better outcomes for the county funds expended on the local criminal justice system. It is with this mindset that Allegheny County applied and was selected to participate in the JRLL initiative. The remainder of this chapter presents Allegheny's findings from the nine previously described research questions within the evaluation framework of the Lewin-White system change schema.

The following sections of this chapter first reiterate the research questions. The descriptive statistics for each level of analysis (micro-, meso-, and macro-level) are examined, followed by a brief discussion of the quantitative and qualitative samples. The final section presents the findings for each research question, which are organized by the three components, or phases, of the Lewin-White system change schema: unfreeze, change, and iterate/experiment.

Research questions

As detailed in the methodology chapter (Chapter 5), each of the research questions falls within one of the Lewin-White three phases of system change. These phases include: Phase I,

unfreeze; Phase II, change; and Phase III, iterate/experiment. The nine research questions and the related system change phases are as follows:

Phase I: Unfreeze
(1) Research Question 1: Was there any evidence of readiness for change?
(2) Research Question 2: Was there any evidence of resistance to change?
(3) Research Question 3: Were Hsia and Beyer's six requisite areas for system change evident?
(4) Research Question 4: Was information provided through feedback loops related to any observed changes?

Phase II: Change
(5) Research Question 5: Did change related to the justice reinvestment approach occur at the micro-, meso-, and macro-level(s)?
(6) Research Question 6: Did knowledge of the concept "justice reinvestment" increase among criminal justice system actors?

Phase III: Iterate/Experiment
(7) Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved?
(8) Research Question 8: Did perceptions of the degree to which data are used and shared between agencies participating in the criminal justice system improve?
(9) Research Question 9: Were criminal justice system actors more committed to evidence-based practices?

Exploring change at the micro-, meso-, and macro-levels is a central component of the present research, and as such this has been presented as a discrete research question (Research Question 5); however, this inquiry is empirically considered and measured as an element of each of the other eight research questions. Later in this chapter, the findings for the other research questions will be described in detail including the relevant micro-, meso-, and macro-level results. The methodological approach combines both quantitative two-tailed t-tests and qualitative reviews of key stakeholder interviews.[20] The following section presents the descriptive statistics for the three levels of analysis, micro, meso, and macro, which comprise the present study.

[20] Chapter 5 provides a detailed discussion of the methodology employed for the present study and Appendix E presents the frequencies and variation of responses by each research question and level of analysis.

Micro-level descriptive statistics

Because the micro-level analyses are comprised of just those individuals who participated in both waves of the survey (*n*=172), the respondent samples from Wave 1 and Wave 2 are identical, and the descriptive characteristics are nearly identical. Slight changes occurred in the age and line staff versus executive/management staff variables, which is to be expected, given people naturally aged between the survey waves and a small number of individuals appear to have been promoted to higher level positions over the course of the two survey waves. Table 20 provides a summary of the descriptive statistics for Allegheny County's micro-level analyses sample. The descriptive statistics are presented at the point of Wave 2, in order to account for the slight changes described above.

Table 20: Allegheny County micro-level analyses sample, descriptive statistics

$\bar{x}$ age	$\bar{x}$ # years worked in the CJ system	$\bar{x}$ #years worked for current agency	% JRLL stakeholder	% line staff	% staff at the jail	% female	*n*
45.20	14.92	11.55	12.2%	50.0%	14.5%	39.5%	172

The mean age of the micro-level sample in Allegheny County is almost 46 years old. Clearly the micro-level sample has a great deal of experience, with an average of almost 15 years working in the criminal justice system and almost 12 years working for their current agency. Slightly more than 12 percent of the sample is made up of JRLL stakeholders, meaning that these individuals also participated in the qualitative component of the present research, in addition to the quantitative survey. Half of the sample held positions that are considered line staff; these positions were coded to exclude any titles that had administrative or managerial authority, and can be thought of as non-exempt staff, according to the Fair Labor Standards Act (FLSA). Almost 15 percent of the respondents reported working in the jail and slightly less than 40

percent are female. The total number of respondents in Allegheny County who participated in both waves of the survey is 172. Sample responses vary, however, between survey items.

Again, micro-level analyses are comprised of just those individuals who participated in both waves of the survey. Of these respondents, the vast majority answered all of the survey questions. Slightly over 80 percent (82.0 percent or 141 respondents) answered every survey question in Wave 1. This rate actually increased slightly in the second wave, when almost 90 percent (89.5 percent) responded to all of the survey questions. With an understanding of the micro-level Allegheny County case study respondents, the meso-level and macro-level descriptive statistics will now be presented.

Meso-level descriptive statistics

The meso-level sample is comprised of the respondent spheres (see Table 21 for the listing and number of respondents by each sphere at each research wave). Although the actual spheres remain constant between survey waves, the individual respondents varied by research wave. For the purposes of the present research, Allegheny County is comprised of seven discrete spheres: jail, courts, non-criminal justice agencies, law enforcement, probation/parole, pretrial, and defense attorneys. The spheres have been coded to prevent any overlap between the respondents and sphere categories and, more importantly, to protect the confidentiality of all respondents. The jail, courts, probation/parole, pretrial, and defense attorneys spheres are more self-explanatory than the others; these spheres consist of individuals who work within these individual institutions. Members of the non-criminal justice sphere include representatives from the county and state governmental agencies (e.g., the Department of Human Services and the Veterans Administration), as well as community-based organizations. The law enforcement sphere respondents consist of members of the county policing and sheriff agencies, as well as

representatives from many of the other municipal police departments and the District Attorney's office. Agencies and titles were collapsed into spheres so as to assure the confidentiality of individual respondents and to allow for a sufficient number of responses to conduct the means tests; therefore, a minimum of 10 respondents are included in each sphere.

Table 21 presents the spheres and number of respondents by each wave for the Allegheny County case study. This information is followed by the descriptive statistics for each sphere and wave.

Table 21: Allegheny County spheres and number of respondents

Level	Frequency		Percent	
	Wave 1	Wave 2	Wave 1	Wave 2
Sphere/Meso				
Jail	195	71	38.9%	24.8%
Courts	50	40	10.0%	14.0%
Non CJ Agency	44	36	8.8%	12.6%
Law Enforcement	61	37	12.2%	12.9%
Probation/Parole	65	52	13.0%	18.2%
Pretrial	33	30	6.6%	10.5%
Defense Attorneys	53	20	10.6%	7.0%
Total/Macro	**501**	**286**	**100.0%**	**100.0%**

As Table 21 demonstrates, the composition of the meso-level sample shifted between the two survey waves. The most notable difference is that every sphere experienced a decrease in the number of participants. The decreased participation varied considerably by sphere; for example, only three fewer participants from the pretrial sphere participated in Wave 2 of the survey, whereas more than 100 fewer respondents participated from the jail. Due to the fact that the overall participation decreased, most of the spheres sustained similar proportional representation between the two survey waves.

As was demonstrated in the presentation of the micro-level descriptive statistics, 172 individuals participated in both waves of the survey; an additional 329 individuals participated

just in Wave 1. Participation dipped dramatically between the two waves of the survey, but fortunately the level of response by sphere remained large enough to allow for meaningful comparisons within this meso-level analytic approach. The total number of respondents in Waves 1 and 2 were combined in the meso-level analyses into the spheres; thus, the *n* for the purposes of the meso-level analyses are equal to seven, the total number of spheres.

Participants' characteristics by sphere shifted between the two survey waves. As was the case in the micro-level analyses, changes in the average age and average number of years worked in the criminal justice system, as well as the average number of years worked for the current agency, would naturally increase for those individuals who participated in both waves of the research activities. The meso-level participation, however, is not identical between waves and some notable changes did occur between the administration of the research activities.

Table 22: Allegheny County meso- and macro-level analyses sample, descriptive statistics

Level	$\bar{x}$ age		$\bar{x}$ # years worked in the CJ system		$\bar{x}$ #years worked for current agency		% JRLL stakeholder		% line staff		% female	
	W1	W2	W1	W2	W1	W2	W1	W2	W1	W2	W1	W2
Sphere /Meso												
Jail	41.41	40.90	11.98	11.68	11.21	9.21	2.60%	7.00%	80.20%	78.30%	28.30%	26.80%
Courts	46.54	48.60	13.46	15.02	11.92	8.90	14.00%	22.50%	57.40%	40.00%	50.00%	60.00%
Non CJ Agency	46.68	47.75	10.28	9.28	8.37	6.64	11.40%	11.10%	37.20%	32.40%	62.80%	61.10%
Law Enforce-ment	47.92	46.97	20.07	22.97	16.03	16.30	6.60%	8.10%	25.40%	18.90%	6.80%	10.80%
Probation / Parole	42.74	44.52	14.31	16.40	13.23	15.02	4.60%	3.80%	79.00%	68.60%	53.20%	44.20%
Pretrial	39.74	39.67	10.29	11.73	8.03	8.23	3.00%	3.30%	86.70%	85.70%	54.80%	46.70%
Defense Attorneys	42.70	47.50	11.66	15.30	9.49	12.55	1.90%	5.00%	35.30%	20.00%	54.70%	40.00%
Total / Macro	43.36	44.62	13.11	14.42	11.48	10.95	5.20%	8.70%	62.80%	54.10%	38.60%	39.90%

Table 22 demonstrates changes in the proportion of respondents who reported themselves as line staff personnel, by sphere; in some spheres this rate increased, whereas in others it decreased.

Changes in the average age, average number of years worked in the criminal justice system, and average number of years worked for the current agency varied by sphere; however, little change within sphere was experienced between waves. The percentage of JRLL stakeholders, by sphere, changed very little from Wave 1 to Wave 2; this is likely the result of JRLL stakeholders being more likely to take both waves of the survey and as such their numbers remained relatively static. Interestingly, the percentage of respondents who are line staff and who are female varied quite dramatically by sphere. With respect to the law enforcement sphere, just over 25 percent of respondents reported being line staff and less than 7 percent reported being female at Wave 1 of the survey administration. The latter statistic is likely the result of greater involvement in research activities and strategic planning by executive- and managerial-level law enforcement officers. The former statistic is representative of a field that is largely dominated by males. The descriptive statistics for the macro-level Allegheny County case study sample will now be presented.

Macro-level descriptive statistics

Similar to the meso-level, the macro-level sample is comprised of all individuals who participated in each wave of the survey, regardless of whether they participated in both waves. The mean responses for all participants were compared between survey waves irrespective of sphere. The analytic method was the same as that employed in the micro-level analyses, with the exception that the responses were analyzed in aggregate for each wave as opposed to testing the means for each wave paired by respondent. The total *n* for the macro-level analysis is equal to one, the composite of the Allegheny County criminal justice system.

As Table 22 demonstrates, all of the provided descriptive statistics at the macro-level changed slightly between Waves 1 and 2. Most of the observed differences are quite small and may primarily be accounted for by the decreased number of respondents who participated in Wave 2 of the survey (as shown in Table 21). The largest difference is evidenced by the proportion of line staff who participated in the two waves of the survey; the Wave 2 sample was comprised of more executive- and managerial-level respondents. The drop off of line staff respondents may be partially attributable to the overall lower level of participation at Wave 2 of the survey administration. It is important to keep in mind the differences in respondent characteristics, by level and by wave, while interpreting the research findings that will be presented later in this chapter. A brief description of the quantitative respondent characteristics will now be provided, followed by a discussion of the qualitative research sample.

Quantitative respondent characteristics

As discussed in the research sample section of the methodology chapter, this study hypothesized that the composition of the survey respondents would change between waves. At the onset of the research this was believed to be an important component of the study, as shifts in the respondent pool itself might represent transformations in who is relevant to and/or involved in the initiative, which are the result of the system change effort. For example, if one sphere was more prominent in the research sample at one of the waves of research activities, this might imply that the sphere was more involved in the effort at that point in time or in the recent past. This change is not relevant to the micro-level analyses, as these tests specifically illustrate shifts experienced by unique individuals who participated in both waves of data collection. At the meso- and macro-levels, however, the samples are affected by and comprised of the

transformations in the changing respondent pool. Therefore, it is important to discuss differences between the groups of individuals who responded to only one versus both waves of the survey.

Two-tailed independent samples t-tests were conducted on a number of variables in order to examine differences between these two sample groups. The tests were conducted on several respondent characteristics, including: gender, age, years employed in the criminal justice system, years in current agency, sphere, employed within the jail, and JRLL stakeholder. T-tests on each of the quantitative research questions were also performed. It is important to understand if there are differences in these measures; because the changing milieu may be a result of the system change effort itself, statistical differences between the altered survey respondents may be of value and interest independent of any other factors. The results of these analyses are presented below.

Table 23: Allegheny County wave respondent characteristics

	Wave 1 Responses							Wave 2 Responses						
	Wave 1 Only			Both Waves				Wave 2 Only			Both Waves			
Characteristics	***n***	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p***	***n***	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p***
Gender	329	1.39	0.49	158	1.39	0.49	0.999	114	1.40	0.49	172	1.40	0.49	0.891
Age	327	42.57	10.74	156	45.04	11.33	0.020	114	43.73	11.78	172	45.20	12.33	0.314
Years employed in CJ system	329	12.28	9.21	158	14.84	10.88	0.011	114	13.67	10.69	172	14.92	10.84	0.335
Years in current agency	329	11.10	8.91	158	12.28	10.10	0.208	114	10.04	9.57	172	11.55	9.94	0.201
Sphere	329	3.10	2.57	172	4.66	2.30	0.000	114	3.16	2.25	172	4.66	2.30	0.000
Staff at the jail	329	0.52	0.50	172	0.15	0.35	0.000	114	0.40	0.49	172	0.15	0.35	0.000
JRLL stakeholder	329	0.02	0.49	172	0.12	0.49	0.000	114	0.04	0.19	172	0.12	0.33	0.005
RQ3: Hsia & Beyers requisites measure	302	2.55	0.40	150	2.53	0.38	0.651	99	2.53	0.41	164	2.52	0.41	0.839
RQ6: Knowledge of justice reinvestment	329	0.33	0.47	156	0.51	0.50	0.000	114	0.57	0.50	170	0.73	0.45	0.006
RQ7: Collaboration measure	264	2.48	0.56	155	2.49	0.54	0.837	91	2.47	0.52	155	2.57	0.46	0.143
RQ8: Data measure	265	2.38	0.48	141	2.38	0.46	0.951	85	2.38	0.45	153	2.34	0.47	0.561
RQ9: Evidence-based practices measure	279	2.75	0.72	163	3.07	0.65	0.000	90	2.84	0.73	155	3.00	0.61	0.066

As Table 23 demonstrates, several results of the t-tests were significant.

Virtually all of the items that were found to be statistically significantly different between the Wave 1 only and the both-wave respondents were also significant between the Wave 2 only and the both-wave respondents. The responses from Wave 1 yielded seven instances of statistically significant differences between the sample groups. The both-wave respondents were

significantly older than the Wave 1 only respondents ($p<.05$), differed by sphere ($p<.001$), were less likely to be staff at the jail ($p<.001$), were much more likely to be a JRLL stakeholder ($p<.001$), were more likely to have knowledge of the term "justice reinvestment" ($p<.001$), and were more likely to express support for evidence-based practices ($p<.001$). The responses from Wave 2 resulted in five statistically significant differences between the sample groups. The both-wave respondents significantly differed by sphere ($p<.001$), were less likely to be staff at the jail ($p<.001$), were much more likely to be a JRLL stakeholder ($p<.01$), were more likely to have knowledge of the term "justice reinvestment" ($p<.01$), and were more likely to express support for evidence-based practices ($p<.10$).

Supportive of the theory that those individuals who responded to both waves of the survey were more involved in the JRLL system change effort, respondents of both survey waves were significantly more likely to have knowledge of justice reinvestment and to be a JRLL stakeholder, at both Wave 1 and Wave 2 of the survey. Table 23 demonstrates that the composition of the samples vary on several key factors. It is important to examine if change was evident between waves at the micro-, meso-, and macro-levels; the results of these analyses are presented later in this chapter.

Overall, some factors appear to be consistent between the Wave 1 only and both-wave respondents and the Wave 2 only and both-wave respondents, while others vary considerably. As the next section details, the qualitative sample remained very consistent between the two waves of the interviews. These factors are important to consider with regard to the results of each of the research questions, which will be presented immediately after the Allegheny County qualitative research sample discussion.

Qualitative sample

The Allegheny County JRLL stakeholders in the quantitative samples described above in the micro-, meso-, and macro-level statistics are comprised of those individuals who are recognized as key stakeholders in the county and thus also comprised the qualitative sample. These respondents were interviewed in-person or over the telephone at two points in time. Most of the qualitative sample was identical between the two waves; however, there were two instances in which the individual serving in that position changed roles and as such the replacement was interviewed. Moreover, one individual was unavailable to be interviewed at the point of the second interview and one stakeholder was added at Wave 2. Table 24 provides the titles of each member of the qualitative sample and their waves of participation in the Allegheny County case study.

Table 24: Allegheny County qualitative sample

Stakeholder title	Wave 1 (December 2009 – January 2010)	Wave 2 (December 2010 – February 2011)
Administrative Judge, Criminal Division	x	x
Administrator/Warden, Jail	x	x
Assistant Director, Probation Department	x	x
Chief Deputy District Attorney	x	x
Consultant to the Jail Collaborative	x	x
County Manager	x	x
Court Administrator	x	x
Criminal Court Administrator	x	x
Deputy Director, Department of Human Services	x	x
Director, Community-Based Organization	x	x
Director, Department of Human Services	x	x
Director, Justice Related Services, Department of Human Services	x	x
Director, Pretrial Services*	x	x
Director, Probation Department*	x	x
Magisterial District Judge	x	x
Police Chief, McCandles Police Department	x	x
Police Chief, Northern Regional Police Department	x	x
Police Chief, Pittsburgh Police Department	x	
Policy and Planning Administrator, Jail**		x
President Judge	x	x
Programmer/Data Analyst, Court Services	x	x
Project Manager/Data Analyst, Court Services	x	x
Public Defender	x	x
Senior Judge	x	
Sheriff	x	x
Total	**24**	**23**

*Turnover took place in these positions between the administrations of the two survey waves; interview of title occurred at both waves, but the individual interviewed differed.
** Newly created position between Wave 1 and Wave 2 of the research activities.

The above table demonstrates a very slight decrease in participation in the qualitative research component of the present research. Two of the stakeholders who were interviewed at Wave 1 were no longer in their positions at the point of Wave 2; these stakeholders were replaced by the point of the Wave 2 interviews and as such the newly appointed individuals were interviewed at

Wave 2. One stakeholder was unavailable to be interviewed at Wave 2 and a substitute participant could not be identified. Further, an additional stakeholder was added at Wave 2, given a newly created and highly relevant position. All of the above JRLL stakeholders interviewed also participated in at least one wave of the survey.

Like the quantitative analyses, micro-level change has been examined for those individuals who participated in both waves of the research activities and macro-level change has been examined for the entire county as a whole. Given the small *n* in the qualitative sample, meso-level analyses were not conducted for the research questions that solely relied upon the results of the qualitative data. Findings from the qualitative and quantitative Allegheny County JRLL case study analyses are presented in the following sections.

Findings

Micro- and macro-level analyses were performed for each research question. Meso-level analyses were conducted for the research questions which employed quantitative data analyses. The results of the research questions are presented in accordance with the associated Lewin-White three phases of system change and are examined for evidence of support for this model.

Phase I: Unfreeze

There are four research questions associated with the first phase of the Lewin-White system change model. The first two research questions are assessed only using qualitative data, and as such are examined for change at the micro- and meso-levels. The findings for all four research questions will now be presented, followed by a brief discussion as to whether the results provide evidence in support of Lewin-White's Phase I, unfreeze, system change schema.

Research Question 1: Was there any evidence of readiness for change?

Readiness for change was assessed strictly utilizing results from the qualitative key stakeholder interviews. At the point of the Wave 1 interviews, the JRLL stakeholders reported mixed sentiments regarding Allegheny County's readiness to implement the JRLL system change process. One stakeholder asserted that the initiative presented "an opportunity for a fresh start." While another stated that the "history in Allegheny County has been to deal with problems as they occur without a systematic approach," further noting "Allegheny is prepared to downsize the jail," but concluded, noting "there is currently no local leader with a criminal justice vision." A different stakeholder reported that "an unhealthy tension currently exists between the court and the jail." Another respondent commented that Allegheny County "is not ready to embark on this systems change effort…there are too many other competing demands for time…the effort is not strategically integrated with the other ongoing activities in the county." Further, another stakeholder asserted that "not everyone is on the same page."

On the other end of the spectrum, however, several key stakeholders reported that the county was moving in the right direction. One noted that Allegheny County "is going in the right direction because not everyone needs to be in jail…It may cause more harm to lock people up…Allegheny County should consider alternatives." A different stakeholder remarked, "Allegheny County needs systemwide change" and that "the initiative should be focused on how to make the criminal justice more efficient and accountable." Another stakeholder noted a recent transformation enabling the county to implement the JRLL system change effort, asserting that "Foresight and leadership have changed noticeably."

At the point of Wave 2, most of the stakeholders directly discussed significant efforts the county had made to try to coordinate activities strategically under one county plan for system change. Stakeholders asserted their high regard for the county's progress in getting the local

criminal justice system ready to change. Stakeholders provided positive remarks, such as: "We're making some good progress," "We've made a lot of progress," and "All of the pieces of the puzzle are on their way to coming together." Specifically in regards to the level of progress made and the pace at which the county demonstrated more of a readiness to change, two stakeholders noted "Everybody is chugging along and moving forward" and "We are zooming! We've made leaps and strides since we started this project…we've made good progress internally but the relationship with the jail has been completely revamped." As for the timing in implementing system change, one stakeholder remarked "This is a good time to make changes."

Importantly, the Wave 2 interviews provide evidence that Allegheny County had successfully begun to integrate JRLL more strategically into the core of the local criminal justice decisionmaking platform as the initiative progressed. Related to this point, one stakeholder stated that "JRLL is part of a larger picture of trying to achieve making decisions together…we have all come to the realization that no one agency or person can make all of the decisions. JRLL has forced everyone to buy-in." This stakeholder further remarked that "Things currently going on are absolutely essential. For the most part, there is buy-in that people in the jail could be dealt with more cost effectively outside of the jail" and further commented, "Pittsburgh is embracing that there are places outside of Pittsburgh that are doing valuable things that we should be trying to learn from."

Although virtually all of the stakeholders noted that Allegheny County was ready to change and some remarked that the county had actually begun to change at the point of the Wave 2 interviews, one respondent articulated the historical challenges relevant to the JRLL system change approach by remarking "It's never been an issue of putting in new policies. It's making the policies stick that is the problem. New policies will work well for a while but will slowly

digress to where it was before." This is a crucial point that is closely related to Phase III of the Lewin-White system change schema, which asserts successful system change requires an iterative and experimental approach. This factor will be explored in greater detail later in this chapter.

The results from the Allegheny County key stakeholder interviews reveal that these individuals felt the county was ready to engage in the JRLL system change work; many stakeholders expressed that despite some challenges experienced at Wave 1 (e.g., tensions between the court and the jail, a lack of a local leader, and the failure to fully integrate JRLL into the county's strategic plan) Allegheny County was ready to embark on the change effort by the time the Wave 2 interviews were conducted.

These individual responses provide micro-level evidence in support of readiness for change in Allegheny County, as the perceptions of respondents shifted between the two waves. Moreover, because the opinion that the county was ready to change was shared by stakeholders across the board and between both of the survey waves there is also evidence of macro-level support for readiness to change, in that the stakeholders perceptions represent the views of the system as a whole and the views they expressed uniformly indicate transformation or change of the system. This finding thus provides evidence in support of the first research question.

Research Question 2: Was there any evidence of resistance to change?

Resistance is a very prominent theme in the system change literature. For the purposes of the present research it is desirable that there not be evidence of resistance to change, or if resistance was evident at Wave 1 of the research activities that this resistance lessened or dissipated by Wave 2. Over one-third of the stakeholders, nine respondents, reported at Wave 1 that resistance to change was an issue in implementing the JRLL system change effort. Some of

their specific remarks included statements that everyone in the county was not "all on the same page" or not "on-board." This came up particularly in regards to whether there was engagement from the bench and whether the police and the public were particularly resistant to the system change effort. A number of key stakeholders mentioned some of the adversarial relationships in the county. As one individual put it, "The real challenge is changing opinions…The problem is generating buy-in and convincing tax payers." This same stakeholder also stated, "Law enforcement is not really onboard for a long restructuring process…they are passive aggressive. Pushback from law enforcement is not unique to Allegheny County." Another stakeholder noted, "The most difficult group to persuade is law enforcement." One key informant warned, "Police will fight the effort…seeing it as process to release criminals and thereby threatening public safety."

In offering a strategy to address resistance from law enforcement effectively, one stakeholder explained, "The message to police needs to be that there is an alternative that is as punitive as jail. For police to be convinced, they need to know that there are restrictions, like electronic monitoring, that are as punitive as jail. We should free space in the jail for violent offenders." Yet another individual remarked that the "project should be pitched as clearing space [in the jail] for those who do need to be there, then police will be more supportive."

Several stakeholders commented that the resistance was "generational" and that with shifts in the workforce, people retiring and younger people being hired, less resistance is evident. In addition to the direct resistance discussed by the Allegheny County stakeholders in the Wave 1 interviews, respondents also noted a lesser form of resistance that they saw emerging, namely that of deep frustration and apathy for the system change effort. This was discussed in regards to the lack of data available to help the county "assess" the current condition of the local criminal

justice population and which some stakeholders noted was essential in obtaining the buy-in of less involved, but crucial county stakeholders, as well as in invoking general interest and commitment from other county leaders and personnel. One stakeholder remarked that the "Level of engagement is low."

At the point of the Wave 2 key stakeholder interviews, far fewer respondents indicated that they perceived resistance in response to the county's efforts to change the local criminal justice system. Comments of this nature were not absent altogether, but were far less prominent and focused on different actors. No mention of resistance from the bench or the public was noted and comments of resistance from law enforcement largely involved the jail, as opposed to the discussions of police at Wave 1. There was only one mention of resistance from law enforcement at the point of the Wave 2 interviews, which dealt with a more general and political overtone. The stakeholder noted, "No one wants to be seen as being easy on crime."

Several stakeholders described resistance from jail staff as indicative of an environment that created more barriers and challenges at the point of the Wave 2 interviews, particularly in relation to jail staff being resistant to implementation of the JRLL system change effort. This issue was discussed with varying levels of concern; one stakeholder who expressed the greatest level of dissatisfaction with resistance observed from the jail staff remarked, "It feels as though some of the problem is the result of sabotage or a complete lack of caring for their [jail staff] job." However, several stakeholders noted that the change effort presented challenges for jail staff, but paradoxically the effort was of most use to their jobs in comparison to other stakeholder groups; this respondent noted it is "Difficult for correctional officers. We need them to buy-in to the [JRLL] program. Getting the officers' union and the officers to believe that they can make a difference will help…It's really all about their safety anyway."

As for the responses in reference to apathetic partners, this also came up less frequently during the Wave 2 interviews, but one stakeholder remarked that although the public defender and district attorney have not been outright resistant to the change process, they must be more involved for the effort to succeed. Getting all of the actors in Allegheny County to buy in to the effort and to see the relevance to their positions of employment and as community members was noted as an important factor in advancing the JRLL system change pursuits. As one stakeholder put it, "Allegheny County has a history of, 'if it doesn't affect me directly, I'm not exactly interested.'"

Despite failing to achieve full dissipation of all resistance to change that the Allegheny County JRLL stakeholders reported observing or perceiving, it is clear that stakeholders felt an improvement in this area between the two survey waves and at both the individual, or micro-, as well as at the system, or macro-, levels. This was demonstrated through the changes observed by individual stakeholders as well as cumulative changes experienced by the group as whole. Respondents' combined views are representative of the full system. At Wave 2, stakeholders did not report significant resistance from any group other than the jail staff. Areas of resistance that were prominently highlighted at the point of the Wave 1 interviews were not discussed as being problematic at Wave 2. Most notably, concerns about resistance from law enforcement were discussed at great length as an area of concern at Wave 1, whereas at Wave 2 discussion on this topic was virtually nonexistent.

Although the pendulum did not fully swing to a climate completely free of resistance to the JRLL system change effort, it is evident that attitudes and actions, as reported by the stakeholders, began to shift in the desired direction. Therefore, the Allegheny County JRLL key stakeholder interviews provide evidence that the environment for change was emerging, as

resistance was found to be inhibiting the change process less frequently and less profoundly between the two waves of research activities.

Research Question 3: Were Hsia and Beyer's six requisite areas for system change evident?

Hsia and Beyer (2000) argue that there are at least six requisites to affect full system change, involving at a minimum: (1) "A 'big picture' perspective" (p. 3); (2) interagency collaboration to coordinate planning and implement changes to impact systemic problems between various agencies; (3) regular data collection and ongoing meaningful use of such information; (4) commitment of resources, particularly financial when at all possible; (5) reformation of policies and procedures; and, finally, and possibly most importantly, (6) both top-down and bottom-up commitment. For the purposes of the present research, these six prerequisites have been categorized. As Table 8 in Chapter 5 demonstrates, a total of 31 survey items were collapsed into a composite measure in order to assess Hsia and Beyer's six requisites. This research question only involves quantitative measurement, but as with all of the other quantitative analyses it was assessed at the micro-, meso-, and macro-levels.

Table 25 below presents the results of the t-tests at the micro- (only both-wave respondents), meso- (all respondents in each wave by spheres), and macro-levels (combined respondents all respondents in each wave).

Table 25: Allegheny County findings: Research Question 3

Were Hsia and Beyer's six requisites for system change evident?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	144	2.53	0.29	144	2.52	0.38	0.652
Meso‡‡‡							
Jail	173	2.58	0.40	62	2.41	0.44	0.002
Courts	44	2.65	0.37	34	2.57	0.44	0.259
Non CJ	42	2.63	0.29	34	2.64	0.38	0.919
Law Enforcement	55	2.47	0.40	35	2.47	0.39	0.997
Probation/Parole	60	2.55	0.32	50	2.54	0.33	0.753
Pretrial	29	2.74	0.30	28	2.83	0.30	0.049
Defense Attorneys	49	2.18	0.37	20	2.23	0.31	0.489
Macro‡‡‡	452	2.54	0.39	263	2.52	0.41	0.450

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

As Table 25 demonstrates, just two of the t-tests related to the Hsia and Beyer requisites for system change were significant. At the meso-level, in the jail and pretrial spheres, respondents experienced significant change in the composite measure assessing support for Hsia and Beyer's six requisites for system change ($p<.005$ and $p<.05$, respectively). Given the decrease in this measure between Waves 1 and 2, for the jail respondents, this change was not in the hypothesized direction. Thinking back to the previous research question, which assessed resistance to change, many stakeholders expressed concerns about resistance to the JRLL system change effort exhibited by jail staff. The results of this current research question may further support the sentiments expressed by many of the stakeholders. On the other hand, the pretrial sphere experienced statistically significant change in the hypothesized direction.

Like these two statistically significant differences found at the meso-level (with the jail and pretrial spheres), at virtually every level of analysis (micro, meso, and macro) and in almost

every sphere the mean results were mixed between Waves 1 and 2 of the research activities. Some of the sub-groups in the samples experienced an increased mean score on this measure, whereas the others' mean score decreased. The research findings are evenly split between changes experienced in the hypothesized direction.

The results of these analyses fail to fully support or refute the hypothesis that significant change would be evidenced at all levels in the composite measure developed to assess Hsia and Beyer's six requisites for system change. There are at least three potential explanations for this finding. First, the composite measure may have failed to properly measure Hsia and Beyer's requisites. Second, change in the six requisites may not have occurred between the survey waves. Or finally, Hsia and Beyer's six requisites for system change may not be relevant to the JRLL system change effort, and as such the measures were not affected by the targeted change approach. Two of Hsia and Beyer's requisites, collaboration and data, will be examined independently. Evidence of change in the expected direction in these other measures and any statistically significant differences may help explain if the Hsia and Beyer composite measure was inadequately constructed or perhaps does not adequately operationalize a concept that is meaningful to the current research. These research questions will be examined under Phase III, iterate/experiment; the fourth research question, assessing the impact of the feedback loops, will now be discussed.

Research Question 4: Was information provided through feedback loops related to any observed changes?

The information provided to each of the JRLL study sites through a feedback loop varied based upon the results of each site's Wave 1 organizational survey. In Allegheny County, it was determined through the Wave 1 research findings that respondents from within the jail setting believed that communication was weaker than individuals who responded to the survey from

other settings. This information was then provided to the Allegheny County stakeholders in the form of a Wave 1 research report. Thus, the Allegheny County feedback loop to examine is whether measures related to collaboration and communication improved from Wave 1 to Wave 2 for the jail respondents. This research question is fully addressed through the meso-level findings of Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved? As such, the results of this analysis are presented under the subsequent section.

The results of the research questions related to Phase I of the Lewin-White JRLL system change approach are mixed. The qualitative findings bear support for readiness for change and show sufficient gains toward ameliorating resistance to change. The composite measure designed to assess Hsia and Beyer's requisites or readiness for change, however, did not consistently demonstrate positive gains between the two survey waves. Because the feedback loop in the Allegheny case study mirrors an existing research question, this discussion is presented under Phase III commitment to iterate/experiment through Research Question 7 on collaboration. Subsequent sections in this chapter revisit whether further support is found in examining the effect of the feedback loop and thus for Phase I, unfreeze, of the Lewin-White test of system change. The findings associated with the Phase II, change, research questions will now be discussed.

Phase II: Change

Arguably the simplest component of the Lewin-White schema to assess is the second phase, change. As Lewin describes it, this is the phase in which the target is moving from the current level to the desired level. For the purposes of the present research, there are two research questions that have been positioned under this component of the Lewin-White system change

model. These inquiries involve both qualitative and quantitative assessments at the micro-, meso-, and macro-levels. The first research question has been integrated into the analyses and discussion of each of the other inquiries. The second research question in this phase looks specifically at the term "justice reinvestment" and assesses respondents' change in their knowledge of this concept. The findings for the sixth research question are presented below, followed by a brief discussion about the degree to which the findings provide evidence in support of Lewin-White's Phase II, change, schema.

Research Question 5: Did change related to the justice reinvestment approach occur at the micro-, meso-, and macro-level(s)?

As previously discussed, this research question has been examined as a component of the other eight inquiries. Micro- and macro-level analyses were performed on every research question; meso-level analyses were only performed on those research questions that employed quantitative data. The questions, which only examined qualitative data, are the first and second research questions and are the only inquiries which did not include a meso-level analysis. Discussion of the evidence for micro-, meso-, and macro-level change is presented with each of the other research questions.

Research Question 6: Did knowledge of the concept "justice reinvestment" increase among criminal justice system actors?

In the Wave 1 qualitative interviews of JRLL key stakeholders, only 10, or less than half of the respondents reported knowing anything about justice reinvestment. Four of these individuals, however, reported that they only had a "vague idea" or "little" sense as to what justice reinvestment is. Therefore, only six, or one-quarter, of respondents at Wave 1 reported being familiar with the concept. Universally, these six stakeholders indicated that "Savings need to be captured and reinvestment needs to occur." One stakeholder indicated that the county

wished to prioritize criminal justice investments within the local criminal system to create better outcomes, rather than re-appropriating criminal justice funds outside of the system, noting "Allegheny County would like to reinvest instead of taking money away from the criminal justice system." This was evidenced by Allegheny's efforts to provide crime reduction treatment and services in the jail through the Jail Collaborative and CJAB.

By the point of Wave 2, 22 of the stakeholders, or 96 percent, indicated that they had knowledge of justice reinvestment. Speaking of the vast difference in the level of familiarity of justice reinvestment, one stakeholder remarked, "There's been a sea change in Allegheny County. A group of significant decisionmakers have made a commitment to their understanding of justice reinvestment." Several other stakeholders offered their own descriptions of what justice reinvestment is, noting statements such as: "Recently through this project I've learned what justice reinvestment is. I think it has two facets. One is economic, the investment of funds. Second, is to develop programs that could take certain offenders out of jail;" "Justice reinvestment is about trying to stop filling up the prisons and taking the savings to make sure people don't reoffend;" "Justice reinvestment is making our criminal justice system more effective so that it saves money and funds initiatives that sustain those programs;" "[Justice reinvestment is] how you can utilize all the stakeholders, all the resources, to bring it all together and reinvest at one time;" and, finally "It [justice reinvestment] seems rather encompassing. You look at what is being put into the whole judicial system…how does it pan out in the future? How many people return? How much additional money is spent on returning people? How much is being saved on rehabilitation?" In regards to where stakeholders felt Allegheny County was in the justice reinvestment process, one respondent indicated "We're just beginning to think about

seeing justice reinvestment in this continuum and integrating the reform work going on." None of this language was evident in any of the Wave 1 interviews.

The qualitative findings in relationship to Research Question 6 demonstrate clear evidence of both micro- and macro-level change in the knowledge of the concept of justice reinvestment. Evidence expressed by the key stakeholders indicates that the county had begun to embark on the complicated discussions and planning for full JRLL model implementation. The findings from the quantitative analyses for this research question, at the micro-, meso-, and macro-levels, will now be presented.

As Table 26 demonstrates, at the micro-, meso-, and macro-levels there are several statistically significant differences in changes in knowledge of the concept justice between Waves 1 and 2 of the survey. These findings are highly supportive of the qualitative evidence discussed above.

Table 26: Allegheny County findings: Research Question 6

Did knowledge of the concept "justice reinvestment" increase?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	154	0.51	0.50	154	0.74	0.44	0.000
Meso‡‡‡							
Jail	191	0.27	0.45	71	0.51	0.50	0.000
Courts	48	0.54	0.50	39	0.79	0.41	0.000
Non CJ	43	0.77	0.43	36	0.89	0.32	0.072
Law Enforcement	57	0.32	0.47	36	0.50	0.51	0.033
Probation/Parole	62	0.50	0.50	52	0.75	0.44	0.000
Pretrial	31	0.55	0.51	30	0.73	0.45	0.003
Defense Attorneys	53	0.23	0.42	20	0.55	0.51	0.002
Macro‡‡‡	485	0.39	0.49	284	0.67	0.47	0.000

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

At every level and within every sphere, respondents in Allegheny County were much more likely to report knowing what justice reinvestment was at Wave 2, as compared to Wave 1. Most of these findings were at the highest level of significance: the micro-level sample; the meso-level (within the jail, courts, and probation/parole spheres); and the macro-level sample all had critical significance values below the .001 level. The remaining spheres were also all significant, but varied as to their critical value levels: the law enforcement, pretrial, and defense attorneys spheres had the next highest level of significance ($p<.05$), followed by the non-criminal justice sphere ($p<.10$). Moreover, all of the findings were in the hypothesized direction. This evidence fully supports that at the point of the Wave 2 survey administration, respondents at every level, and within every sphere, were statistically significantly more likely to know what justice reinvestment was.

Central to the JRLL change effort is knowledge of what justice reinvestment is; it is difficult, if not impossible, for a local jurisdiction to embark on changing its criminal justice norms and procedures in alignment with the justice reinvestment model without first understanding what the approach is. The findings from this research question provide a crucial first step toward demonstrating the county's commitment to the full implementation, application, and sustainability of the system change approach.

Change demonstrated in knowledge of justice reinvestment as well as shifts that were demonstrated in the research questions presented thus far provide support for Phase II of the Lewin-White system change schema. Additional changes will be explored under the following section, Phase III of the Lewin-White approach. However, data thus far suggest that the changes that are evident through the implementation of the JRLL model in Allegheny County are supportive of the Lewin-White framework.

Phase III: Iterate/Experiment

The final component of the Lewin-White system change schema integrates White's research on managing change in the public sector during turbulent times. To address White's findings, the present research revised Lewin's final phase of his change theory, positing that the final phase represented institutionalization of the desired change. It is not realistic to accomplish institutionalization of the change effort in the two years in which JRLL had been begun in the sites at the point of the second wave of research activities.

The present research instead tests the integrated Lewin-White theory, hypothesizing that the applicable final phase is a commitment to iterate and experiment. The research questions that address these important factors include a commitment to collaborate, share data, and utilize evidence-based practices. The first two research questions under this category have been assessed utilizing both qualitative and quantitative data; whereas the final research question has been assessed with only the quantitative survey results. All three research questions have been examined at each of the levels of analysis: micro, meso, and macro. The results of each of these research questions will now be presented.

Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved?

At the point that the Wave 1 qualitative interviews were conducted, most of the stakeholders generally remarked positively about current and historic collaboration in Allegheny County. One stakeholder stated, "Collaboration has been consistent and regular." Another remarked, "Currently there are a lot of collaboration and networks of individuals that work together in Allegheny County." In regards to the collaborative body that managed the JRLL effort, one stakeholder noted "The project [JRLL] has brought together a diverse group of actors including: administration at criminal court, probation, Department of Human Services, the

Warden and others. This is a noteworthy feat in Allegheny County." Another stakeholder reported that "Collaboration has been improving…the initial challenges were adversarial separate interests that prevented collaboration…increased representation helped make progress on making collaboration." Several stakeholders felt as though there were "no missing actors" from the collaborative body.

Several other stakeholders noted that collaboration was good or fair, but noted areas that it could be improved upon. One stakeholder stated, "Collaboration in Allegheny County is good but could improve." The improvements that stakeholders discussed ranged from being general to quite specific. Some of the detailed recommendations included involving additional actors in the collaborative body. To this point, one stakeholder remarked that "Some stakeholders from the community [neighborhood based groups and advocates] would be beneficial to have at the table." Several other stakeholders noted that the engagement of judges and pretrial services was missing. One respondent noted, "Key actors are engaged but the courts and pretrial should be more involved." Some stakeholders also expressed concern about the level of engagement of key actors, noting that "Some people refuse to attend the meetings and others' participation seems scripted," and "The input of law enforcement is drowned out by the courts." Several other stakeholders remarked that the focus and efforts of the collaborative effort should be more strategic. Related to this point, a respondent remarked that "Collaboration is frequent…There is open discussion, but the discussion lacks a focus on what should change."

The discussion at Wave 1 in regards to collaboration indicated strong views that collaboration was happening and should continue. Where the collaborative body was struggling, stakeholders identified specific areas for improvement. These suggestions related particularly to

which stakeholders were missing from the collaborative, the level of engagement, and developing a strategic focus for the collaborative body.

It is clear from the above discussion that most of the Allegheny County JRLL key stakeholders felt positively about collaboration at the point of the Wave 1 interviews. The key stakeholder interviews were again dominated by conversations about collaboration at Wave 2. The vast majority of this discussion involved remarks about the positive nature of collaboration and improvements that had been made since Wave 1. In regards to collaboration specifically, stakeholders made remarks such as: "There has been a significant change [in the county's collaboration];" "There is excellent cooperation between all parties;" "The biggest advantage in Allegheny County is collaboration;" "Current collaboration matches up pretty well with ideal collaboration;"[21] "Collaboration has converged in a positive way;" "We're getting together now regularly and that's a big improvement;" "To get so many people involved is remarkable;" and "Collaboration in Allegheny County is of meteoric quality." Many of the respondents were proud of the current status of collaboration and felt as though it had greatly improved from the point of the Wave 1 interviews. One stakeholder noted, "I consider the improvements in our collaboration as the best outcome of the whole initiative to date." Another reported, "Stakeholders are working towards improved collaboration. It is much better than it has been before." Yet an additional stakeholder remarked that "Collaboration has greatly improved…it's better than I thought it even could be. It could be improved but I'm encouraged by where we are right now."

Stakeholders also noted that collaboration had improved dramatically and was bringing people together more regularly. One area in which stakeholders assessed improvements was in regards to communication. One stakeholder stated that, "Communication between all agencies is

[21] This statement was made verbatim by two of the stakeholders.

great. There is no one I would not feel comfortable calling. Everyone is committed to working together." Another stakeholder reported that Allegheny County is "doing pretty well in terms of communication." A number of stakeholders reported that there was "effective communication" within the initiative; one noted, "I'm impressed with the level of communication."

One of the mechanisms that seems to be responsible for stakeholders' belief that collaboration had improved was the introduction of a team charter. Between Waves 1 and 2 of the research activities, Allegheny County adopted a JRLL team charter, which explicated the goals of the project and the responsible stakeholders. In reference to the team charter, one stakeholder reported, "We have a team charter. Our roles and responsibilities are all spelled out and we're working very well together." Moreover, the team charter and the responsibilities it "spelled out" were viewed as advantageous. In describing this process, a respondent noted that "There is a sharing of authority…Current sharing brings a whole new level of authority and importance. We have a collaborative authority."

Many of the stakeholders felt comfortable with the composition of the collaborative body, noting that no one was missing from the group. In line with this sentiment, one stakeholder asserted, "Collaboration is great…Everyone can express themselves honestly to identify issues and get them resolved. No one is really missing [from the collaborative]." Several other stakeholders remarked that: "Everyone who needs to be involved in Allegheny County absolutely is;" "Everyone is on board for increasing the quality of criminal justice in Allegheny County;" "Everyone is at the table;" and "Everyone who needs to be at the table is there now."

Stakeholders noted that there could be improvements in collaboration in two specific areas: "Collaboration between the courts and the jail has improved…they are talking in different ways," and "There used to be a lot of friction between DHS [Department of Human Services]

and the courts but collaboration from all of the initiatives the county has been involved in has improved these relations dramatically." One stakeholder noted that "Collaboration and coordination needs to be improved." Another stakeholder reiterated a point which emerged during the Wave 1 interviews, that a "Strategic communication plan would be helpful." However, overall the remarks about collaboration were very positive.

Consistent with the placement of the collaboration measure under the Lewin-White Phase III system schema, some of the stakeholders acknowledged that collaboration and group decisionmaking was crucial to full system change. To this point, one stakeholder stated, "We can't just have this project where boom, it's over. We have to bring it back to the larger body so it becomes part of the system." The Allegheny County Wave 2 key stakeholder interviews indicate that the key actors and decisionmaking processes were moving in this direction.

Points about collaboration made during the Wave 2 interviews though were not without specific recommendations. The majority of these comments revolved around the necessary actors for the collaborative to be capable of successfully implementing and sustaining system change in Allegheny County. Several of these comments were similar to the Wave 1 remarks, but were not nearly as extensive. One stakeholder noted that "Judges are missing" from the collaborative. Another stakeholder described a political reality that created an obstacle for objective engagement from the judiciary, by noting: "A major problem is that judges across the country, not just in Allegheny County, take large campaign funds from powerful attorneys and law groups." Another stakeholder felt that "There should be more communication to all law enforcement municipalities," and another reported that "I always wanted more faith-based community involvement." Several stakeholders also reported that the county defense bar and victims' advocates were missing from the collaborative.

The qualitative evidence on collaboration in Allegheny County demonstrates that this is an area that was strong at the start of the JRLL initiative and improved between the two waves of the key stakeholder interviews. The collaborative environment was not reported to be perfect and some areas of improvement were noted, but the group of stakeholders who were interviewed expressed a strong commitment to continue to be a part of and to grow the collaborative. The qualitative findings described above provide micro- and macro-level support in relation to Research Question 7. The quantitative results in regards to collaboration will now be presented.

Table 27 demonstrates that there are several statistically significant changes in regards to the quantitative assessment of collaboration from Wave 1 to Wave 2 of the JRLL organizational survey.

Table 27: Allegheny County findings: Research Question 7

Were perceptions of collaboration improved?

	Wave 1			Wave 2			
Level	***n***	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	147	2.50	0.52	147	2.56	0.47	0.187
Meso‡‡‡							
Jail	155	2.52	0.59	56	2.32	0.54	0.014
Courts	41	2.65	0.59	32	2.68	0.42	0.709
Non CJ	37	2.66	0.37	32	2.68	0.42	0.860
Law Enforcement	53	2.35	0.49	29	2.46	0.37	0.196
Probation/Parole	63	2.50	0.50	50	2.53	0.43	0.367
Pretrial	28	2.70	0.39	27	2.79	0.24	0.076
Defense Attorneys	42	2.05	0.47	20	2.36	0.60	0.012
Macro‡‡‡	419	2.48	0.55	246	2.53	0.49	0.156

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

The pretrial and defense attorneys spheres experienced statistically significant differences between Wave 1 and Wave 2 in regards to perceptions of collaboration ($p<.10$ and $p<.05$,

respectively). The jail sphere also experienced statistically significant change in the collaboration composite measure from Wave 1 to Wave 2 ($p<.05$); however, this change was not in the hypothesized direction. Thus, members of the pretrial and defense attorneys spheres felt that collaboration improved significantly between the two waves of the survey, whereas members of the jail sphere felt that collaboration had significantly decreased. Interestingly, the jail sphere was not an area that stakeholders identified in the qualitative component of the research as missing from the collaborative effort; however, this was a group that was mentioned as potentially exhibiting resistance to the JRLL system change effort in general.

With the exception of the decrease in perceived collaboration as reported by members of the jail sphere, positive gains in the collaboration composite measure were experienced at all other levels of analysis. This latter point is of particular value to the present study as it relates directly to Research Question 4, which was designed to examine the effect of feedback loops. To reiterate the description provided under Research Question 4, the applicable feedback loop in the Allegheny County JRLL case study relates to whether collaboration and communication improved from Wave 1 to Wave 2 for the jail respondents. As discussed above, statistically significant change was experienced in the collaboration composite measure[22] for the jail sphere; unfortunately, however this change was not in the hypothesized or desired direction. Thus, the research fails to support Research Question 4 in the Allegheny County case study.

The scale that measures collaboration, similar to that of all of the composite measures, is a four-point scale.[23] All of the levels of analysis demonstrate mean scores slightly above the midpoint at both waves. Slight increases could imply that the jurisdiction is moving in the right

[22] As Table 8 in Chapter 5 demonstrates, the collaboration composite measure is comprised of 19 survey items, two of which specifically address communication.

[23] Appendix E provides frequency ranges and variations, by research question and unit of analysis.

direction towards sustaining the JRLL change effort; however, there is clearly still room for improvement in the area of collaboration for Allegheny County at all levels of analysis; that change takes time. The qualitative results and the findings from the pretrial and defense attorneys spheres demonstrate that change related to collaboration is occurring in the desired direction, but these shifts have not yet reached the level of full system change. The results of Research Question 8, pertaining to the use and sharing of data, will now be presented.

Research Question 8: Did perceptions of the degree to which data are used and shared between agencies participating in the criminal justice system improve?

The use of data is an integral component of the justice reinvestment approach and as such this system change effort was highly reliant upon stakeholders' commitment to share data and to make data-driven decisions in the management of the local criminal justice system. Importantly, the final element of the Lewin-White system change schema also requires that stakeholders are collecting and using data to guarantee an iterative system change effort that continuously monitors progress, adapting and integrating the approach as necessary.

Most of the stakeholders interviewed expressed some level of frustration about data not being available and/or shared at the point of the first interview wave. Early work in the JRLL initiative heightened the importance of data for many of the stakeholders. The majority of the stakeholders described their dissatisfaction with the inability to share information across data systems, which hampered stakeholders' efforts to make meaningful comparisons between the various local criminal justice system operations. Commentary related to this topic included statements such as: "Data systems can be consolidated and/or more comprehensive;" "It is difficult to extract data;" "Systems don't talk;" "Data are hard to extrapolate across data systems;" "People don't feel comfortable in data accuracy" and, moreover "IT [Information

Technology] reports generated seem logically incompatible when they should speak with each other."

The difficulty of sharing information and extracting meaningful data was a theme that came up frequently in the Allegheny County Wave 1 interviews. Challenges of who to involve in data collection, and how to connect the definitional languages of computer programming and the terms necessary for understanding the criminal justice client outcomes, were also discussed. One interviewee remarked, "County officials can't define data and data analysts weren't being including in the dialogue." Some stakeholders also pointed to areas within the local criminal justice system in which data were especially problematic, noting certain sources of data thought to be unreliable and key pieces of information that seemed to be unavailable. Interestingly, some of these statements were contradictory. For example, one stakeholder reported, "The court is a black hole for data. Data is simply unavailable or not interfaced." On the other hand, a number of stakeholders noted challenges in analyzing the jail's data. One interviewee stated, "We don't have data about who is in the jail and why. I'd like to know, what are the charges of those held in jail?" Another stakeholder reported, "The bigger issue is that Allegheny County data systems currently do not say 'Who is in jail?' 'How did they get there?' and 'Why are they still in jail? … The Warden's data team lacks the understanding of the significance of data. The result is inaccurate information produced by the jail. Court processing data is accurate." Some stakeholders though felt that the problem with data was with the courts, whereas others noted the problem was with the jail; these perceptions may have had a lot to do with which sphere the stakeholder was a member of.

There was no mention of data being problematic in any other setting. However, there was discussion about several additional pieces of information that stakeholders felt were critical, but

were unavailable. One stakeholder noted, “We don’t have the data to say that any one police department is using more than their proportional allotment of the jail,” another commented that “We’ve never been able to find out what percent of warrants still require apprehending a suspect.” In addition to stakeholders wanting these measures, which are critical for understanding who is using the jail from the perspective of both detainees and law enforcement, stakeholders also were clearly frustrated by the existing processes for defining, collecting, and sharing information.

The Wave 1 interviews provide compelling evidence that data use and sharing is an area in which Allegheny County stakeholders have experienced a great deal of frustration, through the implementation of the JRLL system change effort, as well as more broadly locally. At the point of Wave 2, many of the Allegheny County JRLL stakeholders indicated that some improvements in regards to data had occurred since Wave 1, but that this continued to be an area that presented the county with numerous challenges. Some stakeholders reported that they did not see any improvements regarding how data are used and shared between agencies at the point of the Wave 2 interviews. One stakeholder remarked, “From my point of view, I’ve not seen progress on the data front.” Another interviewee stated that, “No changes in data that I know of yet.” An additional stakeholder commented that Allegheny County is in “A real mess with information.” Other stakeholders had more optimistic assessments regarding the progress towards using and sharing data in Allegheny County. One stakeholder asserted that “There have been changes in how data are used and shared between agencies. We have been working really hard on how to bring together data on ways that are useful for policy analysis. There are small wins and a broad strategic goal. Nothing big has been built yet, but it’s starting to happen.” Some stakeholders felt that even though the broader goals related to improving the use and sharing of data had not quite

been achieved at the point of the Wave 2 interviews, there was a more comprehensive sense as to the data everyone has and needs. To this point, one stakeholder remarked "We have a better understanding of what everyone may need for databases."

Points that the county was being more strategic and was better positioned to handle the local data needs were also made by several stakeholders. One stakeholder reported, "Our biggest problems are with IT and the ability for everyone's data to talk to each other, but we share more data now since this project started than we ever have…the court has made a commitment to be sort of the holder for data. Not technically data warehousing, but it's a step in that direction." However, the issue of the jail and courts data did emerge again during Wave 2 of the interviews. One stakeholder commented, "Courthouse data can't talk to the jail's data."

The theme of the jail's data being unreliable also emerged during the Wave 2 interviews. One stakeholder reported, "Data have improved over the past year, but there is a huge black mark: the jail's data have not improved." Efforts to address this issue were referenced, including one stakeholder reporting "I'm working with the jail on their data cleanup." The reliability and relevancy was the most prominent point discussed in regards to the jail's data. Some stakeholders attributed this to the personnel who are responsible for data entry at the jail. According to one stakeholder:

> Data quality is the one obstacle. It's getting better but it's still messed up. There is a disconnect between how a data entry person would approach this versus a correctional officer. The latter's priority is to get the inmate in and processed while the former's would be to ensure correct OTN [Offense Tracking Number] and judge information… Younger officers beginning work are better at entering data…As the workforce starts to turnover and as staff more familiar with the technology and electronics begin to replace retiring staff, some of these challenges are becoming less problematic.

Much of the data in Allegheny County's full criminal justice system are reliant upon the jail's data. Thus, the ability to retrieve accurate information in real time from the Allegheny County Jail is crucial to the long-term success of the JRLL system change approach.

An important advancement in the area of Allegheny County's data that occurred between Waves 1 and 2 of the key stakeholder interviews involved an upgrade to the public defender's information technology system. As one stakeholder described it, it is possible to "import inmate data now directly from the jail into the public defender system so there are no data entry errors. This has tremendously improved things." However, if data are not valid or reliable in the jail's information technology system, this advancement will have been futile.

Virtually every stakeholder in Allegheny County expressed concerns about data at the point of the Wave 2 interviews; some argued that the situation had recently improved, but at a minimum stakeholders universally expressed a concern about the status of how data are used and shared between agencies participating in the local criminal justice system, and in some cases stakeholders were far more than concerned. There was only one exception to the stakeholders who discussed data challenges in that one stakeholder reported that "Data is top notch in Allegheny County right now…Information sharing has been great. It's wide open and everyone is participating." The respondent's view seems to be an outlier.

The above discussion suggests that there are mixed results in support of enhanced data sharing and use. Although some of the stakeholders articulated that they felt this component had improved over the course of the two interview waves, given the high level of concern and frustration stakeholders still expressed about this topic and the fact that several stakeholders reported "no improvement," it is unclear if there is qualitative evidence of micro- and/or macro-level changes related to this area. In search of more definitive evidence in regards to this research question, the discussion now turns to the quantitative findings.

Table 28 demonstrates that no findings of statistical significance emerged in the data use and sharing question.

Table 28: Allegheny County findings: Research Question 8

Did perceptions of the degree to which data are used and shared improve?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	128	2.39	0.47	128	2.33	0.47	0.106
Meso‡‡‡							
Jail	147	2.40	0.52	50	2.30	0.41	0.147
Courts	39	2.48	0.36	31	2.41	0.51	0.386
Non CJ	38	2.29	0.42	31	2.41	0.51	0.229
Law Enforcement	54	2.46	0.42	32	2.29	0.46	0.031
Probation/Parole	57	2.33	0.38	47	2.34	0.40	0.697
Pretrial	28	2.54	0.50	27	2.61	0.39	0.275
Defense Attorneys	43	2.14	0.51	20	2.00	0.46	0.171
Macro‡‡‡	406	2.38	0.47	238	2.35	0.46	0.431

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

Similar to the mixed results found in the qualitative component of the research, the quantitative findings are also mixed. At the micro-, macro-, and within several units of the meso-level, perceptions of the degree to which data are used and shared actually decreased between Waves 1 and 2 of the survey. In four of the spheres (non-criminal justice agencies, law enforcement, probation/parole, and pretrial) the mean score on the data composite measure increased. Given the technology enhancement provided to the defense attorneys between Wave 1 and Wave 2 of the research activities, it is interesting that the defense attorneys sphere did not experience a positive change in regards to the perceptions of how data are used and shared. Data and technology enhancements tend to be expensive and require training to fully implement. It may be that not enough time and resources were invested in this area for stakeholders to feel as though the use and sharing of data had improved between the two waves. Moreover, if members of the defense attorneys sphere felt that data imported into their new system from the jail were

not valid or reliable, this technological modification may not have been perceived as an improvement.

The data use and sharing composite measure resulted in no statistically significant findings. Key stakeholder interviewees and the organizational survey respondents reported mixed results regarding perceptions of how data are used and shared. These findings fail to be fully supportive of Phase III of the Lewin-White system change schema. The results of the final research question, commitment to evidence-based practices, will now be presented.

Research Question 9: Were criminal justice system actors more committed to evidence-based practices?

Research Question 9 examines if respondents were more committed to evidence-based practices from Wave 1 to Wave 2 of the survey administration. This is one of two research questions that only employed measures from the survey; there is no qualitative component associated with this inquiry. The other research question that examined just quantitative results is Research Question 4 and like this research question, as well Research Questions 7 and 8, a composite measure of related survey items was developed to determine if change was evident in the commitment to evidence-based practices measure.

Support for this final research question was mixed. Statistically significant changes were evidenced in two areas, at the meso-level in the non-criminal justice agencies sphere ($p<.05$), and at the macro-level ($p=.10$). These findings are demonstrated in Table 29.

Table 29: Allegheny County findings: Research Question 9

Were criminal justice system actors more committed to evidence-based practices?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	153	3.06	0.65	153	3.00	0.61	0.174
Meso‡‡‡							
Jail	164	2.53	0.69	56	2.46	0.70	0.477
Courts	44	3.09	0.71	31	3.16	0.56	0.514
Non CJ	42	3.39	0.43	31	3.16	0.56	0.018
Law Enforcement	55	2.53	0.51	32	2.63	0.42	0.280
Probation/Parole	62	3.16	0.57	49	3.10	0.51	0.142
Pretrial	30	2.99	0.58	27	2.91	0.62	0.348
Defense Attorneys	45	3.34	0.62	20	3.38	0.48	0.702
Macro‡‡‡	442	2.87	0.71	245	2.94	0.66	0.100

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

Although the results of the evidence-based practices tests revealed two findings of significance, just one of these was in the hypothesized direction. At the system, or macro-, level respondents were statistically significantly more likely to support evidence-based practices. This finding supports the macro-level hypothesis associated with this research question. On the other hand, those respondents in the non-criminal justice agencies sphere were statistically significantly less likely to support evidence-based practices at the time of the Wave 2 survey administration, as compared to the point of Wave 1. No other findings of statistical significance were found in the evidence-based practices model. Moreover, the means did not advance in the hypothesized direction at the individual, or micro-level, and within four of the seven spheres; however, in the other three meso-level sphere analyses and in the macro-level examination, positive changes were found.

Commitment to evidence-based practices can be seen as a large paradigm shift for any criminal justice system. As the results from the Allegheny County case study suggest, those involved in the jail, non-criminal justice agencies, probation/parole, and pretrial spheres may be less supportive of and committed to the principles of utilizing evidence-based practices, at least when compared to other spheres. Fortunately these findings are not universal, by sphere or by level of analysis. Moreover, the movement towards implementing evidence-based practices is still relatively young. As additional evidence that demonstrates these risk reduction principles becomes available, other stakeholder groups may become more supportive of and committed to an evidence-based approach in criminal justice.

The discussion above presents some support for Phase III of the Lewin-White system change schema, which was observed in two of the three related research questions. Additional indicators of support were also identified, but were not statistically significant. Other changes occurred, but not in the hypothesized or desired direction. While virtually all of the analyses related to collaboration occurred in the desired direction, changes related to data and evidence-based practices were much more mixed. The trends observed in the three Phase III research questions, however, are generally moving in a positive direction and thus provide some support for Phase III of the Lewin-White system change approach.

Allegheny County JRLL Case Study Summary

Overall, some support was found through the JRLL Allegheny County case study for the test of the Lewin-White system change schema. Positive findings were not universal, but in each of the three phases of the Lewin-White model, affirmative qualitative and quantitative findings emerged. Areas of improvement were evident at all levels and within each of the research questions. Given the short period of time that elapsed between the two waves of the research

activities, initial support for the county's commitment and interest in adopting the JRLL system change approach (as measured through the three phases of the Lewin-White model) confirm the theoretical approach. In the following chapter, the Lewin-White system change schema is assessed through an examination of the JRLL implementation activities in the remaining case study: Travis County, Texas. A synthesis chapter that examines results from each of the three case studies follows the Travis County findings.

CHAPTER 8: FINDINGS FROM THE TRAVIS COUNTY JRLL CASE STUDY

Travis County is located in the center of the State of Texas and is comprised of 990 square miles. Travis is located in the state's capitol, includes most of the City of Austin, and is home to a number of colleges and universities (U.S. Census Bureau, 2012), most notably the University of Texas at Austin, which enrolls approximately 51,000 students annually (The University of Texas at Austin, n.d.). According to the U.S. Census Bureau, in 2010 Travis County had a population of 1,024,266, just over four percent (4.07 percent) of the state's total population estimated at just above 25.1 million people. Travis County's population increased by over 26 percent (26.10 percent) between 2000 and 2010; the state's population grew at a slightly lower rate, almost 21 percent (20.59 percent), over this same time period. Approximately 50 percent (50.3 percent) of the county's population identified as White, not Hispanic, and 9 percent (8.9 percent) identified as Black. These rates differ slightly from that of the state, which has rates of almost 45 percent (44.8 percent) and slightly more than 12 percent (12.2 percent), respectively. Travis County and the state have virtually the same proportion of persons reported as living below the poverty level, 16.2 percent and 16.8 percent, respectively. However, the annual median household income is slightly higher in Travis County as compared to the state median, at $54,074 and $49,646, respectively (U.S. Census Bureau, 2012).

Travis County is managed by a county judge and four county commissioners, all of whom are voted into office by the county's electorate and who are collectively referred to as the Travis County Commissioners Court. The commissioners and county judge together serve as the "chief policy-making and administrative branch of county government" (Travis County, n.d.). The Commissioners Court handles all of the budgetary responsibilities for the county, which

include determining how to collect revenues and appropriate the funding for the various county departments (Travis County, n.d.). County coffers support a number of justice-related functions, including the County Attorney's Office, the Courts, the District Attorney's Office, the Sheriff's Office, and the Office of Justice and Public Safety. The Sheriff's Office operates both local law enforcement duties as well as the Corrections Bureau. The Corrections Bureau consists of four correctional facilities (Travis County Sheriff's Office, n.d.). Through the remainder of this chapter the correctional facilities will be referred to as the Travis County Jail, or simply the jail.

In fiscal year 2008, at the onset of Travis County's involvement in the Justice Reinvestment at the Local Level (JRLL) system change effort, the jail had a capacity of 3,055, an ADP of 2,511, and a total of 59,737 individuals booked over the course of the year. These statistics were relatively stable in comparison to the two years preceding the county's involvement in JRLL, with an ADP of 2,534 and 2,646 in fiscal years 2006 and 2007, respectively, and total bookings of 59,296 and 60,807, respectively. Over 60 percent of all of the jail detainees (62.6 percent, 69.1 percent, and 65.4 percent in fiscal years 2006, 2007, and 2008, respectively) were held on a pretrial status (Travis County Criminal Justice Planning, 2011).

Travis County was not facing an immediate overcrowding crisis at the point of applying for and being accepting into the JRLL initiative. From a budgetary perspective, however, Travis's local criminal justice costs were rapidly exceeding at a time of a severe state fiscal emergency, which was resulting in decreased revenues and increased pressure being placed on units of local government. Local criminal justice expenditures in Travis County are grouped into three categories: corrections and rehabilitation, justice system, and law enforcement. In fiscal year 2000, these categories consumed 21.77 percent, 16.65 percent, and 9.04 percent, respectively, or cumulatively 47.46 percent of the county's general fund budget. The total budget

of general fund dollars for these three categories in fiscal year 2000 summed $110,367,190 (Travis County Planning and Budget, 1999). By fiscal year 2008, Travis County's local criminal justice system budget increased to a total of $252,803,242 general funds, an increase of over 129 percent (Travis County Planning and Budget, 2007). Although the vast majority of Travis County's local criminal justice costs are covered through general funds, there are some additional expenditures that are unaccounted for in general funds.

As Travis County's local criminal justice costs skyrocketed over the last decade, the county did not experience a mutual increase in the return for this investment. Stakeholders did not feel that outcomes were improving and were increasingly concerned by the escalation of criminal justice costs. For this reason, the county collaboratively began to pursue local criminal justice system change.

Texas's Community Justice Council Act (2007) statutorily requires that each county establish a Community Justice Council (CJC). Membership of the CJC is mandated to include the following local public safety officials: the sheriff, a county commissioner or a county judge, a city council member of the largest municipality in the county, no more than two state legislators elected by the county, the presiding judge, a judge of a statutory county criminal court, a county criminal attorney, the district attorney, and an elected member of the board of trustees of an independent school district. The CJC can also appoint other key figures, including the chief of police of the largest municipality in the county, a substance abuse treatment specialist, the court administrator, or a victim rights advocate.

The Travis County CJC is a collaborative group made up of local criminal justice stakeholders, led by the District Attorney and the County Attorney.[24] The CJC is statutorily required to pass the county's annual Community Justice Plan, which is prepared by the county's Community Supervision and Corrections Department. In 2008, the Travis County CJC took leadership of the JRLL initiative. This collaborative body saw the project as an opportunity to change its mandate and act as the umbrella group for all of the public safety improvement efforts in the county. The JRLL effort was spearheaded in Travis County by the CJC and as such this body consisted of the core team for the project.

Although not in a crisis for jail beds, Travis County was under great pressure financially and politically to obtain better outcomes for the county funds expended on the local criminal justice system. It is with this mindset that Travis County applied and was selected to participate in the JRLL initiative. The remainder of this chapter presents Travis's findings from the nine previously described research questions, within the evaluation framework of the Lewin-White system change schema.

The following sections of this chapter will first reiterate the research questions. The descriptive statistics for each level of analysis (micro-, meso-, and macro-level) will be then be presented, followed by a brief discussion of the quantitative and qualitative samples. The final sections present the findings for each research question, which are organized by the three components, or phases, of the Lewin-White system change schema: unfreeze, change, and iterate/experiment.

[24] The District Attorney handles felony cases; whereas the County Attorney handles misdemeanor cases and all civil cases, in addition to serving as the attorney responsible for representing the county.

Research questions

As detailed in the methodology chapter (Chapter 5), each of the research questions falls within one of the Lewin-White three phases of system change. These phases include: Phase I, unfreeze; Phase II, change; and Phase III, iterate/experiment. The nine research questions and the related system change phases are as follows:

Phase I: Unfreeze
(1) Research Question 1: Was there any evidence of readiness for change?
(2) Research Question 2: Was there any evidence of resistance to change?
(3) Research Question 3: Were Hsia and Beyer's six requisite areas for system change evident?
(4) Research Question 4: Was information provided through feedback loops related to any observed changes?

Phase II: Change
(5) Research Question 5: Did change related to the justice reinvestment approach occur at the micro-, meso-, and macro-level(s)?
(6) Research Question 6: Did knowledge of the concept "justice reinvestment" increase among criminal justice system actors?

Phase III: Iterate/Experiment
(7) Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved?
(8) Research Question 8: Did perceptions of the degree to which data are used and shared between agencies participating in the criminal justice system improve?
(9) Research Question 9: Were criminal justice system actors more committed to evidence-based practices?

Exploring change at the micro-, meso-, and macro-levels is a central component of the present research, as such this has been presented as a discrete research question (Research Question 5); however, this research question is empirically considered and measured as an element of each of the other eight research questions. Later in this chapter, the findings for the other research questions, including the relevant micro-, meso-, and macro-level results, will be described in detail. The methodological approach combines both quantitative two-tailed t-tests and qualitative

reviews of key stakeholder interviews.[25] The following section describes the descriptive statistics for the three levels of analysis, micro, meso, and macro, which comprise the present study.

Micro-level descriptive statistics

Because the micro-level analyses are comprised of just those individuals who participated in both waves of the survey (*n*=97), the respondent samples from Wave 1 and Wave 2 are identical, and the descriptive characteristics are nearly identical. Slight changes occurred in the age and line staff versus executive/management staff variables, which is to be expected given that people naturally aged between the survey waves and a small number of individuals appear to have been promoted to higher level positions over the course of the two survey waves. Table 30 provides a summary of the descriptive statistics for Travis County's micro-level analyses sample. The descriptive statistics are presented at the point of Wave 2, in order to account for the slight changes described above.

Table 30: Travis County micro-level analyses sample, descriptive statistics

$\bar{x}$ age	$\bar{x}$ # years worked in the CJ system	$\bar{x}$ #years worked for current agency	% JRLL stakeholder	% line staff	% staff at the jail	% female	*n*
48.98	16.59	12.36	19.6%	25.8%	37.1%	44.3%	97

The mean age of the micro-level sample in Travis County is almost 49 years old. Clearly the micro-level sample has a great deal of experience, with an average of almost 17 years working in the criminal justice system and over 12 years working for their current agency. Almost 20 percent of the sample is made up of JRLL stakeholders, meaning that these individuals also participated in the qualitative component of the present research in addition to the quantitative survey. About one-quarter of the sample held positions that are considered line

[25] Chapter 5 provides a detailed discussion of the methodology employed for the present study and Appendix E presents the frequencies and variation of responses by each research question and level of analysis.

staff; these positions were coded to exclude any titles that had administrative or managerial authority, and can be thought of as non-exempt staff, according to the Fair Labor Standards Act (FLSA). Over one-third of the respondents reported working in the jail and slightly less than 45 percent are female. The total number of respondents in Travis County who participated in both waves of the survey is 97. Sample responses vary, however, between survey items.

Again, micro-level analyses are comprised of just those individuals who participated in both waves of the survey. Of these respondents, the vast majority answered all of the survey questions. Slightly over 80 percent (81.4 percent or 79 respondents) answered every survey question in Wave 1. This rate actually increased slightly in the second wave, when almost 85 percent (84.5 percent) responded to all of the survey questions. With an understanding of the micro-level Travis County case study respondents, the meso-level and macro-level descriptive statistics will now be presented.

Meso-level descriptive statistics

The meso-level sample is comprised of the respondent spheres (see Table 31 for the listing and number of respondents by each sphere at each research wave). Although the actual spheres remain constant between survey waves, the individual respondents varied by research wave. For the purposes of the present research, Travis County is comprised of six discrete spheres: jail, courts, non-criminal justice agencies, law enforcement, probation/parole, and defense attorneys. The spheres have been coded to prevent any overlap between the respondents and sphere categories, and importantly to protect the confidentiality of all respondents. The jail, courts, probation/parole (including pretrial, which is a division of probation), and defense attorneys spheres are more self-explanatory than the others; these spheres consist of individuals who work within these individual institutions. Members of the non-criminal justice agencies

sphere include representatives from the county and state governmental agencies (e.g., the Commissioners Court, Department of Education, and Department of Health), as well as community-based organizations. The law enforcement sphere respondents consist of members from policing agencies, including non-jail Sheriff's Department staff, the District Attorney's Office, the County Attorney's Office, and respondents from the Attorney General's Office. Agencies and titles were collapsed into spheres to assure the confidentiality of individual respondents and to allow for a sufficient number of responses to conduct the means tests; therefore a minimum of 10 respondents are included in each sphere.[26]

Table 31 presents the spheres and number of respondents by each wave for the Travis County case study. This information is followed by the descriptive statistics for each sphere and wave.

Table 31: Travis County spheres and number of respondents

Level	Frequency		Percent	
	Wave 1	Wave 2	Wave 1	Wave 2
Sphere/Meso				
Jail	95	36	51.6%	32.1%
Courts	22	15	12.0%	13.4%
Non CJ Agency	23	21	12.5%	18.8%
Law Enforcement	17	15	9.2%	13.4%
Probation/Parole	9	9	4.9%	8.0%
Defense Attorneys	18	16	9.8%	14.3%
Total/Macro	**184**	**112**	**100%**	**100%**

As Table 31 demonstrates, the composition of the meso-level sample shifted between the two survey waves. The most notable difference is that every sphere experienced a decrease in the number of participants. All but one sphere experienced decreased participation from Wave 1 to

[26] One exception to this rule was made in the current study; Travis County's probation/parole sphere consisted of nine respondents at both Waves 1 and 2. Had attrition occurred in this sphere between the two waves the respondents would have been placed into another sphere, but given this was still a large constituency and that nine respondents so nears the cut-off of 10 respondents, the decision to make an exception was made.

Wave 2; the probation/parole sphere maintained the same level of participation at the two waves of the survey administration. Because the overall number of participants decreased between the two survey waves, those spheres which experienced little to no change comprised a greater proportion of the research sample at Wave 2. The decreased participation varied considerably by sphere; for example, only two fewer participants from the non-criminal justice agencies and defense attorneys spheres participated in Wave 2 of the survey, whereas, almost 60 fewer respondents participated from the jail. Due to the fact that the overall participation decreased, most of the spheres sustained similar proportional changes between the two survey waves.

As was demonstrated in the presentation of the micro-level descriptive statistics, 97 individuals participated in both waves of the survey; an additional 87 individuals participated just in Wave 1. Participation dropped by 39 percent between the two waves of the survey, but fortunately the level of response by sphere remained large enough to allow for meaningful comparisons within this meso-level analytic approach. The total number of respondents in Waves 1 and 2 were combined in the meso-level analyses into the spheres; thus, the *n* for the purposes of the meso-level analyses are equal to six, the total number of spheres.

Participants' characteristics by sphere shifted between the two survey waves. As was experienced in the micro-level analyses, changes in the average age and average number of years worked in the criminal justice system, as well as the average number of years worked for the current agency, would naturally increase for those individuals who participated in both waves of the research activities. The meso-level participation, however, is not identical between waves and some notable changes did occur between the administration of the research activities.

Table 32: Travis County meso- and macro-level analyses sample, descriptive statistics

Level	$\bar{x}$ age		$\bar{x}$ # years worked in the CJ system		$\bar{x}$ #years worked for current agency		% JRLL stakeholder		% line staff		% female	
	W1	W2	W1	W2	W1	W2	W1	W2	W1	W2	W1	W2
Sphere /Meso												
Jail	41.19	44.50	11.40	15.08	10.53	14.00	2.10%	5.60%	77.40%	63.90%	19.00%	16.70%
Courts	50.00	51.00	18.50	16.53	11.00	11.00	13.60%	20.00%	4.50%	6.70%	63.60%	60.00%
Non CJ Agency	49.70	47.33	12.70	12.05	9.78	7.95	30.40%	28.60%	0.00%	0.00%	60.90%	76.20%
Law Enforce-ment	52.50	53.57	20.44	20.93	15.75	15.20	29.40%	40.00%	0.00%	0.00%	50.00%	60.00%
Probation / Parole	51.75	47.88	22.13	12.05	14.25	7.95	33.30%	33.30%	0.00%	0.00%	50.00%	77.80%
Defense Attorneys	50.67	52.69	16.56	17.25	12.94	11.81	5.60%	6.30%	0.00%	0.00%	50.00%	25.00%
Total / Macro	45.78	48.52	14.23	16.27	11.36	12.15	11.40%	18.80%	40.60%	23.20%	37.20%	45.45%

Table 32 demonstrates changes in the average age, average number of years worked in the criminal justice system, and average number of years worked for current agency in every sphere. The tendency was that the means increased between waves within each of the spheres; however, there were some notable exceptions to this trend. The average number of years that respondents in the probation sphere worked for their agency and worked in the criminal justice system dropped by 10 and six years, respectively. This suggests that there was turnover in the respondents from the probation/parole sphere, resulting in newer staff members participating at Wave 2.

In addition to the variation experienced between waves, large variation exists on these measures between the spheres. Notably, the vast majority of the jail sphere respondents at both waves were considered line staff. Most of the other spheres contained no line staff respondents. This is an important factor to consider in thinking about the saturation of system change. Most of

the JRLL survey respondents commented on change from the perspective of an executive- or managerial-level. Further, given that the composition of JRLL stakeholders increased with every sphere between the two waves and that the survey participation decreased, it can be assumed that JRLL stakeholders were more likely to complete both waves of the survey. The descriptive statistics for the macro-level Travis County case study sample will now be presented.

Macro-level descriptive statistics

Similar to the meso-level sample, the macro-level sample is comprised of all individuals who participated in each wave of the survey, regardless of whether they participated in both waves. The mean responses for all participants were compared between survey waves, irrespective of sphere. The analytic method was the same as that employed in the micro-level analyses, except that the responses were analyzed in aggregate for each wave as opposed to testing the means for each wave paired by respondent. The total *n* for the macro-level analysis is equal to one, the composite of the Travis County criminal justice system.

As Table 32 demonstrates, all of the provided descriptive statistics at the macro-level changed between Waves 1 and 2. Each of the statistics increased between the survey waves, with the exception of the percentage of respondents who were line staff. Given that the line staff respondents were almost exclusively in the jail sphere and that this group's participation in the survey dropped by over 62 percent from Wave 1 to Wave 2, it is not surprising that this had a large impact on the macro-level proportion of line staff respondents. It is important to keep the differences in respondent characteristics, by level and by wave, in mind while interpreting the research findings that will be presented later in this chapter. A brief description of the quantitative respondent characteristics will now be provided, followed by a discussion of the qualitative research sample.

Quantitative respondent characteristics

As discussed in the research sample section of the methodology chapter, this study hypothesized that the composition of the survey respondents would change between waves. At the onset of the research this was believed to be an important component of the study, as shifts in the respondent pool might represent transformations in who is relevant to and/or involved in the initiative, which itself may be a result of the system change effort. For example, if one sphere was more prominent in the research sample at one of the waves of research activities, this might imply that the sphere was more involved in the effort at that point in time or in the recent past. This change is not relevant to the micro-level analyses, as these tests specifically illustrate shifts experienced by unique individuals. At the meso- and macro-levels, however, the samples are affected by and comprised of the transformations in the changing respondent pool. Therefore, it is important to discuss differences between the groups of individuals who responded to only one versus both waves of the survey.

Two-tailed independent samples t-tests were conducted on a number of variables in order to examine differences between these two sample groups. The tests were conducted on several respondent characteristics, including: gender, age, years employed in the criminal justice system, years in current agency, sphere, employed within the jail, and JRLL stakeholder. T-tests on each of the quantitative research questions were also performed. It is important to understand if there are differences in these measures; because the changing milieu may be a result of the system change effort itself, statistical differences between the altered survey respondents may be of value and interest independent of any other factors. The results of these analyses are presented below.

Table 33: Travis County wave respondent characteristics

	Wave 1 Responses							Wave 2 Responses						
	Wave 1 Only			Both Waves				Wave 2 Only			Both Waves			
Characteristics	***n***	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p***	***n***	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p***
Gender	87	1.31	0.47	93	1.43	0.50	0.098	15	1.53	0.52	92	1.44	0.50	0.519
Age	87	42.84	11.64	93	48.53	10.49	0.001	14	45.36	11.50	96	48.98	10.22	0.225
Years employed in CJ system	87	12.28	8.62	93	16.05	8.81	0.004	15	14.20	10.04	97	16.59	9.11	0.353
Years in current agency	87	10.36	7.63	93	12.30	8.54	0.110	15	10.80	9.11	97	12.36	8.36	0.509
Sphere	87	2.21	2.26	97	2.97	2.20	0.022	15	5.93	2.22	97	2.97	2.20	0.000
Staff at the jail	87	0.68	0.47	97	0.37	0.49	0.000	15	0.00	0.00	97	2.97	0.49	0.000
JRLL stakeholder	87	0.02	0.15	97	0.20	0.40	0.000	15	0.13	0.35	97	0.20	0.40	0.568
RQ3: Hsia & Beyers requisites measure	78	2.68	0.40	88	2.70	0.32	0.828	14	2.30	0.52	87	2.75	0.26	0.007
RQ6: Knowledge of justice reinvestment	87	0.29	0.46	92	0.73	0.45	0.000	15	0.53	0.52	93	0.8	0.41	0.078
RQ7: Collaboration measure	72	2.67	0.50	89	2.68	0.38	0.891	13	2.31	0.50	88	2.73	0.34	0.000
RQ8: Data measure	63	2.36	0.56	78	2.27	0.47	0.297	12	2.15	0.65	78	2.38	0.45	0.126
RQ9: Evidence-based practices measure	71	3.04	0.68	92	3.17	0.63	0.217	13	3.64	0.42	83	3.10	0.56	0.001

As Table 33 demonstrates, the results of a number of the t-tests were significant.

The Wave 1 only and both-wave respondents had statistically significant differences on a number of the Wave 1 measures, including gender ($p<.10$), age ($p=.001$), number of years employed in the criminal justice system ($p<.005$), sphere ($p<.05$), jail staff ($p<.001$), JRLL stakeholder ($p<.001$) and knowledge of justice reinvestment ($p<.001$). This indicates that on just

under half of the measures examined, the Wave 1 only and the both-wave respondent samples significantly differed. A similar pattern emerged with the Wave 2 measures between the Wave 2 only and both-wave respondents.

The Wave 2 only and both-wave respondents had statistically significant differences on a number of the Wave 2 measures, including sphere ($p<.001$), jail staff ($p<.001$), the research question measuring Hsia and Beyer's six requisites for system change ($p<.05$), knowledge of justice reinvestment ($p<.10$), the research question measuring collaboration ($p<.001$), and the research question measuring commitment to using evidence-based practices ($p=.001$). It is important to note that the Wave 2 only sample is comprised of a very small number of respondents. The vast majority of the individuals who responded to the Travis County JRLL organizational survey either only responded to Wave 1 or responded to both waves.

Supportive of the theory that those individuals who responded to both waves of the survey were more involved in the JRLL system change effort, respondents of both survey waves were significantly more likely to have knowledge of justice reinvestment, at both Wave 1 and Wave 2 of the survey. Table 33 demonstrates that the composition of the samples vary on several key factors. It will be important to examine if change was evident between waves at the micro-, meso-, and macro-levels; the results of these analyses are presented later in this chapter.

Overall, a number of key factors appear to vary between the Wave 1 only and both-wave respondents and the Wave 2 only and both-wave respondents. As the next section details, the qualitative sample remained fairly consistent between the two waves of interviews. These factors are important to consider with regard to the results of each of the research questions, which will be presented immediately after the Travis County qualitative research sample discussion.

Qualitative sample

The Travis County JRLL stakeholders in the quantitative samples described above in the micro-, meso-, and macro-level statistics are comprised of those individuals who are recognized as key stakeholders in the county and thus comprised the qualitative sample. These respondents were interviewed in-person or over the telephone at two points in time. Most of the qualitative sample was identical between the two waves; however, similar to the quantitative research approach, there was some attrition. Five of the stakeholders interviewed at the point of Wave 1 were unavailable to be interviewed at the point of the second interview. Table 24 provides the titles of each member of the qualitative sample and their waves of participation in the Travis County case study.

Table 34: Travis County qualitative sample

Stakeholder title	Wave 1 (October 2009 – February 2010)	Wave 2 (July 2010 – November 2010)
Administrative Director, Criminal Courts Administration	x	x
Administrator, Downtown Austin Community Court	x	x
Assistant Chief, Austin Police Department	x	x
Chief of Staff, Austin Police Department	x	x
Commissioner, Commissioners Court	x	x
County Attorney	x	x
County Judge	x	x
County Judge, Commissioners Court	x	
Director, Counseling and Educational Services, Sheriff's Office	x	x
Director, Downtown Austin Alliance	x	x
Director, Mental Health Public Defender's Office	x	x
Director, Neighborhood Housing and Community Development	x	
Director, Pretrial Services	x	x
Director, Travis County Adult Probation	x	x
Director, Travis County Mental Health/Mental Retardation	x	x
District Attorney	x	x
Executive Manager, Justice and Public Safety	x	x
Executive Manager, Travis County Health and Human Services	x	x
Jail Administrator/Warden	x	x
Planner, Office of the District Attorney	x	x
Program Manager, Corrections Bureau, Sheriff's Office	x	x
Public Defender/Defense Bar Representative	x	
Region IV Parole Division Director, TDCJ	x	
Sheriff	x	
Total	**24**	**19**

The above table demonstrates a decrease in participation in the qualitative research component of the present research. As previously noted, five of the stakeholders who were interviewed at Wave 1 were not available to be interviewed at the point of Wave 2; substitute participants could not be identified. Most, but not all of the above JRLL stakeholders who were interviewed also

participated in at least one wave of the survey. As a consolidated group, the stakeholders in Travis County may not have been fully engaged in the JRLL system change process, as indicated by the smaller number of individuals who participated in the Wave 2 interviews and the fact that not all of the stakeholders took part in the organizational survey.

Like the quantitative analyses, micro-level change has been examined for those individuals who participated in both waves of the research activities and macro-level change has been examined for the entire county as a whole. Given the small *n* in the qualitative sample, meso-level analyses were not conducted for the research questions that solely relied upon the results of the qualitative data. Findings from the qualitative and quantitative Travis County JRLL case study analyses will now be presented.

Findings

Micro- and macro-level analyses were performed for each research question. Meso-level analyses were conducted for the research questions which employed quantitative data analyses. The results of the research questions are presented in accordance with the associated Lewin-White three phases of system change and have been examined for evidence of support for this model.

Phase I: Unfreeze

There are four research questions associated with the first phase of the Lewin-White system change model. The first two research questions were assessed only using qualitative data, and as such were examined for change at the micro- and meso-levels. The findings for all four research questions will now be presented, followed by a brief discussion as to whether the results provide evidence supporting Lewin-White's Phase I, unfreeze, system change schema.

Research Question 1: Was there any evidence of readiness for change?

Readiness for change was assessed strictly with results from the qualitative key stakeholder interviews. At the point of the Wave 1 interviews, the stakeholders reported a need for system change and suggested a number of areas that Travis County should target through the JRLL system change effort. Several stakeholders noted that, "Culture change is needed." One stakeholder further remarked, "We have a duty to respond to the criminal justice crises occurring locally and in our state." Stakeholders were still in the process of developing and understanding the structure to affect change; as one stakeholder put it, "What's the role? What's the structure? I know this process takes time." Another stakeholder commented that Travis County has "Trouble moving forward on positive strategic goals" and yet another asserted that locally there is a "Big problem with fragmentation."

In regards to the JRLL change goals, most of the stakeholders noted that the process should help Travis County more effectively manage the risks and needs of individuals who pose little risk, but are utilizing costly jail beds and other precious county resources. Addressing this point, one stakeholder reported that there are "There are huge failures in the community that need to be addressed…these don't seem to get any traction…the jail is not an appropriate place for those folks who need access to mental health facilities." Travis County's JRLL stakeholders indicated that they were prepped to take on the challenging work of system change and were prepared for what they knew would be a long journey. As one stakeholder eloquently asserted, "There will be no overnight miracles, but we're ready, and need to change."

In terms of the readiness of all of the key partners, one stakeholder commented that, "Everyone has ownership because they understand who is involved." However, there was reference to three groups that stakeholders discussed as potentially needing to be more involved for the county to be ready to engage in the JRLL system change effort. One stakeholder

remarked that, “Decisions too often are only made by elected officials.” Another stakeholder asserted that the “Defense bar is not seen as relevant at the table” and indicated that this was problematic to engaging in full system change. Another theme that emerged related to the readiness of prosecutors; as one stakeholder described, the “Prosecution side needs to change.”

Between Waves 1 and 2 of the interviews, Travis County engaged in a strategic planning process. At the point of Wave 2, stakeholders generally made positive remarks about the readiness of the county to embark on system change. One stakeholder noted, “Things are finally moving forward,” and another indicated that the county was “Heading in the right direction.” In regards to the strategic planning process, many of the stakeholders felt that this was a useful exercise in inciting readiness for change among key county figures. One stakeholder noted, the “Strategic plan was great.” Another stakeholder commented that with the strategic plan in place, “The scope of the project has changed.” Some stakeholders though expressed frustration at the pace of progress and noted some of the efforts were “going really slowly.”

A lack of responsibility and accountability for the tasks associated with the strategic plan may have been central to some of the difficulties in moving efforts forward. As one stakeholder noted, the “Strategic plan didn’t have any names of who could pick up and take over [tasks].” Further, another stakeholder described the strategic planning process and other related efforts as not having resulted in guiding principles for the system change work; this stakeholder asserted that, “There isn’t a defined mission.” One interviewee further commented that Travis County stakeholders needed “an action plan.”

Stakeholders appear to have felt that the situation improved in Travis County between the two interview waves and that the jurisdiction was much more ready to advance its system change goals. The Wave 2 interviews provide evidence that Travis County had successfully begun to

integrate JRLL more strategically into the core of the local criminal justice decisionmaking platform. The results from the Travis County key stakeholder interviews reveal that these individuals felt the county was ready to engage in the JRLL system change work; many stakeholders expressed that despite some challenges experienced at Wave 1 (e.g., needed involvement from more key figures in the jurisdiction and were working within a fragmented system) Travis County was ready to embark on the change effort by the time the Wave 2 interviews were conducted.

These individual responses provide micro-level evidence in support of readiness for change in Travis County, as the perceptions of respondents shifted between the two waves. Moreover, because at both survey waves stakeholders across the system shared the opinion that the county was ready to change, there is also evidence of macro-level support for readiness to change. Stakeholders' perceptions represent the views of the system as a whole and the views they expressed uniformly indicate transformation or change of the system. Thus, this finding provides evidence in support of the first research question.

Research Question 2: Was there any evidence of resistance to change?

Resistance is a very prominent theme in the system change literature. For the purposes of the present research it is desirable that there not be evidence of resistance to change, or if resistance was evident at Wave 1 of the research activities, there should be evidence that this resistance lessened or dissipated by Wave 2. One-third of the stakeholders, or nine respondents, reported at Wave 1 that resistance to change was an issue in implementing the JRLL system change effort. Some of their specific remarks included statements that everyone in the county suffered from, "Territorial turf type of problems." A number of groups were discussed as being particularly resistant to the change efforts in Travis County. Several stakeholders noted that the

public creates many challenges to implementing system change in the county. One stakeholder noted that, “The biggest issue we face is public perception.” This issue was discussed particularly as it related siting facilities for services; this is often referred to as NIMBY, or Not In My Back Yard. As one stakeholder put it, “Neighborhoods don’t want treatment programs.”

In addition to resistance experienced by Travis County stakeholders, interviewees noted several other key factions in which opposition to system change efforts was evident. One stakeholder noted that there had been a great deal of resistance from the Sheriff to implement the JRLL model and its related strategies, and that there was even an outright “refusal” in certain areas. The Austin Police Department was also mentioned as a group that historically had not been “engaged in efforts,” but that recently this partnership had evolved into a more productive collaboration. Other stakeholders expressed concerns about resistance from the judiciary; as one stakeholder put it, “Many people worry about judicial involvement.” Speaking of opposition from the judiciary, one stakeholder remarked that there were issues of manipulation and noted that some key stakeholders, “Hide numbers so not to embarrass judges.” In a similar vein, one stakeholder noted that, “Commissioners bury reports they don’t like.” This issue of “hiding” data was brought up by a number of the key stakeholders who were interviewed. These issues can create a hostile environment for change and as such are clearly relevant to the JRLL system change pursuits.

At the point of the Wave 2 key stakeholder interviews, far fewer respondents indicated that they perceived resistance in response to the county’s efforts to change the local criminal justice system. Comments of this nature were not absent altogether, but were only made by four of the Wave 2 interviewees. The issue of the NIMBYism emerged once again through one stakeholders comment that, “Community values dictate where our efforts can go.” Another

stakeholder discussed tension between the county and city, stating there is "Ongoing county and city conflict – it's all about money, who's going to pay for it."

Discussion of resistance from other key figures and agencies was largely absent at the point of Wave 2. One stakeholder asserted that there is "Still some resistance to systems change," but indicated that this had improved greatly from the point of the Wave 1 interviews. One stakeholder addressed personal resistance noting, "I'm not resistant to change, it just needs to be more directive and deliberate."

At the point of Wave 2, resistance appeared to be far less of a challenge for implementing the JRLL system change approach in Travis County. Moreover, the discussion regarding this topic seemed much more manageable and controlled. Despite failing to achieve full dissipation of all resistance to change as reported by the Travis County JRLL stakeholders, it is clear that the improvement in this area was experienced between the two survey waves and at both the individual, or micro-level, as well as at the system, or macro-level. This is demonstrated through the changes observed by individual stakeholders as well as cumulative changes experienced by the group as whole. Respondents' combined views are representative of the full system. At Wave 2, stakeholders did not report significant resistance from any group other than the community. Areas of resistance that were prominently highlighted at the point of the Wave 1 interviews were not discussed as being problematic at Wave 2. Most notably, concerns about resistance from the Sheriff, judiciary, and commissioners were discussed at great length as an area of concern at Wave 1, whereas at Wave 2 there was virtually no discussion related to these actors.

Although the pendulum did not fully swing to a climate completely free of resistance to the JRLL system change effort, it is evident that attitudes and actions, as reported by the stakeholders, began to shift in the desired direction. Therefore, the Travis County JRLL key

stakeholder interviews provide evidence that the environment for change was emerging, as resistance was found to be inhibiting the change process less frequently and less profoundly between the two waves of research activities.

Research Question 3: Were Hsia and Beyer's six requisite areas for system change evident?

Hsia and Beyer (2000) argue that there are at least six requisites to affect full system change, involving at a minimum: (1) "A 'big picture' perspective" (p. 3); (2) interagency collaboration to coordinate planning and implement changes to impact systemic problems between various agencies; (3) regular data collection and ongoing meaningful use of such information; (4) commitment of resources, particularly financial when at all possible; (5) reformation of policies and procedures; and, finally, and possibly most importantly, (6) both top-down and bottom-up commitment. For the purposes of the present research, these six prerequisites have been categorized. As Table 8 in Chapter 5 demonstrates, a total of 31 survey items were collapsed into a composite measure in order to assess Hsia and Beyer's six requisites. This research question only involves quantitative measurement, but as with all of the other quantitative analyses, was assessed at the micro-, meso-, and macro-levels.

Table 35 below presents the results of the t-tests, at the micro- (only both-wave respondents), meso- (all respondents in each wave by spheres), and macro-levels (combined respondents all respondents in each wave).

Table 35: Travis County findings: Research Question 3

Were Hsia and Beyer's six requisites for system change evident?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	78	2.72	0.35	78	2.74	0.26	0.443
Meso‡‡‡							
Jail	82	2.73	0.37	32	2.81	0.24	0.123
Courts	19	2.67	0.23	12	2.73	0.29	0.512
Non CJ	23	2.64	0.34	20	2.73	0.24	0.101
Law Enforcement	16	2.69	0.38	13	2.70	0.29	0.954
Probation/Parole	8	2.72	0.33	9	2.53	0.28	0.100
Defense Attorneys	18	2.59	0.44	15	2.44	0.59	0.380
Macro‡‡‡	166	2.69	0.36	101	2.69	0.34	0.990

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

As Table 35 demonstrates, just one of the t-tests related to the Hsia and Beyer requisites for system change was significant. At the meso-level, in the probation/parole sphere, respondents experienced significant change in the composite measure assessing support for Hsia and Beyer's six requisites for system change (p=.10). The change in this measure, however, was not in the hypothesized direction.

With the exception of the statistically significant change in the probation/parole sphere and the trend experienced in the defense attorneys sphere, at every other level of analysis respondents on average scored higher on the composite measure assessing Hsia and Beyer's six requisites for system change; these research findings were in the hypothesized direction. The results of these analyses fail to fully support or refute the hypothesis that significant change would be evidenced at all levels in this composite measure. There are at least three potential explanations for this finding. First, the composite measure may have failed to properly measure Hsia and Beyer's requisites. Second, change in the six requisites may not have occurred between

the survey waves. Or finally, Hsia and Beyer's six requisites for system change may not be relevant to the JRLL system change effort and as such, the measures were not affected by the targeted change approach. Two of Hsia and Beyer's requisites, collaboration and data, will be examined independently in subsequent sections. Evidence of change in the expected direction and any statistically significant differences in these other measures may help explain if the Hsia and Beyer composite measure was inadequately constructed or perhaps does not adequately operationalize a concept that is meaningful to the current research. These research questions will be examined under Phase III, iterate/experiment; the fourth research question, assessing the impact of the feedback loops, will now be discussed.

Research Question 4: Was information provided through feedback loops related to any observed changes?

The information provided to each of the JRLL study sites through a feedback loop varied based upon the results of each site's Wave 1 organizational survey. As determined through the Wave 1 Travis County research findings, there were two areas identified in which improvement could help move the county toward complete implementation of the JRLL system change process. First, at the full system, or macro-level, collaboration appeared to be weak at Wave 1. Second, respondents from within the jail sphere were also found to be less supportive of evidence-based practices as compared to other respondents. These two potential areas for improvement were provided to the Travis County stakeholders in the form of a Wave 1 research report. Thus, the relevant feedback loop in the Travis County JRLL case study is whether measures related to these two areas improved from Wave 1 to Wave 2. Both of these points are fully addressed through two of the existing research questions. The macro-level findings of Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved, answers the first point. The meso-level findings of Research

Question 9: Were criminal justice system actors more committed to evidence-based practices, answers the second point. As such, the results of these analyses are presented in the subsequent section.

The results of the research questions related to Phase I of the Lewin-White JRLL system change approach are mixed. The qualitative findings bear support for readiness for change and show sufficient gains toward ameliorating resistance to change. The composite measure designed to assess Hsia and Beyer's requisites or readiness for change, however, did not consistently demonstrate statistically significant positive gains between the two survey waves. Because the feedback loop in the Travis County case study mirrors two existing research questions, this discussion is presented under Phase III commitment to iterate/experiment through Research Questions 7 on collaboration and commitment to the use of evidence-based practices, respectively. Subsequent sections in this chapter will revisit whether further support is found in examining the effect of the feedback loop and thus for Phase I, unfreeze, of the Lewin-White test of system change. The findings associated with the Phase II, change, research questions will now be discussed.

Phase II: Change

Arguably the simplest component of the Lewin-White schema to assess is the second phase, change. As Lewin describes it, this is the phase in which the target is moving from the current level to that of the desired. For the purposes of the present research, there are two research questions that have been positioned under this component of the Lewin-White system change model. These inquiries involve both qualitative and quantitative assessments at the micro-, meso-, and macro-levels. The first research question has been integrated into the analyses and discussion of each of the other inquiries. The second research question in this phase looks

specifically at the term "justice reinvestment" and assesses respondents' change in their knowledge of this concept. The findings for the sixth research question are presented below, followed by a brief discussion about the degree to which the findings provide evidence in support of Lewin-White's Phase II, change, schema.

Research Question 5: Did change related to the justice reinvestment approach occur at the micro-, meso-, and macro-level(s)?

As was previously discussed, this research question has been examined as a component of the other eight inquiries. Micro- and macro-level analyses were performed on every research question; meso-level analyses were only performed on those research questions that employed quantitative data. The questions, which only examined qualitative data, are the first and second research questions, as such these are the only inquiries that did not include a meso-level analysis. Discussion of the evidence for micro-, meso-, and macro-level change has been presented with each of the other research questions.

Research Question 6: Did knowledge of the concept "justice reinvestment" increase among criminal justice system actors?

In the Wave 1 qualitative interviews of the Travis County JRLL key stakeholders, 11, or almost half of the respondents reported that they had knowledge of the concept of justice reinvestment. In addition to discussing their familiarity with this justice system change approach, these stakeholders also noted their individual and the county's support for it. One stakeholder noted that the county is currently "focused on justice reinvestment," while another indicated a personal willingness to be a "sponsor on this [justice reinvestment]." All of the stakeholders noted that Travis County's primary interest in justice reinvestment centered on public safety. As one respondent remarked in regards to justice reinvestment, "Public safety is the biggest thing." An additional interviewee commented that, "Justice reinvestment makes sense to me. The public

has also bought into the notion that one way to reduce the crime rate is to allow offenders to reintegrate."

Stakeholders reported seeing clear linkages to justice reinvestment in helping the county address the costs that the local criminal justice system has incurred. One respondent expressed that justice reinvestment was about "Lower[ing] the jail population to refocus resources and focus on reentry in order to leverage additional resources." Another stakeholder commented that the "County has been fairly innovative, but we haven't had a robust analysis of to what extent the innovation has paid dividends." Moreover, a stakeholder expressed that the "Commissioner's Court wants to see where money can be saved."

Several of the stakeholders indicated that for them justice reinvestment involved a comprehensive and individualistic approach to better managing the symptoms of individuals involved in the criminal justice system. One stakeholder remarked that, "Quantifying savings is important…we want to save money by decreasing jail bed days and spend money on treatment and continuing care." Another stakeholder stated that, "People are deserving of resources, but they're getting them from the wrong place." Similarly, an interviewee reported that, "People need to have their basic needs met." Stakeholders expressed that investment in justice reinvestment approaches in the near term would result in efficiencies later on. To this point one respondent noted, "We'll see the cost benefit down the road." Another stakeholder concurred that, "Early intervention or prevention – getting people to invest in the short term – will help us see benefits later on."

By the point of the Wave 2 interviews, theoretical and practical knowledge of justice reinvestment permeated through Travis County. All of the stakeholders were familiar with this system change approach; the discussions of justice reinvestment during the Wave 2 interviews

were pragmatic in nature. One thread of these discussions included remarks about what the county should be doing with criminal justice-involved people. As one stakeholder noted, "We want to take money to improve outcomes for people." Another commented that, "We don't want to see people released without appropriate services." And yet another stated, "We don't have any alternatives for the police to deal with repeat offenders." In "dealing" with the individuals involved with the criminal justice system, the topic of recidivists emerged at several points. To this point, one stakeholder remarked that "Recidivism is a big issue – we arrest the same people for the same crimes, this frustrates law enforcement dealing with the cycle."

Another pragmatic theme related to the justice reinvestment approach that was brought up during the Wave 2 interviews involved the reinvestment phase, or how the county should handle any accrued savings. In the words of one stakeholder, "We need to be in JRLL all along so that we can say 'hey, we have savings, where should the money go?'" A final point that is challenging in thinking about any justice reinvestment initiative was made by one stakeholder, who noted, "It's just about whose budget it comes out of."

The qualitative findings in relationship to Research Question 6 demonstrate clear evidence of both micro- and macro-level change in the knowledge of the concept of justice reinvestment. Evidence expressed by the key stakeholders indicates that the county had begun to embark on the complicated discussions and planning for full JRLL model implementation. The findings from the quantitative analyses for this research question, at the micro-, meso-, and macro-levels will now be presented.

As Table 36 demonstrates, there are several statistically significant differences in relationship to changes in knowledge of the concept justice between Waves 1 and 2 of the survey. This finding is highly supportive of the qualitative evidence discussed above.

Table 36: Travis County findings: Research Question 6

Did knowledge of the concept "justice reinvestment" increase?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	88	0.73	0.45	88	0.80	0.41	0.158
Meso‡‡‡							
Jail	93	0.27	0.45	35	0.63	0.49	0.000
Courts	21	0.67	0.48	13	0.62	0.51	0.724
Non CJ	23	0.91	0.29	21	0.90	0.30	0.868
Law Enforcement	16	0.87	0.34	15	1.00	0.00	0.044
Probation/Parole	8	0.75	0.46	9	0.78	0.44	0.863
Defense Attorneys	18	0.67	0.49	15	0.73	0.46	0.694
Macro‡‡‡	179	0.51	0.50	108	0.76	0.43	0.000

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

At the meso-level, in the jail and law enforcement spheres, and at the macro-level, respondents were statistically significantly more likely to have knowledge of the concept justice reinvestment at Wave 2, as compared to Wave 1 ($p<.001$, $p<.05$, and $p<.000$, respectively). These findings are highly significant and strongly support the qualitative finding that the vast majority of individuals in the county were familiar with justice reinvestment at Wave 2, as the findings are in the hypothesized direction. Interestingly, although the average score for this measure was quite high with the law enforcement sphere at Wave 1, by the point of Wave 2 every respondent in this sphere was familiar with justice reinvestment; this is indicated by the average score of 1.0 (measure is on a one-point scale), with a standard deviation of 0.0, suggesting that within this sphere there was no variation at all in the measure.

Although not significant, the trend at every level advanced in the hypothesized direction; the only exceptions were found in the courts and non-criminal justice agencies spheres. Therefore, for the most part respondents in Travis County were more likely to report knowing

what justice reinvestment was at Wave 2, as compared to Wave 1. This evidence supports that at the point of the Wave 2 survey administration, respondents at every level were more likely to know what justice reinvestment was.

Central to the JRLL change effort is knowledge of what justice reinvestment is; it is difficult, if not impossible for a local jurisdiction to embark on changing its criminal justice norms and procedures in alignment with the justice reinvestment model without first understanding what the approach is. The findings from this research question provide a crucial first step toward demonstrating the county's commitment to the full implementation, application, and sustainability of the system change approach.

Change demonstrated in knowledge of justice reinvestment as well as shifts that have already been demonstrated in the research questions presented thus far provide support for Phase II of the Lewin-White system change schema. Additional changes will be explored under the following section, Phase III of the Lewin-White approach. Thus far, data suggest that changes are evident through the implementation of the JRLL model in Travis County, and that these changes are supportive of the Lewin-White framework.

Phase III: Iterate/Experiment

The final component of the Lewin-White system change schema integrates White's research on managing change in the public sector during turbulent times. To address White's findings, the present research revised Lewin's final phase of his change theory, positing that the final phase represented institutionalization of the desired change. However, it is not realistic to accomplish institutionalization of the change effort in the two years in which JRLL had been begun in the sites at the point of the second wave of research activities.

The present research instead tests the integrated Lewin-White theory, hypothesizing that the applicable final phase is a commitment to iterate and experiment. The research questions that address these important factors include a commitment to collaborate, share data, and utilize evidence-based practices. The first two research questions under this category have been assessed utilizing both qualitative and quantitative data; whereas the final research question has been assessed with only the quantitative survey results. All three research questions have been examined at each of the levels of analysis: micro, meso, and macro. The results of each of these research questions will now be presented.

Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved?

Discussions of collaboration dominated the Travis County key stakeholder interviews. This was a topic of great interest and concern for the vast majority of stakeholders and an area in which most of the stakeholders offered very specific examples of unsuccessful aspects of current and historical collaboration, and also provided many recommendations for how they wished to see this area improved upon.

At the point of the Wave 1 Travis County interviews, stakeholders had very mixed feelings about collaboration. A number of the stakeholders reported that the state of collaboration was quite positive. One stakeholder stated that, “Collaboration is where most of our successes are.” Aligned with this point, several other stakeholders made similar assertions about Travis County, including: “Very impressive collaboration;” “We’re all willing to collaborate and share information;” and “We’ve had great cooperation, had everybody come to the table.” As for the ideal interagency collaboration, one stakeholder indicated that “Interagency collaboration is best with pretrial services.”

A productive three-way collaboration between the community, Travis County, and the City of Austin was also mentioned by several of the stakeholders, one of whom noted that this "Partnership is effective." Speaking more generally about local collaboration, one stakeholder remarked, "City and county relations have been difficult in the past, but are getting better." Another stakeholder commented that there is "Good coordination on service delivery out in the field." Even with these high remarks, stakeholders indicated an interest in sustaining the necessary levels of collaboration and communication to ensure ongoing system change. This point refers directly to Phase III, iterate/experiment, of the Lewin-White system change approach that is being examined. Supportive of this goal, an interviewee remarked that, "There's interest, talking to one another and developing a sense of permanency to our communication process."

Stakeholders at the other end of the spectrum expressed concerns and dissatisfaction with the status of collaboration at the point of the Wave 1 interviews. One stakeholder noted that the "Collaborative decisionmaking process is where things really need to change." Another stakeholder remarked that, "Decisions are being made in silos–that's a problem–we need coordination." And another remarked, "We don't communicate very well…we need to make that better." Stakeholders also discussed "competing interests" locally, referenced that it is "difficult to get people to collaborate," indicated that "city/county relations are not as strong as it should be," reported that key agencies and actors are "butting heads," and that there is a "disconnect between [the] county court system and municipal court system."

Some stakeholders referenced a lack of, poor, and/or over communication as a primary factor adversely impacting collaboration. Several stakeholders noted a need for "more areas of communication" and indicated that "cross communication is lacking." However, a number of other stakeholders asserted that there has been too much discussion; as two stakeholders

described, there is "lots of talking, not a lot of doing" and "we talk and talk and talk, but traction is not always what it needs to be." One stakeholder expressed annoyance related to this point, noting that, "Collaboration has been frustrating. In order for things to happen, we had to do it all ourselves…we need stronger leadership."

In regards to future collaboration, stakeholders noted that they wanted collaborative partners jointly to have more foresight. As one interview noted, "Everyone agrees when there's a bad outcome–we need to work together beforehand so that these bad outcomes quit occurring." Another stakeholder remarked that, "Instead of worrying about turf issues we need to focus on what we're trying to change." In thinking about the ideal collaboration, stakeholders indicated a delicate balance of having the right people at the table and not too many people so as to minimize productivity. To this latter point, one stakeholder referenced previous collaborative efforts, noting that, "There were too many people involved…when you get too many people together it becomes ineffective…you only need people who can actually make a difference…people lose interest if nothing gets done." In regards to the collaborative body in place at the time of the Wave 1 interviews, one stakeholder remarked that, "Probably everyone is at the table, but isn't always working together."

On the other hand, a number of stakeholders referenced partners whom they felt were missing from the collaborative body. Several interviewees discussed challenges of communication with the jail, one noting that it was "sketchy" and another who indicated that "There is no communication between the jail and the county courts." In regards to the Sheriff's Office[27] more generally, one stakeholder noted that the "Sheriff is good about working with criminal attorneys." A number of other comments were made in reference to another key law

[27] As described in the introduction to this chapter, the jail is a division of the Sheriff's Office.

enforcement agency in Travis County, the APD, including: “APD is onboard, but the Sheriff is not,” “APD has not been at the table well in collaborative efforts,” “APD would defer to the city a lot of the time–they have a great relationship with the Sheriff, but not the other county agencies,” “APD had no historical direct involvement in similar collaborative efforts,” and “APD has been more involved in collaborative efforts in the last year than ever before.” The above quotations indicate that APD is a partner who has recently joined the collaborative body; also, the number of comments made specifically about the APD indicates that stakeholders see this agency as a crucial member of the Travis County collaborative.

Stakeholders indicated several other areas in which they felt collaboration could be improved. As discussed under Research Question 1, which measures readiness to change, the defense bar was mentioned as a key partner that should be more involved in the collaborative. One stakeholder noted that there is a “benefit to having the defense bar involved” and another indicated that “Defense attorneys need to be brought into the collaboration.” Several other stakeholders noted that Travis County is not partnering or collaborating well with the state, including the State Division of Parole, that a representative from “mental health needs to be at the table,” and that, “We need to bring in the commissioners and make sure they are involved.”

There are clearly a number of areas in which stakeholders were displeased with the state of collaboration at the point of the Wave 1 interviews, although a number of strengths and positive remarks were also noted at this time. The second wave of key stakeholder interviews was dominated by conversations about collaboration as well. The comments at this point in time too were mixed.

A number of the Travis County JRLL key stakeholders indicated improvements in the state of collaboration. One stakeholder noted that, “Collaboration has improved since the last

interview; the project has prompted more discussions." Another remarked that, "The county and city are collaborating and communicating better, but there still are tensions." One interviewee felt very positive about the collaborative, by indicating that, "The right people are at the table–absolutely!" In regards specifically to communication, two stakeholders stated, "We now have more structured communication," and "Everyone is talking about the same thing now." However, similar to comments made at Wave 1, several stakeholders felt that collaboration worked well locally in terms of communication, but fell apart in times of action. To this point, one stakeholder asserted that, "Collaboration of people meeting has been good–it's the 'do' part that's the problem."

Several of the key stakeholders indicated being less involved in the collaborative at the point of the Wave 2 interview. Relatedly, stakeholders remarked that, "I'm not as connected to it as I was during the charter development," "I've been out of the loop more lately," "I haven't been that involved recently," and "I haven't been clued in completely about everything." Considering some stakeholders felt that the collaborative needed to remain focused in order to be effective, it is unclear whether or not it was actually or perceived as problematic that several stakeholders were less involved at the point of Wave 2. In this vein, one stakeholder stated, "I'm glad everyone is meeting, but we need to have the right people meeting."

During the Wave 2 interviews, the Travis County stakeholders did report a number of remaining challenges in regards to local collaboration. Several interviewees noted that there are still some turf issues between certain actors and agencies and several individuals remarked that they were unsure if communication was entirely effective. One stakeholder noted that, "We need more communication as we go through this process." Another stakeholder remarked though that

the, “Local dynamics are tough.” Some stakeholders noted that they felt there were some redundancies and that the group, needed “to look at duplication” of efforts.

In light of making sure that the “right” people were meeting, several stakeholders noted that the collaborative group needs to extend beyond members of the local criminal justice system. This point was expressed by one stakeholder noting that, “We might want to spread out and start looking at other non-county agencies” and another commenting that, “I still think that you need to have conversation outside of the silo–we shouldn’t just be talking to the criminal justice folks.” Of the silos, one stakeholder asserted that, “Silos have to be permeable.”

Some of the stakeholders discussed other challenges that were thought to be stifling collaboration, including interagency tensions and a lack of involvement by key figures. One such comment related to interagency challenges was that, “Pretrial and probation don’t work well together, despite being from the same agency.” Another stakeholder noted that the “Sheriff is sometimes difficult; he says he’ll be involved but he doesn’t necessarily present himself, and instead send delegates who don’t have policy authority.” Other stakeholders noted a need for greater interest and involvement, making statements such as, “Decisionmakers still don’t show up–it’s been a year and a half since we started this thing and people still aren’t showing up,” “People need to be more responsive,” and “People are busy–it’s hard to get them involved.” Additionally, a number of the stakeholders indicated that they felt several key partnerships were missing from the collaborative, including “Prosecutors and law enforcement need to be more involved,” the “Court needs to be involved,” and “There’s no collaboration with the state.”

Challenges of perceptions of collaboration and disincentives for doing so also emerged as a theme in the Wave 2 interviews. For example, one stakeholder noted that, “People say we collaborate so well, but people think coming to the meeting is collaboration–but nothing happens

unless someone picks it up; then when someone picks it up, it's their program and they're responsible for funding it." This latter point seemed to serve as a disincentive to take the initiative on leading up new efforts or projects. A couple statements were made about why the challenges discussed in regards to collaboration may have been prominent. One interviewee commented that, "People are sensitive about their areas–nobody wants to hear bad things about their agencies" and as such this may result in some agencies and actors being less willing to participate in the collaborative. About the challenges related to collaboration, another stakeholder remarked that, "Some of it is a lack of coordination, some of it is poor decisionmaking." Finally, one stakeholder asserted, "We need training and direction on how to collaborate."

The qualitative evidence demonstrates that although several of the key stakeholders felt that collaboration was strong at the start of the JRLL initiative and continued to be positive or improved between the two interview waves, clearly many stakeholders continued to have deep concerns and frustrations in this area. The qualitative findings described above provide mixed support at the micro- and macro-levels in relation to Research Question 7. The quantitative results in regards to collaboration will now be presented.

Table 37 demonstrates that there was one area of statistically significant change in regards to the quantitative assessment of collaboration from Wave 1 to Wave 2 of the JRLL organizational survey.

Table 37: Travis County findings: Research Question 7

Were perceptions of collaboration improved?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	83	2.70	0.37	83	2.73	0.34	0.439
Meso‡‡‡							
Jail	76	2.71	0.45	32	2.75	0.27	0.618
Courts	19	2.58	0.28	13	2.83	0.54	0.062
Non CJ	23	2.59	0.43	20	2.66	0.35	0.395
Law Enforcement	17	2.70	0.39	13	2.71	0.30	0.909
Probation/Parole	9	2.63	0.44	9	2.40	0.42	0.152
Defense Attorneys	17	2.72	0.58	14	2.56	0.49	0.385
Macro‡‡‡	161	2.67	0.44	101	2.68	0.39	0.920

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

The courts sphere experienced a statistically significant difference between Wave 1 and Wave 2 in regards to perceptions of collaboration ($p<.10$). This change was in the hypothesized direction. Although not significant, with the exception of the probation/parole and the defense attorneys spheres, all of the analyses trended in the hypothesized direction. Thus, members of all of the other research samples felt that collaboration had improved between the two waves of the survey. In reference to the full system, or macro-level unit of analysis, this latter point is of particular value to the present study, as it relates directly to Research Question 4, which was designed to examine the effect of feedback loops. To reiterate from the description provided under Research Question 4, the feedback loop in the Travis County JRLL case study to examine was whether collaboration and communication improved from Wave 1 to Wave 2 at the macro-level. As discussed above, slight gains were achieved in this area; however, these findings were not statistically significant. The research provides some support for Research Question 4 in the Travis County case study.

The scale for the measure assessing collaboration, similar to that of all of the composite measures, is a four-point scale.[28] All of the levels of analysis demonstrate mean scores slightly above the midpoint at both waves. Slight increases could imply that the jurisdiction is moving in the right direction towards sustaining the JRLL change effort; however, given these findings and the results of the qualitative analysis, there is clearly still room for improvement in the area of collaboration for Travis County at all levels of analysis. It is important to note that that change can take a considerable amount of time and the period of time that elapsed between the two waves of the research activities may not have been long enough to produce the desired results. Some of the qualitative results, in addition to the statistically significant findings from the courts sphere and the other non-significant positive trends, indicate that change related to collaboration is occurring in the hypothesized direction, but these shifts have not yet reached desired level. The results of Research Question 8 pertaining to the use and sharing of data will now be presented.

Research Question 8: Did perceptions of the degree to which data are used and shared between agencies participating in the criminal justice system improve?

The use of data is an integral component of the justice reinvestment approach and as such this system change effort was highly reliant upon stakeholders' commitment to share data and to make data-driven decisions in the management of the local criminal justice system. Importantly, the final element of the Lewin-White system change schema also requires that stakeholders are collecting and using data to guarantee an iterative system change effort that continuously monitors progress, adapting and integrating the approach as necessary.

Only two of the Travis County JRLL stakeholders had positive remarks about data at the point of the Wave 1 interviews. One of these stakeholders stated that, "Travis County does a

[28] Appendix E provides frequency ranges and variations, by research question and unit of analysis.

good job of collecting data." The other stakeholder noted, "We are working on utilizing our data better." The remainder of the stakeholders interviewed expressed some level of frustration about data not being available and/or shared at the point of the first interview wave.

Early work in the JRLL initiative heightened the importance of data for many of the stakeholders. The majority of the stakeholders described their dissatisfaction with the inability to share information across data systems, which hampered stakeholders' efforts to make meaningful comparisons between the various local criminal justice system operations. Commentary related to this topic included statements such as: "We all use different definitions–we should all pull the same data;" Travis County has "data issues;" "Data are not in real time;" "Sharing data is tough within the criminal justice system;" there are "problems with data collection;" there are "problems with coordinating data systems;" and Travis County "tried to integrate systems to become more efficient… [and found] lots of duplicate efforts, information not shared…everybody tracked their own data."

A number of stakeholders noted additional challenges in accessing existing information; one such stakeholder noted that, "Where the information is makes it extremely difficult for people to query." Another stakeholder remarked that it is, "Very helpful to have information, but very challenging to connect systems." Addressing issues related to the use and sharing of data is a priority in Travis County, as evidenced by many of the stakeholders' comments. One such statement was, "We need to find resources to help improve our data systems."

Stakeholders in the Travis County criminal justice system also identified a number of pieces of information that they wished were accessible. Some of these data improvements include: "We need to be able to identify repeat arrestees;" "Community courts and county courts do not share information;" "We don't have access to a lot of data from the jail;" "There is no

system for checking up on referrals;" "There is no information sharing with Court Administration; this is definitely needed;" and "We need to find a way to automate the extraction of data." One stakeholder, however, remarked that even though more data sharing locally was necessary, "We don't want to go overboard in giving people access to each other's systems" without the proper precautions in place to protect confidential and sensitive data.

Stakeholders expressed frustration that only a limited number of staff were capable of extracting data, or as one stakeholder put it, "Only one person knows how to pull stuff out." And, further, that using and sharing data placed additional "demands on time" in an environment in which there were "limited resources." Notably, stakeholders recognized the importance of data for management of the system change effort and as one stakeholder put it, "Data/the numbers are the best way to motivate people."

The difficulty of sharing information and extracting meaningful data was a theme that came up frequently in the Travis County Wave 1 interviews. The Wave 1 interviews provide compelling evidence that data is an area in which Travis County stakeholders have experienced a great deal of frustration through the implementation of the JRLL system change effort, as well as more broadly locally. At the point of Wave 2, many of the Travis County JRLL stakeholders indicated that some improvements in regards to data had occurred since Wave 1, but that this was still an area that presented the county with numerous challenges. Some stakeholders reported that they did not see any improvements regarding how data were used and shared between agencies at the point of the Wave 2 interviews; however, several others indicated some improvements in this area. One stakeholder remarked, "Improvements have been made in gathering data." Another interviewee asserted that Travis County is "focusing more on the data," and that the jurisdiction is "on board now to get better data." Additional respondents indicated

that, “Data has been a major challenge but is improving,” and that Travis County is “doing a good job gathering data.”

Three stakeholders indicated that they did not see any advancement in the area of data use and sharing between Waves 1 and 2 of the interviews. As one stakeholder noted, “I haven’t really seen data sharing changes.” Another interview stated, “I have not seen actual improvement to data.” And yet another remarked that, “Bad data is still a big problem.”

The number of suggested areas to improve upon in regards to data decreased substantially between the two survey waves, but a handful of recommendations or data “wish lists” were provided during the Wave 2 interviews. Some of these suggestions included: “I want to see projections on crime;” “ITS [Information Technology Services] needs to be engaged in making the data right;” “We need to measure stuff from the beginning;” and “We need to provide the information, make it accessible–we should make it easy to identify people who are in custody, and understand who is in jail.”

Most of the stakeholders in Travis County expressed concerns about data at the point of the Wave 2 interviews; some argued that the situation had recently improved, but at a minimum, stakeholders expressed a universal concern about the status of how data are used and shared. However, overall issues of data and the severity of these issues played far less of a prominent role in the Wave 2 key stakeholder interviews, as compared to the Wave 1 interviews.

The above discussion suggests that there are mixed results in support of enhanced data sharing and use. Although some of the stakeholders articulated that they felt this component had improved over the course of the two interview waves, but given the concern and frustration stakeholders still expressed about this topic and the fact that several stakeholders reported “no improvement,” it is unclear if there is qualitative evidence of micro- and/or macro-level changes

related to this area. In search of more definitive evidence in regards to this research question, the discussion will now turn to the quantitative findings.

Table 38 demonstrates that no findings of statistical significance emerged in the data use and sharing question.

Table 38: Travis County findings: Research Question 8

Did perceptions of the degree to which data are used and shared improve?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	68	2.30	0.46	68	2.33	0.43	0.631
Meso‡‡‡							
Jail	66	2.50	2.50	26	2.60	0.36	0.748
Courts	18	2.13	0.53	12	2.20	0.50	0.678
Non CJ	21	2.14	0.42	19	2.27	0.50	0.215
Law Enforcement	15	2.20	0.38	13	2.13	0.43	0.550
Probation/Parole	8	2.32	0.53	9	2.41	0.40	0.604
Defense Attorneys	13	2.01	0.55	11	2.26	0.67	0.291
Macro‡‡‡	141	2.31	0.51	90	2.35	0.49	0.557

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

Although none of the findings from the quantitative analyses on the data composite measure were significant, advancement in the hypothesized direction occurred at every level and within every sphere, except for the law enforcement sphere. Given that the perceptions of the degree to which data are used and shared almost universally trended positively, it can be assumed that Travis County is advancing in the expected direction. Data and technology transformations are difficult, expensive, and time consuming to implement. As such, respondents to the key stakeholder interviews and the organizational survey may have not had enough time between the waves of the research activities to note significant change in regards to this measure. Because it is clear that respondents are trending toward more positive perceptions of the degree

to which data are used and shared, the findings are supportive of Phase III of the Lewin-White system change schema. The results of the final research question, commitment to evidence-based practices, will now be presented.

Research Question 9: Were criminal justice system actors more committed to evidence-based practices?

Research Question 9 examines if respondents were more committed to evidence-based practices from Wave 1 to Wave 2 of the survey. This is one of two research questions that only employed measures from the survey; there is no qualitative component associated with this research question. The other research question that examined just quantitative results is Research Question 4 and like this research question, as well Research Questions 7 and 8, a composite measure of related survey items was developed to determine if change occurred related to the commitment to evidence-based practices measure.

Support for this final research question was mixed, but generally more negative than positive. Statistically significant change was evidenced in just one area, at the micro-level ($p<.10$). These findings are demonstrated in Table 39.

Table 39: Travis County findings: Research Question 9

Were criminal justice system actors more committed to evidence-based practices?

Level	Wave 1			Wave 2			
	n	$\overline{x}$	***sd***	***n***	$\overline{x}$	***sd***	***p*** ‡
Micro‡‡	82	3.20	0.64	82	3.10	0.57	0.052
Meso‡‡‡							
Jail	80	2.79	2.79	29	2.75	0.58	0.910
Courts	18	3.31	0.52	12	3.09	0.56	0.203
Non CJ	22	3.44	0.56	19	3.45	0.46	0.932
Law Enforcement	17	3.38	0.49	13	3.22	0.39	0.198
Probation/Parole	9	3.46	0.41	9	3.43	0.35	0.792
Defense Attorneys	17	3.58	0.38	14	3.51	0.49	0.656
Macro‡‡‡	163	3.12	0.65	96	3.17	0.58	0.423

‡Results of two-tailed t-tests

‡‡Micro tests were conducted using pairwise t-tests

‡‡‡Meso and Macro tests were conducted using independent samples t-tests with finite population correction standard deviation values

Although the results of the evidence-based practices tests revealed one finding of significance, it was not in the hypothesized direction. No other findings of statistical significance were found in the evidence-based practices model. Moreover, in all but two of the evidence-based practices t-tests, findings actually decreased, meaning that these respondents were less likely to support evidence-based practices at the time of the Wave 2 survey administration, compared to the point of Wave 1.

Change in the jail sphere is of particular relevance, as it relates directly to Research Question 4, which was designed to examine the effect of feedback loops. To reiterate from the description provided under Research Question 4, the relevant feedback loop in the Travis County JRLL case study to examine is whether respondents from within the jail sphere were found to be less supportive of evidence-based practices, as compared to other respondents. Table 39 demonstrates that the average score for the jail sphere respondents is the lowest of all the spheres at both Waves 1 and 2. This finding fails to support Research Question 4 in the Travis County

case study. Moreover, in addition to the jail sphere having the lowest average score compared to the other spheres (as well as the micro- and macro-levels) the mean in this sphere actually further decreased, between Waves 1 and 2 of the survey.

Commitment to evidence-based practices can be seen as a large paradigm shift for any criminal justice system. As the results from the Travis County case study suggest, those involved in the jail, courts, law enforcement, probation/parole, and defense attorneys spheres may be less supportive and committed to the principles of utilizing evidence-based practices, as compared to their counterparts at Wave 1. Fortunately these findings are not universal, by sphere or level of analysis. Moreover, the movement towards implementing evidence-based practices is still relatively young. As additional evidence that demonstrates these risk reduction becomes available, other stakeholder groups may become more supportive of and committed to an evidence-based approach in criminal justice.

As discussed above, some support for Phase III of the Lewin-White system change schema was observed in the three related research questions. Other changes occurred not in the hypothesized or desired direction. Virtually all of the analyses related to collaboration and data occurred in the desired direction; changes related to evidence-based practices, however, were much more mixed. That said, the trends observed in the three Phase III research questions are generally moving in a positive direction and thus provide some support for Phase III of the Lewin-White system change approach.

Travis County JRLL Case Study Summary

Overall, some support was found through the JRLL Travis County case study for the test of the Lewin-White system change schema. Positive findings were not universal, but in each of the three phases of the Lewin-White model, affirmative qualitative and quantitative findings

emerged. Areas of improvement were evident at all levels and within each of the research questions. Given the short period of time that elapsed between the two waves of the research activities, initial support for the county's commitment and interest in adopting the JRLL system change approach, as measured through the three phases of the Lewin-White model, confirm the theoretical approach. A synthesis of the Alachua, Allegheny, and Travis counties JRLL case studies, as they relate to the Lewin-White system change schema, will now be presented. This discussion will be followed by a presentation of the limitations, policy implications, and conclusions of the research.

CHAPTER 9: CASE STUDIES SYNTHESIS

The three preceding chapters described each of the Justice Reinvestment at the Local Level (JRLL) case studies, Alachua County, Florida; Allegheny County, Pennsylvania; and Travis County, Texas, and presented findings from the sites' tests of the Lewin-White system change schema. The current chapter will summarize the primary factors, compare the samples, and contrast the findings associated with all three of the case studies.

JRLL participation

Each of the jurisdictions sought to participate in the JRLL system change initiative for site-specific reasons. The sites' experiences implementing the JRLL approach comprise the three separate case studies. Evidence from the individual case studies was examined to assess if change occurred at the micro-, meso-, and macro-levels within each of the three sites, supportive of the Lewin-White three phase model of system change.[29]

Alachua County historically faced population crises in the local jail. Despite having recently received funding to expand the jail at the time the site joined the JRLL initiative, within short order the county was projected to surpass the jail's capacity once again. In addition to the expanded jail population, the county's criminal justice expenditures were increasing quickly and steeply. Thus, the Alachua County stakeholders came to the JRLL project with the primary goal of reducing the jurisdiction's jail population without adversely affecting public safety. Reducing local criminal justice costs was a secondary, but desirable goal for Alachua County.

[29] The Lewin-White logic model for assessing implementation of the JRLL model is fully explicated in Chapter 4.

When Allegheny County joined the JRLL initiative the county had sufficient capacity to house the current and projected jail population for at least several years. However, Allegheny County's total general population and revenue sources were shrinking while local criminal justice expenditures were rapidly increasing. Allegheny County's main objective in JRLL participation was to decrease the overall cost of the local criminal justice system, while simultaneously improving what stakeholders perceived as high recidivism rates and less than desirable quality of life outcomes for the criminal justice-involved population.

Similar to Allegheny County, Travis County's local jail was not considered overcrowded and was not projected to be so at the time of JRLL engagement. Costs of the local criminal justice system, however, were rising precipitously. Moreover, Travis County's general population was rapidly increasing. Travis County is also home to the state's capital, one of the state's largest and most prestigious universities, as well as the City of Austin. Locally, there is great interest in making sure both public safety and the street quality of life are high to protect the commerce and customers of these important county partners. Travis County's chief interests in JRLL participation were to minimize local criminal justice expenditures while addressing the needs of special populations who frequented the jail, with the ultimate goal of enhancing public safety outcomes more cost effectively.

The desired outcomes of implementing the JRLL system change approach varied by each of the three JRLL sites. All of the sites, however, were similar in the fact that their local criminal justice system costs were quickly mounting. Given the differing local contexts, approaches, and needs the participants in the JRLL research activities also fluctuated by site.

Research samples

The three JRLL sites differed considerably by location and population. As the below table demonstrates, Alachua County was the smallest of the JRLL sites, both in real numbers as well as a portion of the state's population.

Table 40: Population statistics for JRLL sites

Site	State	2010 population	% State population	Site population % change: 2000 - 2010	State population % change: 2000 - 2010
Alachua	Florida	247,336	1.3%	13.5%	17.6%
Allegheny	Pennsylvania	1,223,348	9.6%	-4.6%	3.4%
Travis	Texas	1,024,266	4.1%	26.1%	20.6%

Table 40 illustrates that although Alachua County's population comprises only about 1 percent of the state's total population, the county's population increased between 2000 and 2010. This growth, however, did not keep pace with the population experienced by the state. Table 40 further demonstrates that Allegheny County comprises almost 10 percent of the state's population, but the county's population has been decreasing. Further, although Travis County makes up just slightly over 4 percent of the state's population, the county's rate of growth between 2000 and 2010 surpassed that of the state.

All three of the counties operated a collaborative body focused on local criminal justice concerns, including the jail population. In Florida and Texas these bodies are legislatively mandated to exist on the local level. Alachua's collaborative group is known as the Public Safety Coordinating Committee (PSCC); Travis's is referred to as the Community Justice Council (CJC). Pennsylvania does not have a similar statutory requirement, but counties are nonetheless encouraged to develop such a structure and Allegheny has done so. Allegheny's collaborative body is a chartered group, operating as the Criminal Justice Advisory Board (CJAB). These three

collaborative groups served as the JRLL core implementation teams in each of the sites and helped to coordinate the related research activities.

It was through the JRLL research activities that the Lewin-White schema was assessed. The research tools were designed to examine the JRLL implementation process for evidence of system change. The research approach was mixed-methods and was conducted at two points in time. Two waves of both an online organizational survey and key stakeholder interviews were administered. Solicitations to participate in the survey were sent out as broadly in each of the JRLL sites as the stakeholders were interested and willing to solicit participation and disseminate the instrument's instructions for completion. The results of the survey comprised the quantitative component of the research. The key stakeholder interviews made up the qualitative portion of the research. This latter research activity was much more limited in the scope of respondents, but was much more in-depth in the lines of questioning. Members of the collaborative bodies in all three sites comprised the qualitative sample, participated in the survey, and determined the remaining survey invitees.

In all three sites, the research sample varied by research activity and by wave. As the table below demonstrates, participation at both waves of the survey was highest in the largest of the three sites, Allegheny County.

Table 41: Quantitative sample statistics for JRLL sites

	Wave 1		Wave 2	
Site	**Wave 1 Only**	**Both Waves**	**Wave 2 Only**	**Both Waves**
Alachua	53	95	93	95
Allegheny	329	172	114	172
Travis	87	97	15	97

Table 41 provides the number of respondents who participated in each of the waves of the survey, indicating whether they participated in both waves, by site. Despite a steep drop in

participation between Waves 1 and 2, Allegheny County had more respondents than the other two sites, at both waves. Unlike the other two sites, Alachua County had a larger number of individuals participate in the survey at Wave 2 than Wave 1. In Travis County there were only a very small number of Wave 2 only survey respondents.

The differences in the number of survey participants, in sum and by research wave, are suggestive of jurisdictional differences in size as well as the selected method for research sample recruitment. The site chapters provide detailed discussions of the composition of each site's and each sample's characteristics. There are too many factors to present meaningful comparisons here, but in general there are a few notable similarities and differences. The average respondent in all sites is in their middle to late 40 years of age, has several decades of experience working in the criminal justice system, at least one decade of experience with their current agency, has a 10 percent to 20 percent chance of being a JRLL stakeholder, and a 40 percent to 50 percent chance of being a female. The odds of being a managerial or executive-level employee varied considerably by site and sphere; the jail sphere in every site had a much lower proportion of managerial or executive-level respondents. Moreover, in Travis County respondents had almost a null chance of being a line staff respondent unless they were part of the jail sphere.

As previously discussed, the size of the sites varied. It is also likely that the pace and saturation of the implementation of the JRLL system change initiative differed considerably by site. Thus, more people in one site or at any given time might have been engaged in the effort and as such fluctuations in the quantitative research sample may be a factor that is related in and of itself to the system change process.

The JRLL key stakeholders were a more consistent group in all three sites and at both waves. The table below provides statistics on the numbers of individuals interviewed by wave and site.

Table 42: Qualitative sample statistics for JRLL sites

Site	Wave 1	Wave 2
Alachua	23	19
Allegheny	24	23
Travis	24	19

As Table 42 demonstrates, approximately 20 individuals were interviewed in each of the three sites during each wave. There was some turnover in who was interviewed, as described in the site chapters; the table is reflective of the summation of individuals interviewed at each wave. Even though the total number of quantitative respondents varied considerably by site, the qualitative sample remained fairly consistent.

In addition to the qualitative and quantitative data collection that occurred, analyses were also conducted at several levels. The qualitative data were examined at the mico-, or individual, level and macro-, or system, level. The quantitative data were also examined at the mico-, or individual, level and macro-, or system, level, and additionally were examined at the meso-, or sphere, level. The individual, or micro-level, analyses consisted of just those respondents who participated in both waves of the research activities and compared the Wave 1 responses to the Wave 2 responses for evidence of change. Similarly, the full system, or the macro-level, was examined by collapsing all of the participants' Wave 1 responses and comparing these to all of the responses at Wave 2. The meso-level analyses, categorized each site's samples into a number of spheres.

The spheres were created based on the local realities of both who participated in the survey as well as who participated locally in the JRLL collaborative system change effort. Alachua County had the fewest number of spheres, five, consisting of: jail, courts, other criminal justice agencies, non-criminal justice agencies, and law enforcement. Allegheny County had the largest number of spheres, eight, consisting of: jail, courts, non-criminal justice agencies, law enforcement, probation/parole, pretrial, and defense attorneys. Travis County had six spheres, consisting of: jail, courts, non-criminal justice agencies, law enforcement, probation/parole, and defense attorneys.

Given the mixed methodological approach and the multiple levels of analysis, each case study had many findings to explore and discuss. These detailed discussions are contained within the respective case study chapters. The following section compares and contrasts the highlights of these findings.

Research findings

As detailed in the methodology chapter (Chapter 5), each of the research questions falls within one of the Lewin-White three phases of system change. These phases include: Phase I, unfreeze; Phase II, change; and Phase III, iterate/experiment. The nine research questions and the related system change phases are as follows:

Phase I: Unfreeze

(1) Research Question 1: Was there any evidence of readiness for change?
(2) Research Question 2: Was there any evidence of resistance to change?
(3) Research Question 3: Were Hsia and Beyer's six requisite areas for system change evident?
(4) Research Question 4: Was information provided through feedback loops related to any observed changes?

Phase II: Change

(5) Research Question 5: Did change related to the justice reinvestment approach occur at the micro-, meso-, and macro-level(s)?

(6) Research Question 6: Did knowledge of the concept "justice reinvestment" increase among criminal justice system actors?

Phase III: Iterate/Experiment

(7) Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved?
(8) Research Question 8: Did perceptions of the degree to which data are used and shared between agencies participating in the criminal justice system improve?
(9) Research Question 9: Were criminal justice system actors more committed to evidence-based practices?

Exploring change at the micro-, meso-, and macro-levels was empirically considered and measured as an element of each of the other eight research questions. A summary of the findings from each research question in the three sites will now be presented.

Phase I: Unfreeze

There are four research questions associated with the first phase of the Lewin-White system change model. The first two research questions were assessed only using qualitative data, and as such were examined for change at the micro- and meso-levels. The findings for all four research questions will now be presented, followed by a brief discussion as to whether the findings provide evidence in support of Lewin-White's Phase I, unfreeze, system change schema.

Research Question 1: Was there any evidence of readiness for change?

Readiness for change was assessed strictly utilizing results from the qualitative key stakeholder interviews. In all of the case studies, evidence in support of this research question was found at the micro- and macro-levels. Stakeholders in each of the three sites discussed a different set of challenges at Wave 1, but by the point of Wave 2 these obstacles were presented as nonissues or were described as in the process of successfully being addressed. For example, at Wave 1 in Alachua County stakeholders primarily commented on challenges related to managing roles, responsibilities, and workloads; in Allegheny County tensions between the court and the

jail, a lack of a local leader, and the failure to fully integrate JRLL into the county's strategic plan were presented as the biggest challenges; and in Travis County stakeholders reported needing greater involvement from additional key figures in the jurisdiction and having difficulties working within a fragmented system.

Individual responses in each of the sites provide micro-level evidence in support of readiness for change, as the perceptions of respondents clearly shifted between the two waves of interviews. Moreover, because the opinion that the county was ready to change was shared by stakeholders across the board and between both of the survey waves in all three sites, the hypotheses that macro-level support for readiness to change would be evidenced were also supported. The findings from the Alachua, Allegheny, and Travis case studies provide universal support for the first research question.

Research Question 2: Was there any evidence of resistance to change?

Resistance is a very prominent theme in the system change literature. For the purposes of the present research it was desirable that there not be evidence of resistance to change, or if resistance was evident at Wave 1 of the research activities that this resistance lessened or dissipated by Wave 2. Resistance to change was assessed only utilizing results from the qualitative key stakeholder interviews.

None of the three JRLL sites were found to be completely free of resistance at the point of the Wave 2 interviews. It was evident, however, in each of the three sites that attitudes and actions, as reported by the stakeholders, began to shift in the desired direction. Resistance was described as less problematic by stakeholders in all three sites, in its frequency and in the number of actors/agencies exhibiting obstructionist behaviors. The JRLL key stakeholder interviews

provide evidence that the environment for change was in the process of being cultivated in each site, but had not yet reached the level of sea change.

Research Question 3: Were Hsia and Beyer's six requisite areas for system change evident?

Hsia and Beyer (2000) argue that there are at least six requisites to affect full system change, involving at a minimum: (1) "A 'big picture' perspective" (p. 3); (2) interagency collaboration to coordinate planning and implement changes to impact systemic problems between various agencies; (3) regular data collection and ongoing meaningful use of such information; (4) commitment of resources, particularly financial when at all possible; (5) reformation of policies and procedures; and, finally, and possibly most importantly, (6) both top-down and bottom-up commitment. For the purposes of the present research, these six prerequisites were categorized. As Table 8 in Chapter 5 demonstrates, a total of 31 survey items were collapsed into a composite measure in order to assess Hsia and Beyer's six requisites. This research question only involved quantitative measurement, but as with all of the other quantitative analyses, was assessed at the micro-, meso-, and macro-levels.

The results of Research Question 3 were mixed in each of the case studies. A total of four significant findings emerged (one statistically significant finding in the Alachua and Travis case studies and two in the Allegheny case study). However, only one of the results was in the hypothesized direction, Allegheny County's pretrial sphere. Even the results that were not significant were very mixed in all three sites; many decreased in the unexpected direction.

The results of these analyses fail to fully support or refute the hypothesis that significant change would be evidenced at all levels in the composite measure developed to assess Hsia and Beyer's six requisites for system change. As the site chapters discuss, there are at least three potential explanations for these mixed results. First, the composite measure may have failed to

properly measure Hsia and Beyer's requisites. Second, change in the six requisites may not have occurred between the survey waves. Or finally, Hsia and Beyer's six requisites for system change may not be relevant to the JRLL system change effort and as such, the measures were not affected by the targeted change approach. Two of Hsia and Beyer's requisites, collaboration and data, were examined independently. Evidence of change in the expected direction in these measures was further examined to help explain if the Hsia and Beyer composite measure was inadequately constructed or perhaps did not adequately operationalize a concept that is meaningful to the current research. These research questions were examined under Phase III, iterate/experiment, and will be discussed later in this chapter. The fourth research question, assessing the impact of the feedback loops, will now be discussed.

Research Question 4: Was information provided through feedback loops related to any observed changes?

The information provided to each of the JRLL study sites through a feedback loop varied based upon the results of each site's Wave 1 organizational survey. For each site, the potential areas for improvement were provided to the site stakeholders in the form of a Wave 1 research report. A commonality between all three of the sites was that each site received recommendations pertaining to collaboration in the individualized feedback loop.

In Alachua County, the Wave 1 research findings determined that respondents from the jail, courts, and law enforcement spheres were less engaged in the domains of collaboration and communication than the JRLL site leaders desired and as compared to the findings of respondents representing the other spheres. In Allegheny County, it was determined that respondents from within the jail setting believed that communication was weaker than individuals who responded to the survey from other settings. And, in Travis County two areas were identified in which improvement could help move the county toward complete

implementation of the JRLL system change process: first, at the full system, or macro-level, collaboration appeared to be weaker at Wave 1 than stakeholders desired; second, respondents from within the jail sphere were also found to be less supportive of evidence-based practices as compared to other respondents.

These site specific points were provided to the respective site stakeholders in the form of a Wave 1 research report. All the factors are crucial to the successful implementation of the JRLL system change approach, as well as to the Lewin-White schema, as such they were already included in the research design. The feedback loops related to collaboration were assessed through the meso- and macro-level findings of Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved? The feedback loop related to evidence-based practices was assessed through the meso-level findings of Question 9: Were criminal justice system actors more committed to evidence-based practices?

Some support for the feedback loops was found in all three of the case studies. In regards to the Alachua County findings, although the changes were not significant, the law enforcement, courts, and jail respondents on average reported greater perceptions of collaboration at Wave 2 of the survey administration. The law enforcement and jail spheres also experienced substantial growth in the number of respondents between the survey waves. This latter point in itself may indicate a greater level of commitment to collaborate and support the JRLL system change effort, and therefore may provide some support for the evidence of an effective feedback loop as well support for a commitment to collaborate.

In Allegheny County, support for this research question was less positive. Statistically significant change was experienced in the collaboration composite measure for the jail sphere;

however, this change was not in the hypothesized or desired direction. Thus, the research failed to support Research Question 4 in the Allegheny County case study.

Travis County's results related to Research Question 4 were mixed. Slight gains were achieved in the area of improved collaboration at the macro- or full system level; however, these findings were not statistically significant. This finding provides some support for Research Question 4 in the Travis County case study. Although, in reference to the second point of Travis County's feedback loop (support for evidence-based practices by the jail sphere), the average score for the jail sphere respondents on this measure was the lowest of all the spheres in Travis County, at both Waves 1 and 2. Moreover, in addition to the jail sphere having the lowest average score compared to the other spheres (as well as the micro- and macro-levels) the mean in this sphere actually further decreased, between the survey waves. This finding fails to support Research Question 4 in the Travis County case study.

The results of the research questions related to Phase I of the Lewin-White JRLL system change approach in all three of the case studies were mixed. The qualitative findings were supportive of readiness for change and sufficient gains toward improving resistance to change were found. The composite measure designed to assess Hsia and Beyer's requisites or readiness for change did not consistently demonstrate positive gains between the two survey waves, and in two of the sites findings of statistical significance were in the unpredicted direction. The results of the feedback loops also were mixed. In several instances the findings were supportive but not statistically significant, whereas other findings failed to support the hypothesis related to this research question. The findings associated with the Phase II, change, research questions will now be discussed.

Phase II: Change

Arguably the simplest component of the Lewin-White schema to assess is the second phase, change. As Lewin describes it, this is the phase in which the target is moving from the current level to that of the desired. For the purposes of the present research, there were two research questions positioned under this component of the Lewin-White system change model. These inquiries involved both qualitative and quantitative assessments at the micro-, meso-, and macro-levels. The first research question was integrated into the analyses and discussion of each of the other inquiries. The second research question in this phase looked specifically at the term "justice reinvestment" and assessed respondents' change in their knowledge of this concept. The findings for the sixth research question are presented below, followed by a brief discussion about the degree to which the findings provide evidence in support of Lewin-White's Phase II, change, schema.

Research Question 5: Did change related to the justice reinvestment approach occur at the micro-, meso-, and macro-level(s)?

As previously discussed, this research question was examined as a component of the other eight inquiries. Micro- and macro-level analyses were performed on every research question; meso-level analyses were only performed on those research questions that employed quantitative data. The questions, which only examined qualitative data, are the first and second research questions; as such these are the only inquiries which did not include meso-level analyses. Discussion of the evidence for micro-, meso-, and macro-level change has been presented with each of the other research questions.

Research Question 6: Did knowledge of the concept "justice reinvestment" increase among criminal justice system actors?

Research Question 6 was examined qualitatively and quantitatively. The findings in relationship to this research question in all three sites, at all levels, and from both of the research

activities (qualitative and quantitative) provided the strongest evidence in support of the present study. Qualitative research respondents were much more likely to know what justice reinvestment is and to offer their own definitions of this concept at the point of the Wave 2 interviews.

The quantitative research also resulted in clear and convincing evidence of change in this measure. Statistical change was evidenced in all three of the sites at virtually every level; the only exception was in the Travis County case study in the jail and courts spheres. Other than the decreases experienced within these spheres in Travis County, increases were evidenced in every other test of this measure in all three sites. None of the results from Alachua County case study were significant, but the mean score at every level of analysis did increase between the two survey waves. Moreover, in Alachua the standard deviation at every level of analysis decreased between Wave 1 and Wave 2 of the survey administration. This indicates that respondents, at every level, and within every sphere, were more likely to know what justice reinvestment was at the time of Wave 2 survey administration and there was less variation in the responses of this item.

Several statistically significant differences emerged at the micro-, meso-, and macro-levels in the Allegheny County analyses of this research question. Most of these findings were at the highest level of significance: micro-level; meso-level, within the jail, courts, and probation/parole spheres; and macro-level all had critical significance values below the .001 level. The remaining spheres were also all significant, but varied as to their critical value levels: the law enforcement, pretrial, and defense attorneys spheres had the next highest level of significance ($p<.05$), followed by the non-criminal justice sphere ($p<.10$). All of the findings were in the hypothesized direction.

In Travis County, there were several statistically significant differences; at the meso-level, in the jail and law enforcement spheres, and at the macro-level, respondents were statistically significantly more likely to have knowledge of the concept justice reinvestment at Wave 2 as compared to Wave 1 of the survey ($p<.001$, $p<.05$, and $p<.000$, respectively). Interestingly, every respondent in the law enforcement sphere affirmatively reported knowing what justice reinvestment was at the point of Wave 2.

Although not all of the findings were significant, the trend at every level in each of the case study advanced in the hypothesized direction; the only exceptions were found in Travis County, in the courts and non-criminal justice agencies spheres. The qualitative findings in each of the three sites were also fully supportive of this measure. Therefore, for the very most part, respondents in all three sites were more likely to report knowing what justice reinvestment was at Wave 2, as compared to Wave 1. Thus, Research Question 6 is supported through the research findings.

Change was demonstrated in knowledge of justice reinvestment. These findings, in addition to shifts that have already been discussed in the research questions presented thus far, as they relate to micro-, meso-, and macro-level change, provide some support for Phase II of the Lewin-White system change schema in all three of three of the sites. The results from the final three research questions will be explored in the following section, Phase III of the Lewin-White approach. However, data thus far suggest that change was evident through the implementation of the JRLL model in the three JRLL case studies supportive of the Lewin-White framework.

Phase III: Iterate/Experiment

The final component of the Lewin-White system change schema integrates White's research on managing change in the public sector during turbulent times. To address White's

findings the present research revised Lewin's final phase of his change theory, positing that the final phase represented institutionalization of the desired change. It is not realistic to accomplish institutionalization of the change effort in the two years in which JRLL had been begun to be implemented in the three sites at the point of the second wave of research activities.

The present research instead tested the integrated Lewin-White theory, hypothesizing that the applicable final phase is a commitment to iterate and experiment. The research questions that addressed these important factors include a commitment to collaborate, share data, and utilize evidence-based practices. The first two research questions under this category were examined through the results of both qualitative and quantitative data; whereas the final research question was assessed with only the quantitative survey results. All three research questions were examined at each of the levels of analysis: micro, meso, and macro. A summary of the results of these research questions in the three case studies will now be presented.

Research Question 7: Were perceptions of collaboration between agencies participating in the criminal justice system improved?

Perceptions of collaboration were assessed through the results of the qualitative and quantitative research activities. The qualitative interviews contained prominent discussions of collaboration at both waves and within all three sites. A handful of stakeholders interviewed in each site and at both waves noted that jurisdictional collaboration was ideal. However, most stakeholders offered very specific examples around unsuccessful aspects of current and historical collaboration, and also provided a number of recommendations for how they wished to see this area improved upon. Overall at the micro- and macro-level perceptions related to collaboration shifted, but given the level of concern some stakeholders expressed around this topic mixed support was found qualitatively in support of improved collaboration.

Quantitative findings generally trended positively in regards to collaboration in each of the three sites. In Alachua County, gains were experienced at all levels, with the exception of the meso-level "other than criminal justice" sphere; however, none of the changes were statistically significant. As previously discussed in regards to Research Question 4, examining the effect of feedback loops, the jail, courts, and law enforcement spheres experienced some positive, albeit not significant, gains related to this measure.

The Allegheny County quantitative case study results demonstrated that the pretrial and defense attorneys spheres experienced statistically significant differences between Wave 1 and Wave 2. The jail sphere also had statistically significant change in the collaboration composite measure from Wave 1 to Wave 2; however, this change was not in the hypothesized direction. With the exception of the decreased perception of collaboration as reported by members of the jail sphere, positive gains in the collaboration composite measure were experienced at all other levels of analysis. As previously discussed in regards to Research Question 4, examining the effect of feedback loops, this latter point is of particular interest. As indicated above, statistically significant change was experienced in the collaboration composite measure for the jail sphere; this change however, was not in the hypothesized or desired direction.

There was one area of statistically significant change in regards to the quantitative assessment of collaboration in the Travis County case study, from Wave 1 to Wave 2 of the JRLL organizational survey. The courts sphere experienced a statistically significant difference between Wave 1 and Wave 2. This change was in the hypothesized direction. Although not significant, with the exception of the probation/parole and the defense attorneys spheres, all of the other analyses also trended in the hypothesized direction. As previously discussed in regards to Research Question 4, slight gains were achieved in the effect of feedback loops, in reference

to the full system or macro-level change; however, these findings were not statistically significant.

The qualitative and quantitative results in each of the three sites provided some support for Research Question 7. Not all of the qualitative findings indicated that collaboration truly was ideal, and not all of the quantitative findings were significant or in the expected direction. This indicates that changes in regards to collaboration have not yet reached the desired or optimal level, but it is clear from all three of the case studies that some positive momentum was developing in regards to collaboration. Therefore, mixed support in regards to Research Question: 7, assessing the perceptions of collaboration was evidenced. The results of Research Question 8, pertaining to the use and sharing of data, will now be presented.

Research Question 8: Did perceptions of the degree to which data are used and shared between agencies participating in the criminal justice system improve?

The use of data is an integral component of the justice reinvestment approach and as such this system change effort was highly reliant upon stakeholders' commitment to share data and to make data-driven decisions in the management of the local criminal justice system. Importantly, the final element of the Lewin-White system change schema also requires that stakeholders are collecting and using data to guarantee an iterative system change effort that continuously monitors progress, adapting and integrating the approach as necessary.

The research examined qualitative and quantitative data to assess changes in the degree to which data were used and shared. The qualitative approach demonstrated that stakeholders in all three of the JRLL sites expressed deep concerns and frustration in regards to the use and sharing of data. Only a very small number of those interviewed noted no issues or problems related to data. Universally in all three sites, stakeholders at the point of the Wave 2 interviews indicated some improvements in this area; however, feelings of dissatisfaction, frustration, and specific

obstacles continued to dominate the Wave 2 interviews. Despite acknowledging some positive changes, given the high level of discontent that remained, it is clear that the three sites did not accomplish all that they wished to in regards to Research Question 8. Thus, the qualitative evidence related to the use and sharing of data was mixed.

Quantitatively, the results of the data research question were also mixed. In Alachua County there were some findings of statistical significance with two groups, in the meso-level courts sphere and macro-level. The meso-level courts sphere had the strongest statistical significance of any test in the Alachua County case study. Both of these findings were in the hypothesized direction. Despite the lack of other statistically significant findings, survey respondents at virtually every level of analysis in Alachua County reported improvements in the degree to which data were used and shared between the two waves of the survey; the only exceptions to this was a decrease experienced at the meso-level by the "other than criminal justice" sphere and no change in the law enforcement sphere.

The Allegheny County quantitative results were also mixed, in regards to the data research question. No findings of statistical significance emerged, the trends though were mixed. At the micro-, macro-, and within several units of the meso-level, perceptions of the degree to which data are used and shared actually decreased between Waves 1 and 2 of the survey. In four of the spheres: non-criminal justice agencies, law enforcement, probation/parole, and pretrial the mean score on the data composite measure increased.

Mixed results in support of enhanced data sharing and use also emerged in the Travis County case study. There were no findings of statistical significance in the data use and sharing composite measure. Although, advancement in the hypothesized direction occurred at every level and within every sphere, except for the law enforcement sphere.

Respondents to the key stakeholder interviews and the organizational surveys in all three of the study sites reported mixed results regarding perceptions of how data are used and shared, these findings failed to fully support Phase III of the Lewin-White system change schema. However, given that in each of the sites the perceptions of the degree to which data are used and shared almost universally trended positively, it can be assumed that the counties are advancing in the expected direction. Data and technology transformations are difficult, expensive, and time consuming to implement. As such, respondents to the key stakeholder interviews and the organizational survey may have not had enough time between the waves of the research activities to note significant change in regards to this measure. Because it is clear that respondents are trending toward more positive perceptions of the degree to which data are used and shared the findings are somewhat supportive of Phase III of the Lewin-White system change schema. The results of the final research question, commitment to evidence-based practices, will now be presented.

Research Question 9: Were criminal justice system actors more committed to evidence-based practices?

Research Question 9 examines if respondents were more committed to evidence-based practices from Wave 1 to Wave 2 of the survey. This is one of two research questions that only employed measures from the survey; there was no qualitative component associated with this research question. The other research question that examined just quantitative results is Research Question 4 and like this research question, as well Research Questions 7 and 8, a composite measure of related survey items was developed to determine if change occurred related to the commitment to evidence-based practices measure.

Like many of the other inquiries, support for this final research question was mixed in all three of the JRLL sites. In Alachua County, statistically significant changes were not evident in

any area; however, the mean scores did advance in the expected direction at the individual, or micro-level, and within three of the five spheres; however, in the other two meso-level sphere analyses and the macro-level examination, positive changes were not found.

Support for this final research question in the Allegheny County case study was also mixed. Statistically significant changes were evident in two areas: at the meso-level, in the non-criminal justice agencies sphere, and at the macro-level. Although the results of the evidence-based practices tests revealed two findings of significance, just one of these was in the hypothesized direction. At the system, or macro-, level respondents were statistically significantly found to be more likely to support evidence-based practices. This finding supports the macro-level hypothesis associated with this research question. On the other hand, those respondents in the non-criminal justice agencies sphere were statistically significantly less likely to support evidence-based practices at the time of the Wave 2 survey administration, as compared to the point of Wave 1. No other findings of statistical significance were found in the evidence-based practices model. Moreover, the means did not advance in the direction at the individual, or micro-level, and within four of the seven spheres; however, in the other three meso-level sphere analyses and the macro-level examination, positive changes were found.

In Travis County, support for Research Question 9 too was mixed, but generally the findings were more negative than positive. Statistically significant change was evident in just one area, at the micro-level; although, the result of this test was not in the hypothesized direction. No other statistically significant findings emerged in the evidence-based practices Travis County model. Moreover, in all but two of the evidence-based practices t-tests, findings actually decreased, meaning that these respondents were less likely to support evidence-based practices at the time of the Wave 2 survey administration, as compared to the point of Wave 1. As previously

discussed in regards to Research Question 4, examining the effect of feedback loops, change in the jail sphere is of particular relevance, the average score for the jail sphere respondents was the lowest of all the spheres at both Waves 1 and 2 and actually decreased in this sphere between the two survey waves. This finding fails to support Research Question 4 in the Travis County case study.

As each of the case studies discusses, commitment to evidence-based practices can be seen as a large paradigm shift for any criminal justice system. The results from all of the case studies suggest that greater support and commitment to the principles and practices of utilizing evidence-based practices exists from certain spheres. The movement towards implementing evidence-based practices is still relatively young. As additional evidence that demonstrates these risk reduction principles becomes available, other stakeholder groups may become more supportive of and committed to an evidence-based approach in criminal justice.

The discussion above shows that all of the case studies found some support for Phase III of the Lewin-White system change schema in each of the three related research questions. Not all of the results were statistically significant and not all of the changes occurred in the hypothesized or desired directions. The trends observed in the three Phase III research questions, however, are generally moving in a positive direction and thus provide some support for Phase III of the Lewin-White system change approach.

Conclusions

The results of the nine research questions, measured qualitatively and quantitatively at multiple levels in three separate sites, provided some support for the JRLL system change model as measured through the Lewin-White schema. The three sites varied greatly in their system change needs and interests, the participants of their change effort and related research activities,

and the findings of their case studies. The greatest support universally was found in Research Question 6, assessing knowledge of the justice reinvestment concept. Clearly, familiarity with the justice reinvestment approach is rooting itself in all three of the JRLL sites.

The sites all demonstrated a great readiness to change and significant progress towards alleviating local resistance to change. The Hsia and Beyer composite measure failed to provide illuminating evidence about its effectiveness as an approach in any of the three sites; given the related collaboration and data constructs that help to comprise this measure also had mixed results, the research failed to fully support or refute Hsia and Beyer's six requisites applicability to the current research. The effect of the feedback loops was also mixed; some of the points provided to the stakeholders in their Wave 1 research reports actually worsened by the point of Wave 2. It is unclear if the mechanism in which this information was provided was unsuccessful, if the site stakeholders failed to act upon the suggestions provided to them, or if the efforts made were simply ineffectual. The findings from the first four research questions in each of the three case studies provided mixed support for Phase I of the Lewin-White system change schema.

As discussed in each of the case study chapters as well as this current chapter, some changes did occur at the micro-, meso-, and macro-levels. Moreover, the positive results of Research Question 6, assessing knowledge of the concept of justice reinvestment, provided the strongest universal support from the three case studies for the current research. Thus, support for Phase II of the Lewin-White system change schema was evidenced in all three of JRLL sites.

Perhaps the most mixed support found in the present study emerged from the final three research questions, which comprised Phase III of the Lewin-White system change schema. Some findings of significance were revealed, and many of the trends were in the hypothesized direction. However, each of these areas continues to be negated with no findings of change; in all

three sites and in reference to the first two research questions of Phase III, stakeholders expressed serious concerns and frustrations. The quantitative findings also did not result in uniformity or too many statistically significant outcomes. There do seem though to be promising signs of emerging system change, particularly given the short amount of time that elapsed between the two research waves. The findings from all of the case studies for the final three research questions provide mixed support for Phase III of the Lewin-White system change schema.

The research activities in the three JRLL sites occurred very early on in the change process. As the literature review (Chapter 3) discusses, successfully affecting full system change typically takes at least several years. Therefore, it is not surprising that the research did not support all of the hypotheses. Positive results did emerge in a number of areas and the general trends that were found are consistent with the expected findings. The system change implementation process was not yet completed and as such the environment for change was likely still evolving in each of the three sites during both waves of the research activities. Despite achieving full support for the Lewin-White system change schema, the JRLL case studies provide useful information to the field of local criminal justice system reform. As such a number of policy implications can be inferred from the present research. The next chapter will present the limitations of the present research. Following that discussion, several policy implications and the conclusions of the research will be offered.

CHAPTER 10: LIMITATIONS OF THE RESEARCH

This study is derived from an action-based research project. As such, it attempted to be both comprehensive and adaptable. However, no research is without limitations and given the live nature of the Justice Reinvestment at the Local Level (JRLL) initiative, some methodological compromises had to be made. This chapter presents some of the limitations of the present study. For the purposes of this discussion, the limitations are grouped into three categories: restrictions based upon the design, implementation, and analysis of the present research.

Some of the limitations may be relevant to more than one or all of these categories, but have been presented in the area in which the limitation is most prominent. The limitations of the research discussed in this chapter are intended to be thorough, but it is possible that there were some unknown or unrecognized limitations. Moreover, the interpretation of limitations can be subjective and as such the discussion below may not be exhaustive.

This chapter begins with a discussion of the limitations of the research design. Limitations based upon the implementation of the research tools will then be examined. The chapter concludes with a presentation of the analytic limitations of the research.

Design limitations

The present study is a formative evaluation using the Lewin-White system change schema to assess change in the three JRLL sites. This schema though may not have been a relevant or effective tool in and of itself or in its application to the present research. Moreover, Lewin's theory has been criticized for being too simplistic (as discussed in Chapter 3) and no published tests were located assessing White's adaptation to Phase III of Lewin's model. Neither

Lewin nor White specifically theorized about change within the context of a local criminal justice system. Additionally, the JRLL system change model was developed by the Urban research team in partnership with the three sites. Thus, this model too has not been evaluated and may not be effectual at creating system change. If the JRLL model is limited in its ability to affect change and the Lewin-White model is an ineffective schema in the measurement of change, the research design approach will have been adversely impacted. However, the theoretical approach was founded upon a large base of existing research and as such is strongly supported by this science.

Additionally, while the study employed findings from the three JRLL case studies, it does not serve as an evaluation of justice reinvestment or the JRLL model. Moreover, as a formative evaluation, the design was not capable of establishing causality, which can be considered a limitation of the research. The intent of the study was not causal in design; however, any study that is not able to determine cause and effect is limited to a certain extent in that researchers are unable to draw definitive conclusions or control for factors which may impact the study's result.

Another limitation is that the research activities were only administered at two points in time. Change not captured within these discrete time periods was unavailable for analysis. Related to the timing of the research activities, Wave 2 data collection may have been premature to meaningfully examine change. This is a limitation of the research that was discussed under the Justice Reinvestment Initiative (JRI) section of the methodology chapter (Chapter 5). Due to the launch of a related national initiative, JRI, Urban's technical assistance and evaluative roles related to JRLL were dramatically modified. Moreover, JRI created the opportunity for the three JRLL sites to apply for grant funding, and required Urban to cease its direct work with the sites in a short time. These shifts required the Wave 2 research activities to occur sooner than may

have been ideal in the measurement of system change, given the research indicates that system change takes a minimum of several years to take effect.

The research sample design was complicated and may also have limited the approach of the study. It was hypothesized at the onset of the research activities that a factor relevant to system change is the shifting composition of those actors who are interested, engaged, and relevant to the effort. As such the research design remained flexible so as to account for a changing respondent pool between the two waves of research activities. However, this factor complicated both the study's design and analytic process, particularly in regards to the quantitative research approach. A large number of stakeholders in all three of the sites participated in both waves of the survey; however, some participants failed to participate at Wave 2 and another group of individuals only participated at Wave 2. Because the samples were overlapping, they could not be considered fully independent or dependent for the purposes of performing standard t-test calculations.

At the micro-, or individual, level, this was not an issue because the most effective way to measure change in individuals is to examine the same people at different points in time. Thus, the micro-level research design only accounted for those individuals who responded to both survey waves. However, at the macro-, or sphere, level and at the meso-, or system, level it was important to be able to examine all of the responses associated with the respective research waves, in order to account for the change in who was involved, engaged, and relevant to the effort. The research design feature employed to address this issue was incorporating finite population corrections (FPC) to conduct the meso- and macro-level t-tests. This is an acceptable approach because the sample pools in all three of the sites were at least five percent of the total

possible respondent sample.[30] However, the technique had to be performed manually without the assistance of a statistical software package, which has intrinsic limitations and moreover is an approach that has had limited applications, thus creating the potential impediments in comparability and acceptability of the findings.

Also in regards to the quantitative research design, the organizational survey was administered online. Therefore, only those individuals who had access to a computer and the Internet and felt comfortable on both of these platforms would have been easily able to participate in this component of the research. Urban researchers offered site contacts paper copies of the surveys with pre-paid postage return envelopes. Several dozen hardcopies of the survey and return envelopes were mailed out to the three sites; however, a very small number (10 and two in the first and second waves, respectively) were returned.

Related to the levels of analysis (micro, meso, and macro), there are potential limitations in how these were defined and the simplicity of this approach. As the literature review, Chapter 3, highlights, there are many levels of systems. The three levels examined in the current study may have restricted the research from developing a more nuanced understanding of change. For example, within each individual sphere, there are likely several additional meaningful layers. The jail sphere for instance is comprised of uniformed and civilian staff, guards and service providers. Moreover, the levels included in the present research design may have failed to be properly operationalized. Examining multiple levels can be an advantage in an evaluative approach; however, the levels may have also created limitations or challenges.

Although the research design involved a mixed methods approach; employed findings from three different case studies, each consisting of nine separate research questions; and

[30] Chapter 5, Methodology, provides an extensive discussion on the FPC method and its applicability to the current study.

examined the research questions on multiple levels (micro, meso, and macro), it did not include complex multivariate statistical techniques. In assessing the impact of full system change the present research design was limited statistically to means tests. Moreover, the t-tests had to vary by the unit of analysis, potentially limiting the comparability of findings between levels. This design approach, however, was employed so as to include the results of all survey respondents, at both waves of the survey.

The research tools[31] themselves may have been limited in their operationalization of the research constructs relevant to the Lewin-White schema to measure JRLL system change. The organizational survey and key stakeholder interview protocol were not designed for the present research study and therefore did not have the ability to specifically test the Lewin-White framework. Instead, constructs were developed in the analysis phase to test the components of the Lewin-White model.

Moreover, the JRLL model and justice reinvestment as a whole are relatively new concepts and system change efforts within the criminal justice context provide little basis from which to deploy a validated survey. Therefore, the JRLL survey may suffer threats to reliability and validity that may limit the accuracy of the results (Shadish, Cook, & Campbell, 2002). In an effort to account for this, triangulation was used for a number of the items and the qualitative research component provides another mechanism for a validation and reliability check. Moreover, a pilot of the survey was administered in hopes of limiting threats to the instrument's reliability and validity. The questions posed in both the survey and the interview protocols may have inappropriately or inadequately operationalized the areas of inquiry.

[31] The research tools consist of the organizational survey and key stakeholder interview protocol. The tools are included as Appendices A and B, respectively.

Composite measures provide equal weight to all of the measures in the model, as opposed to other types of data reduction techniques that allow for multiple measures to be reduced into fewer (or just one measure). The theoretical approach of this study asserted that the all of the items should carry equal weight in the models; therefore, composite measures were used at Wave 2 rather, than factor analysis (which generates a weighting scheme). This methodology evolved from Wave 1 and as such the research reports provided to the site stakeholders provided results from factor analyses. It was later determined that this was an appropriate approach for the current study. The change in this methodological application may have limited the relevance and comparability of the feedback loop examinations. Despite the methodological shift from factor analysis to composite measures, the research remained focused on the same areas or constructs, the same levels of analysis, and the same spheres. Further, in regard specifically to the quantitative composite measures, although each had very high Cronbach Alpha scores, as presented in Table 9 of Chapter 3 (methodology), they may not have properly measured the intended constructs, which would also have limited the present research.

The discussion above summarizes the potential limitations of the research design. Limitations related to implementation of the research activities will be presented below. This discussion will be followed by the analytic limitations of the present research.

Implementation limitations

There are several areas related to the implementation of the research that may have limited the applicability of the findings. A number of the items related to this area of the research limitations were alluded to under the design limitation section. However, each point described in this section pertains to the activities involved in implementation of the research design.

As discussed above and in the preceding chapters, the research sample was constructed by the Urban team in conjunction with the JRLL core team in each site. There are several potential limitations with this approach. First, the sample may not have been fully representative of the site and moreover the individuals who responded may not have been illustrative of the typical local criminal justice employee. Second, the sample may not have been targeted to the "right" people or those most knowledgeable about the factors related to the present study. Third, the number of participants may have been too few or too many to accurately assess the interest and results of the system change effort at the point of the two research waves. Finally, the dip experienced in participation of the Wave 2 research activities in every area, except the jail and law enforcement spheres in the Alachua County case study, present limitations that affect the activities related to the implementation of the research as well as that of the analyses.

The timing of the research activities also presents limitations. Most notably, given the short duration of time that elapsed between the two waves, some stakeholders may have felt saturated by the research. This may have resulted in fewer responses and/or apathetic responses. Moreover, due to the fact that both waves of the survey were identical in format and content, some stakeholders may have believed that having participated in Wave 1 made Wave 2 participation unnecessary.

An important aspect of the action research framework was the provision of information from the Wave 1 evaluation activities to the key stakeholders, in the form of a feedback loop. However, no mechanism or structure existed to assess how or if the feedback was incorporated into the site's efforts. The research approach was designed to analytically assess if the areas in which the sites were provided feedback experienced positive change from Wave 1 to Wave 2,

but absent of such evidence the research was unable to decipher whether or not the feedback loops were fully implemented.

The fact that the JRLL initiative was an action-based research project also presents limitations to the present research. Action research efforts require adaptability and flexibility in their approach so that the targets of change (in this case the three JRLL sites) can implement mid-course corrections if implementation of the system change effort is not advancing as expected. This is advantageous for practitioner partners and is necessary in many real world systems, but can create implementation challenges in controlling and accounting for factors that may affect the progress and/or outcomes related to the study.

In addition to JRLL being an action-based research project, all three of the sites had their own internal and external core teams. Internally the sites managed the JRLL effort through their collaborative bodies. Any dysfunction within these groups had the impact of limiting the progress of JRLL as well as the implementation of the research activities.

The external core teams in each site consisted of a few representatives from the county collaborative and two members of the Urban research team. Urban staff could have influenced the implementation of the research as well as the results. The impact of Urban's work may have presented limitations in any of the sites by precluding the core teams from taking ownership over their own change processes. The composition of the Urban research teams also varied by site, which resulted in differing levels of experience, relationships, and compatibility of staff. These factors could have limited the implementation and findings of the research. One question in the key stakeholder protocol, which asked stakeholders to comment on Urban's role on the project, was designed to try to assess these factors. However, review of this question did not yield any

useful insights; the information stakeholders provided in relation to this measure indicated additional types of technical assistance or funding that the sites hoped to obtain.

The role of Urban as both a partner in and the evaluator of the JRLL initiative may have resulted in some respondents replying to the research questions in a manner consistent with how they perceived that Urban or Urban's funder (the federal government) would have wanted them to answer. If this situation occurred, it could have limited the reliability of the research findings. This situation is especially relevant in regards to the data collected during the second research wave. The Wave 2 research activities were administered after the national JRI effort was launched, which in addition to expanding the breadth of the local justice reinvestment model also created an opportunity for selected sites to receive financial awards. The introduction of this new program and the possibility of dollars may have impacted the research in more ways than just speeding up the timeframe for which the Wave 2 instruments were administered. These factors may have affected the implementation of the research as well as the findings.

In addition to the introduction of JRI, initiatives, incidents, and politics change from moment to moment, any of which have the ability to impact a system change effort. As the introduction to this dissertation discussed, national, state, and local reforms that affect local criminal justices systems frequently occur. During the course of JRLL implementation, there were undoubtedly numerous changes that the research was unable to control for or measure. Any number of factors may have conflated, intervened, or mediated change in the three JRLL sites.

The discussion above presented the limitations associated with implementation of the current research. If any of these factors emerged at the point of research implementation, they likely would have affected the results and hence the analyses as well. The next and final section of this chapter summarizes the analytic limitations associated with the current study.

Analytic limitations

Most of the limitations discussed in the above two sections also present challenges for the analytic component of the research. However, there are several factors that are related or are altogether different, and merit discussion under this current section. The limitations related to the study's analyses are presented below.

The first section of the chapter, limitations of the research design, discussed the potential impact of sampling; these factors also potentially present analytic limitations. If the samples in each site and at each wave are not: representative of the site's criminal justice system actors; inclusive of the relevant decisionmakers and stakeholders; or properly balanced between the research waves, the analysis and results of the study may be limited. In the case study and synthesis chapters, substantial details regarding the changing composition of the samples between Waves 1 and 2 are discussed. The research posited that the changes in these groups were relevant to the system change effort and that the respondent pool at each wave was well poised to represent the views of the jurisdiction at that point in time. However, if this sampling hypothesis was not accurate, the analytic approach will be limited in that the results may not accurately reflect the realities of the sites or be comparable between levels of analysis.

The research design also posited that the meso-, or sphere, level analytic approach was meaningful to the present research. If the coding of the spheres was not conducted in a meaningful way, due to the lack of response in a certain area or a lack of knowledge of the local contextual factors, the analyses will be limited. For example, too few public defenders and district attorneys responded to the survey in the Alachua County case study. This prevented these groups, which are often thought of as having disparate views of the criminal justice system, from being analyzed separately. Therefore, coding decisions made either out of necessity (as the result of too few responses) or unknowingly can present limitations to the analyses.

As discussed in the previous sections, the analytic methods employed in the current study may have also created some limitations. In regards to the meso- and macro-level analyses, the FPC approach could have restricted the relevance or comparability of these findings to the micro-level examinations. That the findings in many of the inquiries follow similar patterns despite the methodology employed gives some assurances that the combined methodological approach is not too limited, if limited at all.

The above areas summarize the analytic limitations of the present research. These factors, in addition to the limitations discussed in the preceding two sections, should be considered in reviewing any of the study's findings and applying the results to any future system change efforts.

Conclusions

Synthesizing different research methods (qualitative and quantitative) over two different time periods in three sites presents a myriad of challenges that can have the effect of limiting the applicability of the research. The current research approach, however, attempted to balance all of these factors, in a live, action-based research environment. Although a number of potential threats or limitations potentially arise from or in response to the study's design, implementation, and analyses, the methodology attempted to be cognizant of and made concerted efforts to mitigate or at least compensate from some of these challenges.

The background and findings of this formative evaluation were presented in the previous chapters. The current chapter presented the limitations of the research. The following chapter will provide a discussion of the relevant policy implications and offer a conclusion to the current study.

CHAPTER 11: POLICY IMPLICATIONS AND CONCLUSIONS OF THE RESEARCH

The present study sought to explore change in local criminal justice systems through an examination of the implementation of the Justice Reinvestment at the Local Level (JRLL) model in three U.S. counties. The research employed findings from the implementation experiences of the three JRLL study sites, in the form of case studies, and examined the data through the lens of Lewin-White system change schema. The system change model was not fully supported by the research findings, but was not totally refuted either. The previous chapters detail the mixed findings that emerged from all three of the case studies, through the qualitative and quantitative data, and at the multiple levels of analysis (micro, meso, and macro).

Despite failing to achieve full support for the Lewin-White system change framework, the JRLL case studies provide useful information to the field of local criminal justice system planned change. As such, a number of policy implications can be inferred from the present research. The previous section, limitations of the research, noted that the present study was not causal in design. Therefore, there is no evidence to demonstrate that any of the changes experienced were caused by JRLL, but we can assume the changes measured in the Lewin-White schema are associated with or related to these system change efforts. This allows conclusions of the research and policy implications to be offered. This chapter presents the relevant policy implications and conclusions related to the present research in the following order: importance of planned criminal justice system change models at the local level, necessary support to enhance system change efforts, and challenges to changing local criminal justice systems.

Importance of planned criminal justice system change models at the local level

The justice reinvestment planned change approach, at the state and local levels, is important because criminal justice costs and populations have risen tremendously over the past several decades.[32] Stakeholders in all three of the JRLL participating jurisdictions cited concerns with rising local criminal justice populations and costs. A recent downturn in the nation's economy has made it increasingly difficult for units of government, particularly at the local level, to meet the financial encumbrances of the criminal justice system. Local governments have been forced to carry a huge portion of the brunt that the national incarceration boom has created. However, there is little to no support indicating that the current investments in the criminal justice system are cost effective, or more importantly are effective at reducing public safety risks. In response to the high rates of recidivism and staggering costs of the criminal justice system, research demonstrates that this system can have better outcomes, while simultaneously expending fewer resources. As the Center for Effective Public Policy (2010) states:

> Research over the past two decades has demonstrated that better results from our justice system's efforts and investments can be realized. For example, research demonstrates that a 30% reduction in recidivism is possible if the justice system applies current knowledge consistently and with fidelity. Moreover, the research also shows that application of this knowledge can produce significant cost benefits to cities, counties, and states (p. 8).

Very few planned change models are available for criminal justice systems and even fewer are applicable at the local level. In many jurisdictions, the individuals who are jointly operating these systems are working in the dark and pulling at straws to attempt to impact their costly and often ineffective criminal justice operations. JRLL provides jurisdictions with a model to focus their efforts and collaboratively determine the drivers of their local criminal justice populations, and devise strategies by which to address these drivers.

[32] The assessing the extent of the problem section in Chapter 3 provides the necessary statistics to understand the growth in the nation's criminal justice populations and costs.

Importantly, the justice reinvestment approach provides political protection from appearing to be "soft on crime." The model works to identify what is not working well in the criminal justice system and addresses those areas through employing evidence-based practices. Research has consistently demonstrated that implementing strategies that have scientific evidence of effectiveness with fidelity will have a better impact on recidivism and thus enhance public safety (Center for Effective Public Policy, 2010). Reducing recidivism and operating programs more effectively will also in turn require less of a financial investment.

Local level criminal justice systems are important because policies trickle down to the local level; planned change efforts therefore enable local jurisdictions to take stock and charge of their system drivers. Moreover, this area of government has experienced a bludgeoning of both criminal justice populations and costs; although the Bureau of Justice Statistics (BJS) has recently demonstrated an overall slight decrease in the nation's jail population (only several percentage points over the past two years), these results are largely the result of changes in the nation's largest jails (Minton, 2011).[33] Therefore, the vast majority of local jurisdictions nationwide continue to grapple with escalating and often unmanageable criminal justice costs and populations.

Planned change with local criminal justice systems is also important because unlike policies and legislation implemented at the federal and state levels, local level stakeholders who have policymaking authority are often the same individuals who are responsible for implementing such policies. For example, federal and state level correctional system reform is typically administered through the passage of legislation, whereas at the local level changes are more likely to be enacted through changes in administrative and department policies. Thus,

[33] Chapter 3, the assessing the extent of the problem section, presents BJS's statistics on the nation's jails.

supporting planned change for local decisionmakers can have a greater impact on how reforms are both implemented and institutionalized.

Individuals interviewed and surveyed in the three JRLL study sites indicated a desire to enhance public safety and reduce criminal justice related costs; however, the research failed to find support in the quantitative measure designed to examine change in regards to support for evidence-based practices. The research does show that there was a strong willingness and interest within the three participating localities to be involved systemwide in a coordinated planned change effort. More time and support likely would have enabled additional change practices to have been embedded in each of the JRLL sites.

Needed support to enhance system change efforts

Results from JRLL implementation in the three case studies demonstrate that stakeholders were cognizant of the mounting pressures on their criminal justice systems and also were motivated to find strategies to help them effectively address these issues. Local jurisdictional stakeholders expressed a desire to develop and implement schemes that would be more effective in regards to public safety primarily, but also would be more cost-efficient. Evidence from the case studies demonstrated that within short order the sites developed a greater understanding and commitment to the JRLL system change initiative. Related to the change effort, it was also clear that within all three sites individuals greatly valued collaboration and data sharing, although these were areas in which a great deal of frustration and concern emerged.

Mixed results were found in each of the three case studies regarding collaboration and data sharing; it was clear, however, that this was an area of great importance not just to the JRLL and Lewin-White models, but to the jurisdictional respondents as well. Frustration almost exclusively emerges from areas that individuals care about and areas in which people would like

to see improve. Thus, even though the research did not clearly support that the desired levels of change in relationship to the sites' collaboration and data efforts, the findings did confirm that these are areas of extremely high value. Many stakeholders asserted that collaboration and data were the constructs in which the sites were capable of achieving the highest degree of success, but also in which they needed the greatest level of assistance. There are policy implications of this finding, given that there are very few resources available to local units of government to assess and improve upon their levels of collaboration and the use and sharing of data. This certainly proved to be one area in which jurisdictional representatives appeared to welcome additional support and resources.

It is clear from the research that to implement and institutionalize criminal justice system change effectively, public perception must shift to support these evolving values. Much of this relates back to an earlier point from this chapter, not appearing to be "soft on crime." The public expects to feel safe and to be protected from crime. This is part of the democratic social contract and an expectation (or at least a desire) of most citizens. If evidence demonstrates that some individuals should be punished and/or treated in the community instead of incarcerated, and these are individuals who would have been incarcerated prior to the implementation of these evidence-based practices, the public must be made aware of this decisionmaking platform. The public's buy-in is important and will help achieve buy-in to make other and continue current system reforms. Moreover, staff (at all levels and within all of the affected organizations) also must be informed of the change efforts to ensure the successful implementation and continued administration of these evidence-based practices.

In regards to the collaborative bodies of each of the three JRLL sites, none included the voice of "consumers" or those individuals who have been formerly incarcerated and only one

stakeholder indicated that this would be of value. In understanding the necessary change patterns and processes from a policy perspective, it would be immensely valuable to include the perspective of individuals who have already gone through the change process themselves and/or are in the process of doing so. Moreover, a number of stakeholders noted that victims' advocates were also missing from the collaborative bodies. This perspective is also essential to include in the system transformation process, as victims' perceptions and values of appropriate punishment and levels of confinement (so long as they do not conflict with the evidence) are vital in order to change the system in a way that the public and victims will be comfortable with. Other stakeholders noted that neighborhood-based and faith-based partners were also a missing, but an important, component of the collaborative. Local jurisdictions wishing to affect criminal justice system reform could greatly benefit from assistance in developing standards for who should be involved in the collaborative body, for what purposes, at what points, and to what degree.

As previously discussed, data was an area of deep frustration and concern for the JRLL site respondents. Help around data is greatly needed in most local criminal justice systems and few resources exist to meet this need. Jurisdictions must be able to confidently assess the cost and population drivers of their criminal justice systems. Without access to data that can accurately ascertain these vital statistics, local jurisdictions are paralyzed in their abilities to effectively implement any strategies that will be effective in reducing costs and/or populations and making data-driven decisions.

The present research found extremely mixed results in regards to the commitment of evidence-based practices. Successful implementation of JRLL and any similar planned change initiative is contingent upon majority support for operating a system based upon scientific findings. Several decades of research have demonstrated that some interventions can actually

increase the risk of recidivism; therefore, systems must be committed to implementing strategies that have been proven to or have promise of being successful and to examine results continuously so that if successful outcomes are not achieved, the system can respond and adapt.

Challenges to changing local criminal justice systems

Although the research hypotheses projected positive changes in every level of all nine research questions, given the cycles and evolution of change and the limited timeframe for data collection, this likely was not a very realistic outcome of the study. A number of important outcomes of the research, however, have policy relevance to future local level criminal justice system change work. Respondents expressed a readiness for change, were beginning to ameliorate resistance to the desired change, were familiar with and committed to the concept of justice reinvestment, stayed focused on and were committed to ongoing collaboration and system reform, and demonstrated an interest in examining and using data in decisionmaking. These findings are supportive of the JRLL model as well as all three phases of the Lewin-White system change schema. The elements of these models seem to be supported in theory, but evidence of significant change is taking longer than the design of the present evaluation framework was able to examine. Therefore, a primary policy implication of the current study is that system change takes a long time to achieve.

Moreover, change is hard. As the literature review in Chapter 3 describes, change is a complicated, challenging, time consuming process that often is resisted at multiple levels; human nature involves resisting change. Thus, full system change is harder to achieve and takes a very long time to take effect. The study did not result in sea changes in each of the three sites, but there were many indications that the change effort is a priority and of interest to many. One positive indication of commitment in all three of the sites is evidenced by the efforts of

stakeholders and the many hundreds of individuals who were willing to participate in the research activities. This suggests that many individuals (hundreds) in each of the three sites believed that criminal justice system change is important enough to pay attention to and agreed participate in the research, despite all of the other competing demands for these individuals' time. However, given that participation in the research activities dipped at Wave 2,[34] this may be indicative of discontinuing support or a loss of enthusiasm. Successful implementation and continuation of system change requires that staff at all levels are trained and engaged in why, how, and what is trying to be changed.

Some of Lewin's most prominent research on change postulated mechanisms to effectuate group change. As the literature review contained in Chapter 3 presents, Lewin argued that it is "usually easier to change individuals formed into a group than to change any one of them separately" (Lewin, 1951, p. 228). The results of this present system change examination clearly demonstrate factions of resistance and support in virtually every one of the nine research questions. This suggests that traction can be built within pockets or spheres in systems that can be contagious; it may not always be necessary to focus in on small areas of resistance, as transformations will begin to occur in other areas when evidence from and the impact of the change program begin to develop. Therefore, resistance can be hard to overcome, but the research demonstrates that the system change effort can continue to progress, and stakeholders should do what they can with factions of support they have. Resistance of individuals and certain groups can be addressed by prevailing over group perceptions and politics.

Another area of resistance that emerged through the JRLL case studies, but is not unique to the present system, is generational resistance. As each of the case studies presents, the age and

[34] Participation in the research activities dropped between Waves 1 and 2 in all areas, with the exception of the jail and law enforcement spheres in the Alachua County case study.

tenure within the three JRLL study sites on average was quite mature. The mean age of survey participants in all three sites was 44.26 years of age, with a range of 20 to 80 years of age; the average time employed in the criminal justice system was 13.93 years, with a range of 1 to 20 years. Overall, individuals who have been employed in the system longer are less adaptable to change and thus exhibit greater levels of resistance. Attrition can be a positive factor in system change, but will only be effective if newly hired staff members are trained in the change principles and if their performance is in some way rated in accordance with those principles. Existing staff also should be trained and assessed based upon the new system paradigm.

Jurisdictions that are engaging in system change must set up structures to reward innovation. Stakeholders or agencies willing to try new things or pick up new tasks and programs must not be penalized by having to fund these measures independently. Mechanisms to support system improvements, regardless of which agency's budget the costs and savings hit, must be implemented and continually assessed. Moreover, stakeholders should establish structural conditions that encourage defenselessness of all partners and in which criticisms and system reviews are constructive.

Tactics to encourage productive collaboration and decrease resistance are relevant to the JRLL system change approach. Change naturally can be difficult to achieve. If stakeholders feel threatened or not supported through the change process, successful implementation and institutionalization will be difficult if not impossible to achieve.

Conclusions

As discussed throughout this dissertation, change takes a long time to achieve. Importantly, conditions must be cultivated within the early stages of the change process in order to institutionalize the goals and intentions of the reform effort. It is essential that jurisdictions

take these necessary steps in the nascence of a change effort so that regression of any gains achieved does not occur. Returning to the discussion from the sustainability section of the literature review in Chapter 3, Benne and Birnbaum (1969), present that backsliding from the desired change effort occurs primarily as the result of one of two reasons: first, those affected by the change may not have been intimately involved in the change strategy so as to adopt the changes that those in charge are attempting to make; and, second, the pressure from those in charge is reduced or relaxed, resulting in a weakened demand to sustain the change.

The findings from the JRLL case studies demonstrate that the system change effort has begun to take root. Much still remained to be done at the point of the Wave 2 research activities, particularly in regards to Phase III of the Lewin-White framework, iterate and experiment. If these three counties and others engaging in system change efforts are unable to institutionalize a process to iterate and experiment, any gains achieved in the other phases of the change framework will likely disappear.

APPENDICES

Appendix A: JRLL Organizational Survey

Appendix B: JRLL Key Stakeholder Interview Protocols

Appendix C: John Jay College of Criminal Justice Institutional Review Board Approval

Appendix D: CITI Certificate

Appendix E: Frequencies of research questions, by site, and unit of analysis

Appendix A:

JRLL Organizational Survey

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1. Please provide your contact information.
This information is necessary to identify who is taking the survey and to contact you to participate in a follow-up survey.

a. First name	
b. Last name	
c. Title	
d. Name of agency	
e. Street address	
f. City	
g. State	
h. Zip code	
i. Email address	
j. Phone number	

2. What is your gender?

a. Male	❍
b. Female	❍

3. How old are you?

4. Indicate the primary setting in which you work

a. Jail	❍
b. Other correctional institution	❍
c. Courts	❍
d. State or County attorney's office	❍
e. Public defender's office	❍
f. Law enforcement	❍
g. Probation/parole agency	❍
h. Community based agency or program	❍
i. Other	❍

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5. What year did you join this agency? (i.e., 1979)

6. How many years have you been employed at an agency that addresses issues pertaining to the criminal justice system (i.e., 20 years)

7. Have you ever heard of the concept of justice reinvestment, whereby jurisdictions identify ways to reduce corrections costs with the goal of reinvesting the savings in more prevention-oriented efforts?

a. Yes	❍
b. No	❍

8. Please indicate the extent to which you agree or disagree with the following statements:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Allegheny County makes good strategic use of its jail space to ensure that there is room for those who pose the greatest risk to public safety	❍	❍	❍	❍	❍	❍
b. Allegheny County spends too much money on jail and not enough money on rehabilitative treatment	❍	❍	❍	❍	❍	❍
c. The cost of corrections in Allegheny County is diverting funds from other important community-based rehabilitative treatment and services	❍	❍	❍	❍	❍	❍
d. Allegheny County has sufficient programs in place to enable people to transition from the jail to the community successfully	❍	❍	❍	❍	❍	❍
e. Because of limited resources, people do not spend as much time in jail as they should	❍	❍	❍	❍	❍	❍
f. People released from jail in Allegheny County do not have adequate access to rehabilitative treatment and services in the community	❍	❍	❍	❍	❍	❍
g. My county is spending the right amount of money on the criminal justice system	❍	❍	❍	❍	❍	❍

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9. Please indicate the extent to which you agree or disagree with the following statements:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Reductions in the jail population can generate tangible cost savings	❍	❍	❍	❍	❍	❍
b. It is not reasonable to believe that savings in corrections costs can be quantified and reinvested for other purposes	❍	❍	❍	❍	❍	❍
c. Measures put in place to speed up the time from arrest to sentencing can generate cost savings	❍	❍	❍	❍	❍	❍
d. Investments in the community that are designed to prevent people from committing crime can save my county money in the long run	❍	❍	❍	❍	❍	❍

10. Please indicate the extent to which you agree or disagree with the following statements:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. All key members of the community should be involved in deciding how criminal justice resources should be used	❍	❍	❍	❍	❍	❍
b. It is important for people leaving jail to have access to rehabilitative treatment and services in the community	❍	❍	❍	❍	❍	❍
c. Controlling the size of Allegheny County's jail population is not a priority in my community	❍	❍	❍	❍	❍	❍
d. There is a clear shared vision in Allegheny County about how we should be managing the size of the jail population	❍	❍	❍	❍	❍	❍
e. My agency's mission conflicts with the strategies Allegheny County uses to control the size of the jail population	❍	❍	❍	❍	❍	❍
f. Allegheny County uses jails to ensure public safety	❍	❍	❍	❍	❍	❍
g. There is a clear understanding of the strategies Allegheny County uses to control the size of the jail population	❍	❍	❍	❍	❍	❍
h. My agency does not have a stake in addressing how jail space should be used						
i. My agency plays a role in deciding who goes to jail and for how long	❍	❍	❍	❍	❍	❍
j. Line staff in my agency influence decisions regarding who is sent to jail	❍	❍	❍	❍	❍	❍
k. Elected officials are committed to ensuring that the right people go to jail	❍	❍	❍	❍	❍	❍

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11. Please indicate the level of influence you think the following agencies and positions have in sending people to jail:

	No influence at all	Very little influence	Some influence	A great deal of influence	Extreme influence	Don't Know	Refused
a. Residents and community leaders of Allegheny County	❍	❍	❍	❍	❍	❍	❍
b. Local elected officials and government leaders	❍	❍	❍	❍	❍	❍	❍
c. The Allegheny County Sheriff's office	❍	❍	❍	❍	❍	❍	❍
d. Jail administrators in Allegheny County	❍	❍	❍	❍	❍	❍	❍
e. Correctional officers in jails in Allegheny County	❍	❍	❍	❍	❍	❍	❍
f. Law enforcement or police officers in Allegheny County	❍	❍	❍	❍	❍	❍	❍
g. Judges in Allegheny County	❍	❍	❍	❍	❍	❍	❍
h. Prosecutors in Allegheny County	❍	❍	❍	❍	❍	❍	❍
i. Public defense attorneys in Allegheny County	❍	❍	❍	❍	❍	❍	❍
j. Community corrections officials (parole, probation, etc.) in Allegheny County	❍	❍	❍	❍	❍	❍	❍
k. Criminal justice advisory boards or committees	❍	❍	❍	❍	❍	❍	❍
l. Allegheny County's housing authority	❍	❍	❍	❍	❍	❍	❍
m. Allegheny County's division of children and families agency	❍	❍	❍	❍	❍	❍	❍
n. Community-based organizations and other rehabilitative treatment and service providers	❍	❍	❍	❍	❍	❍	❍
o. Victim's organizations	❍	❍	❍	❍	❍	❍	❍

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12. Please indicate the extent to which you agree or disagree with the following elements. Agencies involved in the use of Allegheny County's criminal justice resources:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Communicate fully their reasons for working together	❍	❍	❍	❍	❍	❍
b. Share influence equally (influence refers to the ability to have input into decision making, use of fiscal and human resources, implementation strategies, etc.)	❍	❍	❍	❍	❍	❍
c. Have defined ways of communicating (through documents, memos, routinely scheduled meetings, or written agreements, etc.)	❍	❍	❍	❍	❍	❍
d. Lack trust in one another	❍	❍	❍	❍	❍	❍
e. View each other as dependable	❍	❍	❍	❍	❍	❍
f. Are generally respectful toward each other	❍	❍	❍	❍	❍	❍
g. Have written protocols or memorandums of understanding	❍	❍	❍	❍	❍	❍

13. Please indicate the extent to which you agree or disagree with the following statements. Criminal justice agencies in Allegheny County work collaboratively to:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Identify new resources through grant writing and fundraising	❍	❍	❍	❍	❍	❍
b. Share resources such as funding, equipment, and/or materials	❍	❍	❍	❍	❍	❍
c. Use existing resources more efficiently	❍	❍	❍	❍	❍	❍
d. Cross-train staff from different agencies and systems	❍	❍	❍	❍	❍	❍
e. Share staff or reallocate staff positions	❍	❍	❍	❍	❍	❍
f. Share information on peoples' needs for rehabilitative treatment and services	❍	❍	❍	❍	❍	❍
g. Develop joint policy and procedure manuals	❍	❍	❍	❍	❍	❍
h. Modify agency protocols to improve management of the size of the jail population	❍	❍	❍	❍	❍	❍
i. Share operational oversight over strategies to control the size of the jail population	❍	❍	❍	❍	❍	❍
j. Share budgetary and/or programmatic oversight over strategies to control the size of the jail population	❍	❍	❍	❍	❍	❍
k. Involve relevant city, state, and/or federal agencies and colleagues	❍	❍	❍	❍	❍	❍

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14. In the past 6 months, please indicate any changes the county has experienced in the frequency of the following activities:

	Decreased	Increased	Stayed the same	Don't know	Refused
a. Level of data sharing between agencies	❍	❍	❍	❍	❍
b. Number of formal agreements or memorandums of understanding between agencies	❍	❍	❍	❍	❍
c. Frequency of meetings pertaining to the size of the jail population	❍	❍	❍	❍	❍
d. Number of agencies and/or individuals involved in managing the size of Allegheny County's jail population	❍	❍	❍	❍	❍
e. Degree to which resources are shared (i.e., co-location of services or staff)	❍	❍	❍	❍	❍
f. Amount of reentry/discharge planning conducted	❍	❍	❍	❍	❍
g. Level of cost sharing among agencies	❍	❍	❍	❍	❍

15. Please indicate the extent to which you agree or disagree with the following statements:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. With the appropriate approval from superiors, I can easily share data with other agencies	❍	❍	❍	❍	❍	❍
b. Criminal justice agencies in Allegheny County use a common identifier that can link data files	❍	❍	❍	❍	❍	❍
c. It is easy to obtain information on clients/detainees from other agencies	❍	❍	❍	❍	❍	❍
d. If my agency had access to more data it would be easier to determine who should go to jail and for how long	❍	❍	❍	❍	❍	❍
e. My agency could make better use of data if we had a more accessible system with which to analyze information	❍	❍	❍	❍	❍	❍

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16. Below is a list of factors that may affect how agencies in your community work together to share information (i.e., communicate, collaborate, exchange data, share resources)

Thinking over the past six months, please describe the degree to which you agree or disagree with each factor:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Local policies eased the process of sharing information	❍	❍	❍	❍	❍	❍
b. State policies made it difficult to share information	❍	❍	❍	❍	❍	❍
c. Federal policies made it easier to share information	❍	❍	❍	❍	❍	❍
d. Technological issues made it complicated to share information	❍	❍	❍	❍	❍	❍
e. Agency regulations and policies facilitated my agency's ability to share client information	❍	❍	❍	❍	❍	❍
f. Incompatible data systems made it difficult to share information	❍	❍	❍	❍	❍	❍

17. Please indicate the extent to which you agree or disagree with the following statements. Rehabilitative treatment and services for people who commit crimes should:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Only be provided to nonviolent offenders	❍	❍	❍	❍	❍	❍
b. Be dedicated exclusively to first-time offenders	❍	❍	❍	❍	❍	❍
c. Exclude offenders with violent histories	❍	❍	❍	❍	❍	❍
d. Exclude offenders with co-occurring disorders or psychiatric problems	❍	❍	❍	❍	❍	❍
e. Exclude offenders with prior treatment experiences	❍	❍	❍	❍	❍	❍

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18. Please indicate the extent to which you agree or disagree with the following statements. Jail administrators should be able to:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Reduce sentence lengths for good behavior	❍	❍	❍	❍	❍	❍
b. Mandate extra work duty as a punishment/sanction	❍	❍	❍	❍	❍	❍
c. Add more time to a sentence as a punishment/sanction	❍	❍	❍	❍	❍	❍
d. Terminate individuals from services as a punishment/sanction	❍	❍	❍	❍	❍	❍
e. Grant privileges/points as a reward/incentive	❍	❍	❍	❍	❍	❍
f. Report disruptive behavior to court, parole, and/or probation agencies	❍	❍	❍	❍	❍	❍
g. Release prisoners during the week to participate in work and/or rehabilitative treatment and service programs	❍	❍	❍	❍	❍	❍

19. Please indicate the extent to which you agree or disagree with the following statements. Allegheny County criminal justice system should:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Keep people who commit crimes incarcerated and off the street	❍	❍	❍	❍	❍	❍
b. Reduce the number of people arrested for low-level crimes/public nuisance violations	❍	❍	❍	❍	❍	❍
c. Use the "eye for an eye, tooth for a tooth" principle of punishment	❍	❍	❍	❍	❍	❍
d. Make sure that any treatment provided matches the person's needs	❍	❍	❍	❍	❍	❍
e. Deter future crime by severely punishing people who break the law	❍	❍	❍	❍	❍	❍
f. Be responsible for connecting people to rehabilitative treatment and services while they are in jail or on supervision in the community	❍	❍	❍	❍	❍	❍
g. Make sure that the severity of a sentence matches the person's risk to society	❍	❍	❍	❍	❍	❍
h. Provide treatment, job training, and education programs to jail detainees	❍	❍	❍	❍	❍	❍

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20. Please indicate the extent to which you think that the following rehabilitative treatment and services are important to provide to people in jail:

	Not important at all	Very little importance	Somewhat important	Greatly important	Extremely important	Don't know	Refused
a. Physical health services/screenings (i.e., AIDS counseling, HIV/AIDS treatment, TB screening)	❍	❍	❍	❍	❍	❍	❍
b. Assessments or counseling for mental health issues	❍	❍	❍	❍	❍	❍	❍
c. Assessments or counseling for co-occurring disorders (substance abuse/mental health)	❍	❍	❍	❍	❍	❍	❍
d. Communication or social skills development	❍	❍	❍	❍	❍	❍	❍
e. Family therapy/counseling	❍	❍	❍	❍	❍	❍	❍
f. Domestic violence intervention services	❍	❍	❍	❍	❍	❍	❍
g. Life skills management	❍	❍	❍	❍	❍	❍	❍
h. Anger or stress management	❍	❍	❍	❍	❍	❍	❍
i. Cognitive skills development	❍	❍	❍	❍	❍	❍	❍
j. Job placement/vocational training	❍	❍	❍	❍	❍	❍	❍
k. Religious/spiritual sessions	❍	❍	❍	❍	❍	❍	❍
l. Drug treatment	❍	❍	❍	❍	❍	❍	❍
m. Referrals to housing upon release from jail	❍	❍	❍	❍	❍	❍	❍
n. Access to public assistance benefits (i.e., social security, Medicaid, food stamps) upon release from jail	❍	❍	❍	❍	❍	❍	❍
o. Vocational/educational assistance	❍	❍	❍	❍	❍	❍	❍
p. Therapy (individual and/or family)	❍	❍	❍	❍	❍	❍	❍
q. Child support services	❍	❍	❍	❍	❍	❍	❍
r. Assistance in securing identification documents	❍	❍	❍	❍	❍	❍	❍

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21. Please indicate the extent to which you agree or disagree with the following statements:
I believe that:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Allegheny County has procedures in place to process people through the criminal justice system efficiently	❍	❍	❍	❍	❍	❍
b. Allegheny County is not consistent in the case processing procedures it uses for defendants involved with the criminal justice system	❍	❍	❍	❍	❍	❍
c. Allegheny County quickly processes the cases of individuals involved in the criminal justice system	❍	❍	❍	❍	❍	❍
d. People spend too much time in jail before seeing a judge	❍	❍	❍	❍	❍	❍
e. The caseloads of public defenders and district attorneys in Allegheny County are too large	❍	❍	❍	❍	❍	❍
f. Judges' caseloads have no impact on the times it takes cases to be processed	❍	❍	❍	❍	❍	❍
g. Criminal justice processing is slowed down because of difficulties in obtaining relevant information about the case and/or defendant	❍	❍	❍	❍	❍	❍

22. Please indicate the extent to which you agree or disagree with the following statements.
I believe that:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Bail should be granted based primarily on an individuals' likelihood to appear for court proceedings	❍	❍	❍	❍	❍	❍
b. Bail amounts should be set proportional to the risk that a detainee poses in the community	❍	❍	❍	❍	❍	❍
c. Judges should have discretion to set bail as they see fit	❍	❍	❍	❍	❍	❍
d. Judges should decide who qualifies for bail on a case-by-case basis	❍	❍	❍	❍	❍	❍
e. The law should strictly dictate who qualifies for bail	❍	❍	❍	❍	❍	❍
f. The bail amount should be dictated by law	❍	❍	❍	❍	❍	❍

For any other questions or concerns, please contact JRLL@urban.org or 202-261-5630.
If you require clarification on terminology, please refer to the glossary provided page 17.

23. Please indicate the extent to which you agree or disagree with the following statements. I believe that:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Bail should not be granted to repeat offenders	❍	❍	❍	❍	❍	❍
b. Bail should not be granted to those who pose a risk to themselves	❍	❍	❍	❍	❍	❍
c. Bail policies should consider if defendants are the primary care givers of minor children or adult dependents	❍	❍	❍	❍	❍	❍
d. People with mental health conditions who are charged with crimes should not be granted bail	❍	❍	❍	❍	❍	❍
e. Individuals who do not have an address at the time of arrest should not be eligible for bail	❍	❍	❍	❍	❍	❍
f. Individuals who are unemployed at the time of arrest should be considered for bail	❍	❍	❍	❍	❍	❍
g. Individuals charged with drug-related offenses should not be released on bail	❍	❍	❍	❍	❍	❍
h. Individuals charged with a sex-related offense should never be afforded the opportunity to be released on bail	❍	❍	❍	❍	❍	❍

24. Please indicate the extent to which you agree or disagree with the following statements. Bail should be automatically revoked for the following offenses:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Failure to make a court appearance	❍	❍	❍	❍	❍	❍
b. Failure to complete mandated rehabilitative treatment and services	❍	❍	❍	❍	❍	❍
c. Failure of a drug test	❍	❍	❍	❍	❍	❍
d. Failure to meet with parole/probation officer	❍	❍	❍	❍	❍	❍

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If you require clarification on terminology, please refer to the glossary provided page 17.

25. Please indicate the extent to which you agree or disagree with the following statements. I believe that:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Release on recognizance should only be granted to individuals who pose a minimal risk of failing to appear to court	❍	❍	❍	❍	❍	❍
b. The disposition of release on recognizance should never be available to individuals charged with a felony	❍	❍	❍	❍	❍	❍
c. Release on recognizance should not be granted to repeat offenders	❍	❍	❍	❍	❍	❍
d. An individual's income should be considered when determining if they are eligible for release on recognizance	❍	❍	❍	❍	❍	❍
e. People with mental health conditions who are charged with crimes are not suitable to be released on recognizance	❍	❍	❍	❍	❍	❍
f. Homeless people should not be eligible for release on recognizance solely on the basis of their homeless status	❍	❍	❍	❍	❍	❍
g. Individuals who are unemployed at the time of arrest should not be considered for release on recognizance	❍	❍	❍	❍	❍	❍

26. Please indicate the extent to which you agree or disagree with the following statements. Individuals should always be admitted into the jail if they are:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Caught stealing things from a retail store	❍	❍	❍	❍	❍	❍
b. Charged with simple assault	❍	❍	❍	❍	❍	❍
c. Arrested for possession of a controlled substance	❍	❍	❍	❍	❍	❍
d. Have violated the terms or conditions of their parole/probation	❍	❍	❍	❍	❍	❍
e. Arrested for driving under the influence for the first time	❍	❍	❍	❍	❍	❍
f. Have been arrested before	❍	❍	❍	❍	❍	❍
g. Charged with trespassing	❍	❍	❍	❍	❍	❍
h. Charged with disorderly conduct	❍	❍	❍	❍	❍	❍
i. Pulled over for driving with a suspended license	❍	❍	❍	❍	❍	❍

For any other questions or concerns, please contact JRLL@urban.org or 202-261-5630.
If you require clarification on terminology, please refer to the glossary provided page 17.

27. Please indicate the extent to which you agree or disagree with the following statements. I believe that:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Seriousness of current offense should be the primary factor in determining intensity and type of treatment	❍	❍	❍	❍	❍	❍
b. It is important o link people to community-based programs to prepare for their release from jail	❍	❍	❍	❍	❍	❍
c. Counselors working with people released from jail should know about the treatment provided to that person in jail	❍	❍	❍	❍	❍	❍
d. It is necessary to formulate a comprehensive and individualized assessment of the situation, needs, and goals of each person who commits a crime	❍	❍	❍	❍	❍	❍
e. It is not the jail's responsibility to motivate people who have committed crimes to change their behavior	❍	❍	❍	❍	❍	❍
f. Most individuals arrested for crimes are willing to change their behaviors to avoid future encounters with the criminal justice system	❍	❍	❍	❍	❍	❍

28. Please indicate the extent to which you agree or disagree with the following statements. In Allegheny County, the following actors are supportive of efforts to control the size of the jail population:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Residents and community leaders	❍	❍	❍	❍	❍	❍
b. Elected officials and local government leaders	❍	❍	❍	❍	❍	❍
c. Allegheny County Sherriff's Department staff	❍	❍	❍	❍	❍	❍
d. Jail administrators	❍	❍	❍	❍	❍	❍
e. Local law enforcement	❍	❍	❍	❍	❍	❍
f. Judges	❍	❍	❍	❍	❍	❍
g. Prosecutors/district attorneys	❍	❍	❍	❍	❍	❍
h. Defense attorneys/public defenders	❍	❍	❍	❍	❍	❍
i. Community corrections officials (parole/probation, etc.) in Allegheny County	❍	❍	❍	❍	❍	❍

Justice Reinvestment
At the Local Level

URBAN INSTITUTE
Justice Policy Center

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29. Please indicate the extent to which you agree or disagree with the following statements.
I believe that:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. The political atmosphere in Allegheny County is supportive of collaboration among criminal justice organizations	❍	❍	❍	❍	❍	❍
b. Policy changes would help Allegheny County better control the size of the jail population	❍	❍	❍	❍	❍	❍
c. Allegheny County has encountered significant challenges in generating the necessary political support for new programs and initiatives for people who commit crimes	❍	❍	❍	❍	❍	❍
d. Attitudes within criminal justice agencies in Allegheny County make it difficult to control the size of the jail population	❍	❍	❍	❍	❍	❍

30. Below is a list of factors that may affect how agencies in your community work together (i.e., communicate, collaborate, exchange data, share resources). Please indicate the extent to which you agree or disagree with the following statements.
In the past six months:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Competition over resources made it difficult for agencies to work together	❍	❍	❍	❍	❍	❍
b. "Turf issues" were not an issue for agencies working together	❍	❍	❍	❍	❍	❍
c. It was difficult for agencies to work together because of conflicting priorities and visions	❍	❍	❍	❍	❍	❍
d. A lack of trust among agencies made it difficult for them to work together	❍	❍	❍	❍	❍	❍
e. The presence of established working relationships made it easy for agencies to work together	❍	❍	❍	❍	❍	❍
f. It was easy for agencies to work together because they were not limited by time and resources	❍	❍	❍	❍	❍	❍
g. A lack of relevant data made it difficult for agencies to work together	❍	❍	❍	❍	❍	❍

Justice Reinvestment
At the Local Level

URBAN INSTITUTE
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31. Thinking about the past six months, how would you characterize the number and/or volume of rehabilitative treatment and services available to people who are housed in or have been released from jail.

Decreased	❍
Stayed the same	❍
Increased	❍
Don't know	❍
Not applicable	❍
Refused	❍

34. In the past six months, do you think crime in Allegheny County has:

Decreased	❍
Stayed the same	❍
Increased	❍
Don't know	❍
Refused	❍

35. Please indicate your views on the following statements.
I believe that:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. In the past six months my community has made significant progress in controlling the size of the jail population	❍	❍	❍	❍	❍	❍
b. Allegheny County has developed new programs to divert individuals from jail	❍	❍	❍	❍	❍	❍
c. My community has a long way to go in controlling the size of the jail population	❍	❍	❍	❍	❍	❍
d. People in my community are not aware of the issues that pertain to the jail population	❍	❍	❍	❍	❍	❍
e. My agency has the support of my community leaders to design new programs for people charged with crimes	❍	❍	❍	❍	❍	❍

Justice Reinvestment
At the Local Level

URBAN INSTITUTE
Justice Policy Center

For any other questions or concerns, please contact JRLL@urban.org or 202-261-5630.
If you require clarification on terminology, please refer to the glossary provided page 17.

36. Please indicate your views on the following statements.
I believe that:

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Refused
a. Strategies to manage the criminal justice system that are currently in place are not resulting in cost savings	❍	❍	❍	❍	❍	❍
b. Strategies that are currently in place to manage the criminal justice system will have a lasting impact	❍	❍	❍	❍	❍	❍
c. Past efforts to manage the size of the jail population in Allegheny County have resulted in costs savings	❍	❍	❍	❍	❍	❍
d. Allegheny County's past efforts to manage the jail population have not had a lasting impact	❍	❍	❍	❍	❍	❍
e. Cost savings will result from proposed strategies to manage the size of the jail population in Allegheny County	❍	❍	❍	❍	❍	❍

37. If you could, what would you change about Allegheny County's strategies to control the size of the jail population while ensuring public safety?

38. If Allegheny County achieved reductions in the jail population how do you think the cost savings could be better employed to reduce recidivism in Allegheny County?

Thank you for taking the time to complete this survey. Your insight and feedback regarding the potential for justice reinvestment through the Justice Reinvestment at the Local Level initiative in Allegheny County are incredibly valuable.

Comment [a1]: Change for each site

Glossary of Terms

If you have additional questions or require further clarification, please contact the JRLL team at JRLL@urban.org or by phone at 202-261-5230.

Admission: An individual is detained in the jail.

Bail: Sum of money, set by the court, posted by the defendant, upon the condition that the money will be forfeited to the state if the defendant does not comply with the directions of the court requiring his or her attendance at the criminal proceeding.

Community supervision: The use of a variety of officially ordered program-based sanctions that permit convicted offenders to remain in the community under conditional supervision as an alternative to an active prison sentence. Includes: supervision as an alternative to incarceration (probation) and supervision after prison sentence (parole).

Correctional institution: Includes jail, state or federal prison, detention centers, central booking facilities.

Corrections: Includes jail, state or federal prison, detention centers, central booking facilities.

Criminal justice system: Jail, prison, law enforcement, prosecutor's office, public defender's office, court services, probation, parole, community service providers, and other agencies that interact with any of the aforementioned agencies.

Disposition: The final judicial decision which ends a criminal proceeding by judgment of acquittal or dismissal or which sets the sentence if the defendant is convicted.[2]

Failure to complete mandated services: A defendant does not complete the requirements of their sentence, such as service hours or rehabilitative classes, while the final disposition of the case is still pending.

Failure to make a court appearance: A defendant does not appear for predetermined court date. This does not include a scheduled continuance or reset case.

Felony: Serious crimes that can usually carry a sentence of more than one year of incarceration. Includes: murder, robbery, and rape.

Homeless: a person without a permanent address; including transient persons.

Jail: A confinement facility administered by an agency of local government, typically a law enforcement agency, intended for adults but sometimes also containing juveniles, which holds people detained pending adjudication or committed after adjudication, usually those committed on sentences of a year or less. Offenders sentenced to prison are also housed in county jails awaiting transfer.[1,3]

Law enforcement: Includes police departments, sheriff's offices, and constable's offices.

Mission: Guiding principles that define a work plan to achieve future goals.

Parole: The conditional release of a convicted offender from prison before the end of his sentence based upon requirements for the offender's behavior set and supervised by a parole agency.[2]

Probation: Conditional freedom granted to an offender by the court after conviction or a guilty plea with requirements for the offender's behavior set and supervised by the court.[2]

Recidivism: Reoffending in a given time period. This can be measured by re-arrest, re-incarceration, or re-conviction and includes technical parole and probation violations.

Rehabilitative treatment and services: Includes physical health services/screenings, assessments or counseling for mental health issues, communication or social skills development, family therapy/counseling, domestic violence intervention services, life skills management, anger or stress management, cognitive skills development, job placement/vocational training, religious/spiritual sessions, drug treatment, referrals to housing, access to public assistance benefits, vocational/education assistance, child support services, assistance in securing identification documents.

Release on Recognizance/Personal bond: The release of an accused person from custody, for all or part of the time during prosecution, upon his/her written promise to appear in court as required. No cash or property bond is required.[1]

Simple assault: The use (or attempted use) of force or violence against another where there is no intention to injure.

Technical violation: Violation of conditions of supervision. This does not include a new crime.

Vision: Outlook for the future, as outlined in a strategic plan for criminal justice system management.

1. Schmalleger, F. (2004). *Criminal justice: A brief introduction.* Upper Saddle River, NJ: Prentice Hall.
2. http://www.azvictims.com/cjs/glossary.asp
3. http://www.cjpc.state.tx.us/glossary/glossaryadult.html

Appendix B:

JRLL Key Stakeholder Interview Protocols

JPMI Stakeholder Interviews - Wave 1
September 2009

Name and title:
Date of Interview:
Start time:
End time:
UI lead:
UI second:

The Jail Population Management Initiative (JPMI) supports and documents the development of an evidence-based, strategic approach to jail population reduction and justice reinvestment in three jurisdictions, Alachua County, Florida; Allegheny County, Pennsylvania; and Travis County, Texas. This interview is designed to help Urban Institute researchers gain a better understanding of past and current efforts at jail population management in your County. Your interview will help shed light on the history of criminal justice planning and key stakeholder involvement in your County.

[BOLD = main question; other questions are potential follow ups**]**

DISCUSSION FOCUS: Current Status / How Well Is It Working / Changes Required/ Challenges Encountered?

1. Can you describe the County's history of efforts to manage its jail population?
   - Which of these efforts have been most successful?
   - Would you characterize any of them as challenges, or even failures?
   - Can these lessons inform the efforts of JPMI?

2. How would you describe the current direction JPMI is taking in your county? Do you feel like there is a focus on justice reinvestment?
   - What outcomes are necessary to see this initiative as a success?
   - How does JPMI compare to your ideal collaboration/partnership?
   - What's working well? What's not?
   - Does everyone have clear roles and responsibilities in the effort? Is communication within the effort effective?
   - How would you describe the status of criminal justice collaboration/partnership in your county?

3. Where do you expect JPMI to be six months from now?
   - What are the most pressing priorities for the effort to address in the next six months?
   - What type of progress would you like to see toward those priorities?
   - What needs to be done to convince the necessary stakeholders to change their policies/procedures?

4. What type of support do you need from UI?
   - How can we improve coordination in the criminal justice planning community?

- How can we help you effectively manage the jail population in the short term and the long term?

5. How would you rate the current level of contact with UI?
    - Is there anything that UI has done that's not useful? Anything we could do to be more useful?
    - Need more contact or support around specific topics?
    - Are we clear and consistent in our guidance?

6. Do you think that there should be any change(s) in how data is managed and shared between agencies in the county?
    - Do you perceive any significant obstacles to an in-depth data analysis of the drivers of the county's jail population?

INTERVIEWS WITH KEY STAKEHOLDERS NOT DIRECTLY AFFILIATED WITH JPMI:

1. Have you or your agency been involved with the county's past efforts to manage its jail population?
    - Which of these efforts have been most successful?
    - Would you characterize any of them as challenges, or even failures?
    - Can these lessons inform the efforts of JPMI?

2. What do you think are the main obstacles to using jail space efficiently?
    - What do you think are the key drivers of the jail population?
    - Can you foresee any significant difficulties with interagency collaboration?
    - Do you think there is a lack of buy in to jail population management in the county?

3. When considering efforts to control and/or reduce the jail population, who do you think needs to be at the table?
    - What does your ideal collaborative group or partnership look like?

4. [If applicable] To what extent does your agency's leadership support efforts to control the jail population? Does your department/agency subscribe to the overall goals of creating better strategies for managing who goes to jail and how long they should stay?

JRLL Stakeholder Interviews - Wave 2
June 2010

Name and title:
Date of Interview:
Start time:
End time:
UI lead:
UI second:

The Justice Reinvestment at the Local Level Initiative (JRLL) supports and documents the development of an evidence-based, strategic approach to jail population reduction and justice reinvestment in three jurisdictions, Alachua County, Florida; Allegheny County, Pennsylvania; and Travis County, Texas. This interview is designed to help Urban Institute researchers gain a better understanding of past and current efforts at jail population management in your County. Your interview will help shed light on the history of criminal justice planning and key stakeholder involvement in your County.

DISCUSSION FOCUS: Current Status / How Well Is It Working / Changes Required/ Challenges Encountered?

1. How would you describe the direction JRLL has taken in the last six months?
   - What progress has been made?
   - How does JRLL compare to your ideal collaboration/partnership?
   - What's working well? What's not?
   - Does everyone have clear roles and responsibilities in the effort? Is communication within the effort effective?
   - How would you describe the status of criminal justice collaboration/partnership in your county?

2. Where do you expect JRLL to be six months from now?
   - What are the most pressing priorities for the effort to address in the next six months?
   - What type of progress would you like to see toward those priorities?
   - What needs to be done to convince the necessary stakeholders to change their policies/procedures?

3. What type of support do you need from UI?
   - How can we improve coordination in the criminal justice planning community?
   - How can we help you effectively reinvest resources in the short term and the long term?

4. How would you rate the current level of contact with UI?
   - Is there anything that UI has done that's not useful? Anything we could do to be more useful?
   - Need more contact or support around specific topics?
   - Are we clear and consistent in our guidance?

5. In the last six months, have there been any change(s) in how data is used and shared between agencies in the county?
    - Do you perceive any significant obstacles to an in-depth data analysis of the drivers of the county's jail population?

INTERVIEWS WITH KEY STAKEHOLDERS NOT DIRECTLY AFFILIATED WITH JRLL:

1. Are you aware of the concept of justice reinvestment?

2. What do you think are the main obstacles to reducing local corrections populations?
    - What do you think are the key drivers of the population?
    - Can you foresee any significant difficulties with interagency collaboration?
    - Do you think there is a lack of buy in to reducing local corrections populations in the county?

3. When considering efforts to reduce the jail population and reinvest resources, who do you think needs to be at the table?
    - What does your ideal collaborative group or partnership look like?

4. [If applicable] To what extent does your agency's leadership support efforts to control the jail population? Does your department/agency subscribe to the overall goals of creating better strategies for managing who goes to jail and how long they should stay?

Appendix C:

John Jay College IRB Approval

JOHN JAY COLLEGE
THE CITY UNIVERSITY OF NEW YORK
OF CRIMINAL JUSTICE

Institutional Review Board (IRB)
899 Tenth Avenue
New York, NY 10019
Phone 212-237-8961
Fax 646-557-4601

TO: Suzanne Neusteter

FROM: L. Thomas Kucharski, Ph.D.
John Jay IRB00000137

SUBJECT: IRB Approval (Expedited Review)

STUDY: **JJ-09-150 Jail Population Management Study**

DATE: August 23, 2011

The John Jay IRB00000137 has approved the above study involving humans as research subjects. This study was Approved - Expedited Category: 7 - based on 45CFR46.

IRB Number: **JJ-09-150** This number is a John Jay IRB00000137 number that should be used on all consent forms and correspondence.

Approval Date: **August 23, 2011**
Expiration Date: **August 22, 2012**

THIS APPROVAL IS FOR A PERIOD OF ONE-YEAR OR LESS. YOU SHOULD RECEIVE A COURTESY RENEWAL NOTICE BEFORE THE EXPIRATION OF THIS PROJECT'S APPROVAL. HOWEVER, IT IS YOUR RESPONSIBILITY TO INSURE THAT AN APPLICATION FOR CONTINUING REVIEW APPROVAL HAS BEEN SUBMITTED BEFORE THE EXPIRATION DATE NOTED ABOVE. IF YOU DO NOT RECEIVE APPROVAL BEFORE THE EXPIRATION DATE, ALL STUDY ACTIVITIES MUST STOP UNTIL YOU RECEIVE A NEW APPROVAL LETTER. THERE WILL BE NO EXCEPTIONS. IN ADDITION, YOU ARE REQUIRED TO SUBMIT A FINAL REPORT OF FINDINGS AT THE COMPLETION OF THE PROJECT.

Consent Form: All research subjects must use the approved and stamped consent form. You are responsible for maintaining signed consent forms for each research subject for a period of at least three years after study completion.

Mandatory Reporting to the IRB: The principal investigator must report, within five business days, any serious problem, adverse effect, or outcome that occurs with

Neusteter JJ-09-150

frequency or degree of severity greater than that anticipated. In addition, the principal investigator must report any event or series of events that prompt the temporary or permanent suspension of a research project involving human subjects or any deviations from the approved protocol.

Amendments/Modifications: All amendments/modifications of protocols involving human subjects must have prior IRB approval, except those involving the prevention of immediate harm to a subject. Amendments/modifications for the prevention of immediate harm to a subject must be reported within 24 hours to the IRB.

Stipulations: NONE

If you have any questions, please do not hesitate to contact Carina Quintian in the IRB Office at 212.237.8961.

Good luck on your project.

cc: Jeffrey Mellow Ph.D.

Sign the Verification Statement below. Return the original signed copy of this memo to the IRB Office and retain a copy for your records. The IRB Office must receive a copy of the signed verification statement before research may begin.

VERIFICATION:

BY SIGNING BELOW, I ACKNOWLEDGE THAT I HAVE RECEIVED THIS APPROVAL AND AM AWARE OF, AND AGREE TO ABIDE BY, ALL OF ITS STIPULATIONS IN ORDER TO MAINTAIN ACTIVE APPROVAL STATUS, INCLUDING TIMELY SUBMISSION OF CONTINUING REVIEW APPLICATIONS AND PROPOSED PROTOCOL MODIFICATIONS, AS WELL AS PROMPT REPORTING OF ADVERSE EVENTS, SERIOUS UNANTICIPATED PROBLEMS, AND PROTOCOL DEVIATIONS. I AM AWARE THAT IT IS MY RESPONSIBILITY TO BE KNOWLEDGEABLE OF ALL FEDERAL, STATE AND UNIVERSITY REGULATIONS REGARDING HUMAN SUBJECTS RESEARCH INCLUDING CUNY'S FEDERALWIDE ASSURANCE (FWA) WITH THE DEPARTMENT OF HEALTH AND HUMAN SERVICES OFFICE OF HUMAN RESEARCH PROTECTIONS.

Signature of Principal Investigator Date

Signature of Faculty Advisor for Student Research Date

Appendix D:

CITI Certificate

S. R. Neusteter dissertation: Exploring change in local criminal justice systems 320□

CITI Collaborative Institutional Training Initiative

Human Research Curriculum Completion Report
Printed on 8/27/2010

Learner: suzanne neusteter (username: srnbecca)
Institution: City University of New York (CUNY)
Contact Information [redacted]
Department: Criminal Justice - John Jay
Phone [redacted]
Email: [redacted]

Social and Behavioral Investigators:

Stage 2. Refresher Course Passed on 08/27/10 (Ref # 4617771)

Required Modules	Date Completed	Score
SBR 101 REFRESHER MODULE 1. History and Ethics	08/27/10	5/5 (100%)
SBR 101 REFRESHER MODULE 3. Fundamental Issues.	08/27/10	5/5 (100%)
Elective Modules	**Date Completed**	**Score**
SBR 101 REFRESHER MODULE 4. Vulnerable Subjects	08/27/10	4/4 (100%)

For this Completion Report to be valid, the learner listed above must be affiliated with a CITI participating institution. Falsified information and unauthorized use of the CITI course site is unethical, and may be considered scientific misconduct by your institution.

Paul Braunschweiger Ph.D.
Professor, University of Miami
Director Office of Research Education
CITI Course Coordinator

Return

Appendix E:

Frequencies of Research Questions, by Site, and Unit of Analysis

Appendix E: Frequencies of research questions, by site, and unit of analysis

Alachua County

Research Question 3

Micro

RQ3 Wave 1: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.84	1	1.1	1.2	1.2
	1.95	1	1.1	1.2	2.4
	2.00	1	1.1	1.2	3.5
	2.03	2	2.1	2.4	5.9
	2.09	1	1.1	1.2	7.1
	2.14	1	1.1	1.2	8.2
	2.16	1	1.1	1.2	9.4
	2.19	1	1.1	1.2	10.6
	2.24	1	1.1	1.2	11.8
	2.25	1	1.1	1.2	12.9
	2.28	1	1.1	1.2	14.1
	2.29	1	1.1	1.2	15.3
	2.31	1	1.1	1.2	16.5
	2.31	2	2.1	2.4	18.8
	2.33	1	1.1	1.2	20.0
	2.35	1	1.1	1.2	21.2
	2.36	1	1.1	1.2	22.4
	2.38	1	1.1	1.2	23.5
	2.38	1	1.1	1.2	24.7
	2.41	1	1.1	1.2	25.9
	2.42	1	1.1	1.2	27.1
	2.44	1	1.1	1.2	28.2
	2.45	1	1.1	1.2	29.4
	2.46	1	1.1	1.2	30.6
	2.47	1	1.1	1.2	31.8
	2.47	1	1.1	1.2	32.9
	2.47	1	1.1	1.2	34.1

2.48	1	1.1	1.2	35.3
2.48	1	1.1	1.2	36.5
2.50	1	1.1	1.2	37.6
2.51	1	1.1	1.2	38.8
2.52	1	1.1	1.2	40.0
2.53	1	1.1	1.2	41.2
2.53	1	1.1	1.2	42.4
2.54	1	1.1	1.2	43.5
2.55	1	1.1	1.2	44.7
2.55	1	1.1	1.2	45.9
2.55	1	1.1	1.2	47.1
2.56	1	1.1	1.2	48.2
2.56	2	2.1	2.4	50.6
2.59	1	1.1	1.2	51.8
2.61	1	1.1	1.2	52.9
2.62	1	1.1	1.2	54.1
2.62	1	1.1	1.2	55.3
2.63	1	1.1	1.2	56.5
2.66	1	1.1	1.2	57.6
2.69	1	1.1	1.2	58.8
2.69	2	2.1	2.4	61.2
2.71	1	1.1	1.2	62.4
2.74	1	1.1	1.2	63.5
2.76	1	1.1	1.2	64.7
2.78	1	1.1	1.2	65.9
2.78	1	1.1	1.2	67.1
2.78	1	1.1	1.2	68.2
2.79	2	2.1	2.4	70.6
2.79	1	1.1	1.2	71.8
2.82	1	1.1	1.2	72.9
2.82	1	1.1	1.2	74.1
2.85	1	1.1	1.2	75.3
2.89	1	1.1	1.2	76.5
2.91	1	1.1	1.2	77.6
2.92	1	1.1	1.2	78.8
2.97	1	1.1	1.2	80.0

	3.00	4	4.2	4.7	84.7
	3.07	1	1.1	1.2	85.9
	3.08	1	1.1	1.2	87.1
	3.13	1	1.1	1.2	88.2
	3.15	2	2.1	2.4	90.6
	3.17	1	1.1	1.2	91.8
	3.26	1	1.1	1.2	92.9
	3.32	1	1.1	1.2	94.1
	3.38	2	2.1	2.4	96.5
	3.50	1	1.1	1.2	97.6
	3.53	1	1.1	1.2	98.8
	3.86	1	1.1	1.2	100.0
	Total	85	89.5	100.0	
Missing	System	10	10.5		
Total		95	100.0		

RQ3 Wave 2: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.28	1	1.1	1.1	1.1
	1.43	1	1.1	1.1	2.2
	1.55	1	1.1	1.1	3.3
	1.79	1	1.1	1.1	4.4
	1.92	1	1.1	1.1	5.6
	2.03	1	1.1	1.1	6.7
	2.10	1	1.1	1.1	7.8
	2.13	1	1.1	1.1	8.9
	2.18	1	1.1	1.1	10.0
	2.21	1	1.1	1.1	11.1
	2.23	1	1.1	1.1	12.2
	2.26	2	2.1	2.2	14.4
	2.27	1	1.1	1.1	15.6
	2.28	1	1.1	1.1	16.7
	2.29	1	1.1	1.1	17.8
	2.31	1	1.1	1.1	18.9

2.33	2	2.1	2.2	21.1
2.35	1	1.1	1.1	22.2
2.38	1	1.1	1.1	23.3
2.40	1	1.1	1.1	24.4
2.41	1	1.1	1.1	25.6
2.41	2	2.1	2.2	27.8
2.43	1	1.1	1.1	28.9
2.44	1	1.1	1.1	30.0
2.45	1	1.1	1.1	31.1
2.47	1	1.1	1.1	32.2
2.48	1	1.1	1.1	33.3
2.48	1	1.1	1.1	34.4
2.49	1	1.1	1.1	35.6
2.50	4	4.2	4.4	40.0
2.53	1	1.1	1.1	41.1
2.53	1	1.1	1.1	42.2
2.59	2	2.1	2.2	44.4
2.59	1	1.1	1.1	45.6
2.59	1	1.1	1.1	46.7
2.59	1	1.1	1.1	47.8
2.60	2	2.1	2.2	50.0
2.61	1	1.1	1.1	51.1
2.62	2	2.1	2.2	53.3
2.64	1	1.1	1.1	54.4
2.64	1	1.1	1.1	55.6
2.65	1	1.1	1.1	56.7
2.65	1	1.1	1.1	57.8
2.67	3	3.2	3.3	61.1
2.68	1	1.1	1.1	62.2
2.69	1	1.1	1.1	63.3
2.69	1	1.1	1.1	64.4
2.71	1	1.1	1.1	65.6
2.72	1	1.1	1.1	66.7
2.75	1	1.1	1.1	67.8
2.76	1	1.1	1.1	68.9
2.79	1	1.1	1.1	70.0

	2.79	1	1.1	1.1	71.1
	2.82	1	1.1	1.1	72.2
	2.83	1	1.1	1.1	73.3
	2.84	1	1.1	1.1	74.4
	2.85	1	1.1	1.1	75.6
	2.85	1	1.1	1.1	76.7
	2.86	1	1.1	1.1	77.8
	2.86	1	1.1	1.1	78.9
	2.89	1	1.1	1.1	80.0
	2.89	1	1.1	1.1	81.1
	2.91	1	1.1	1.1	82.2
	2.92	1	1.1	1.1	83.3
	2.93	1	1.1	1.1	84.4
	2.94	1	1.1	1.1	85.6
	3.00	2	2.1	2.2	87.8
	3.03	1	1.1	1.1	88.9
	3.03	1	1.1	1.1	90.0
	3.05	1	1.1	1.1	91.1
	3.06	1	1.1	1.1	92.2
	3.13	1	1.1	1.1	93.3
	3.23	1	1.1	1.1	94.4
	3.25	1	1.1	1.1	95.6
	3.29	1	1.1	1.1	96.7
	3.31	1	1.1	1.1	97.8
	3.32	1	1.1	1.1	98.9
	3.62	1	1.1	1.1	100.0
	Total	90	94.7	100.0	
Missing	System	5	5.3		
Total		95	100.0		

Meso

RQ3 Wave 1: Hsia & Beyer's six requisites for system change

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.19	1	2.5	2.9	2.9
		1.84	1	2.5	2.9	5.7

		2.00	3	7.5	8.6	14.3
		2.03	1	2.5	2.9	17.1
		2.09	1	2.5	2.9	20.0
		2.31	1	2.5	2.9	22.9
		2.31	1	2.5	2.9	25.7
		2.37	1	2.5	2.9	28.6
		2.40	1	2.5	2.9	31.4
		2.45	1	2.5	2.9	34.3
		2.47	1	2.5	2.9	37.1
		2.52	1	2.5	2.9	40.0
		2.59	1	2.5	2.9	42.9
		2.60	1	2.5	2.9	45.7
		2.62	1	2.5	2.9	48.6
		2.69	1	2.5	2.9	51.4
		2.69	2	5.0	5.7	57.1
		2.71	1	2.5	2.9	60.0
		2.74	1	2.5	2.9	62.9
		2.76	1	2.5	2.9	65.7
		2.78	1	2.5	2.9	68.6
		2.80	1	2.5	2.9	71.4
		2.81	1	2.5	2.9	74.3
		2.82	1	2.5	2.9	77.1
		2.84	1	2.5	2.9	80.0
		2.85	1	2.5	2.9	82.9
		2.92	1	2.5	2.9	85.7
		3.00	1	2.5	2.9	88.6
		3.08	1	2.5	2.9	91.4
		3.15	1	2.5	2.9	94.3
		3.17	1	2.5	2.9	97.1
		4.00	1	2.5	2.9	100.0
		Total	35	87.5	100.0	
	Missing	System	5	12.5		
	Total		40	100.0		
2 Courts	Valid	2.00	1	4.3	4.5	4.5
		2.16	1	4.3	4.5	9.1

		2.22	1	4.3	4.5	13.6
		2.24	1	4.3	4.5	18.2
		2.26	1	4.3	4.5	22.7
		2.29	1	4.3	4.5	27.3
		2.41	1	4.3	4.5	31.8
		2.42	1	4.3	4.5	36.4
		2.44	1	4.3	4.5	40.9
		2.50	1	4.3	4.5	45.5
		2.51	1	4.3	4.5	50.0
		2.54	1	4.3	4.5	54.5
		2.54	1	4.3	4.5	59.1
		2.56	2	8.7	9.1	68.2
		2.66	1	4.3	4.5	72.7
		2.72	1	4.3	4.5	77.3
		2.74	1	4.3	4.5	81.8
		2.76	1	4.3	4.5	86.4
		2.78	1	4.3	4.5	90.9
		2.89	1	4.3	4.5	95.5
		3.00	1	4.3	4.5	100.0
		Total	22	95.7	100.0	
	Missing	System	1	4.3		
	Total		23	100.0		
3 Other Criminal Justice Agency	Valid	2.33	1	7.7	9.1	9.1
		2.46	1	7.7	9.1	18.2
		2.48	1	7.7	9.1	27.3
		2.55	1	7.7	9.1	36.4
		2.72	1	7.7	9.1	45.5
		2.76	1	7.7	9.1	54.5
		2.79	1	7.7	9.1	63.6
		2.79	1	7.7	9.1	72.7
		2.97	1	7.7	9.1	81.8
		3.00	1	7.7	9.1	90.9
		3.21	1	7.7	9.1	100.0
		Total	11	84.6	100.0	
	Missing	System	2	15.4		

	Total		13	100.0		
4 Non-Criminal Justice	Valid	2.19	1	5.3	5.9	5.9
		2.28	1	5.3	5.9	11.8
		2.30	1	5.3	5.9	17.6
		2.47	1	5.3	5.9	23.5
		2.63	1	5.3	5.9	29.4
		2.72	1	5.3	5.9	35.3
		2.77	1	5.3	5.9	41.2
		2.78	1	5.3	5.9	47.1
		2.79	1	5.3	5.9	52.9
		2.82	1	5.3	5.9	58.8
		2.82	1	5.3	5.9	64.7
		2.89	1	5.3	5.9	70.6
		2.89	1	5.3	5.9	76.5
		3.09	1	5.3	5.9	82.4
		3.15	1	5.3	5.9	88.2
		3.38	1	5.3	5.9	94.1
		3.41	1	5.3	5.9	100.0
		Total	17	89.5	100.0	
	Missing	System	2	10.5		
	Total		19	100.0		
5 Law Enforcement	Valid	1.95	1	1.9	2.1	2.1
		2.03	1	1.9	2.1	4.2
		2.10	1	1.9	2.1	6.3
		2.14	1	1.9	2.1	8.3
		2.25	1	1.9	2.1	10.4
		2.31	1	1.9	2.1	12.5
		2.35	1	1.9	2.1	14.6
		2.36	1	1.9	2.1	16.7
		2.38	1	1.9	2.1	18.8
		2.38	1	1.9	2.1	20.8
		2.42	1	1.9	2.1	22.9
		2.47	1	1.9	2.1	25.0
		2.48	1	1.9	2.1	27.1
		2.49	1	1.9	2.1	29.2

		2.50	3	5.7	6.3	35.4
		2.53	1	1.9	2.1	37.5
		2.53	1	1.9	2.1	39.6
		2.53	1	1.9	2.1	41.7
		2.55	1	1.9	2.1	43.8
		2.55	1	1.9	2.1	45.8
		2.56	1	1.9	2.1	47.9
		2.56	1	1.9	2.1	50.0
		2.61	1	1.9	2.1	52.1
		2.62	1	1.9	2.1	54.2
		2.76	1	1.9	2.1	56.3
		2.78	1	1.9	2.1	58.3
		2.79	1	1.9	2.1	60.4
		2.86	1	1.9	2.1	62.5
		2.90	1	1.9	2.1	64.6
		2.91	1	1.9	2.1	66.7
		2.93	1	1.9	2.1	68.8
		3.00	4	7.5	8.3	77.1
		3.07	1	1.9	2.1	79.2
		3.09	1	1.9	2.1	81.3
		3.13	1	1.9	2.1	83.3
		3.15	1	1.9	2.1	85.4
		3.26	1	1.9	2.1	87.5
		3.32	1	1.9	2.1	89.6
		3.38	1	1.9	2.1	91.7
		3.48	1	1.9	2.1	93.8
		3.50	1	1.9	2.1	95.8
		3.53	1	1.9	2.1	97.9
		3.86	1	1.9	2.1	100.0
		Total	48	90.6	100.0	
	Missing	System	5	9.4		
	Total		53	100.0		

RQ3 Wave 2: Hsia & Beyer's six requisites for system change

Sphere_1 Sphere_1: Sphere of Action in X County				
	Frequency	Percent	Valid Percent	Cumulative Percent

1 Jail	Valid	1.28	1	1.6	1.8	1.8
		1.32	1	1.6	1.8	3.5
		1.43	1	1.6	1.8	5.3
		1.81	1	1.6	1.8	7.0
		1.89	1	1.6	1.8	8.8
		2.00	4	6.5	7.0	15.8
		2.10	1	1.6	1.8	17.5
		2.11	1	1.6	1.8	19.3
		2.13	1	1.6	1.8	21.1
		2.18	1	1.6	1.8	22.8
		2.26	1	1.6	1.8	24.6
		2.27	1	1.6	1.8	26.3
		2.28	1	1.6	1.8	28.1
		2.29	2	3.2	3.5	31.6
		2.31	1	1.6	1.8	33.3
		2.35	1	1.6	1.8	35.1
		2.38	2	3.2	3.5	38.6
		2.38	1	1.6	1.8	40.4
		2.40	1	1.6	1.8	42.1
		2.41	1	1.6	1.8	43.9
		2.42	1	1.6	1.8	45.6
		2.42	1	1.6	1.8	47.4
		2.44	1	1.6	1.8	49.1
		2.50	1	1.6	1.8	50.9
		2.53	1	1.6	1.8	52.6
		2.53	1	1.6	1.8	54.4
		2.59	1	1.6	1.8	56.1
		2.60	1	1.6	1.8	57.9
		2.65	1	1.6	1.8	59.6
		2.65	1	1.6	1.8	61.4
		2.66	1	1.6	1.8	63.2
		2.67	1	1.6	1.8	64.9
		2.71	1	1.6	1.8	66.7
		2.75	1	1.6	1.8	68.4
		2.82	1	1.6	1.8	70.2

		2.83	1	1.6	1.8	71.9
		2.85	1	1.6	1.8	73.7
		2.86	1	1.6	1.8	75.4
		2.88	1	1.6	1.8	77.2
		2.91	1	1.6	1.8	78.9
		2.93	1	1.6	1.8	80.7
		2.94	1	1.6	1.8	82.5
		2.95	1	1.6	1.8	84.2
		2.96	1	1.6	1.8	86.0
		3.00	5	8.1	8.8	94.7
		3.03	1	1.6	1.8	96.5
		3.29	1	1.6	1.8	98.2
		3.32	1	1.6	1.8	100.0
		Total	57	91.9	100.0	
	Missing	System	5	8.1		
	Total		62	100.0		
2 Courts	Valid	1.92	1	5.6	5.9	5.9
		2.23	1	5.6	5.9	11.8
		2.26	1	5.6	5.9	17.6
		2.33	1	5.6	5.9	23.5
		2.41	1	5.6	5.9	29.4
		2.43	1	5.6	5.9	35.3
		2.59	1	5.6	5.9	41.2
		2.62	1	5.6	5.9	47.1
		2.64	1	5.6	5.9	52.9
		2.68	1	5.6	5.9	58.8
		2.69	1	5.6	5.9	64.7
		2.71	1	5.6	5.9	70.6
		2.76	1	5.6	5.9	76.5
		2.83	1	5.6	5.9	82.4
		2.86	1	5.6	5.9	88.2
		2.89	1	5.6	5.9	94.1
		2.96	1	5.6	5.9	100.0
		Total	17	94.4	100.0	
	Missing	System	1	5.6		

	Total		18	100.0		
3 Other Criminal Justice Agency	Valid	1.79	1	10.0	10.0	10.0
		2.33	1	10.0	10.0	20.0
		2.41	1	10.0	10.0	30.0
		2.50	1	10.0	10.0	40.0
		2.59	1	10.0	10.0	50.0
		2.68	1	10.0	10.0	60.0
		2.79	1	10.0	10.0	70.0
		2.86	1	10.0	10.0	80.0
		3.13	1	10.0	10.0	90.0
		3.16	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
4 Non-Criminal Justice	Valid	2.35	1	7.1	7.7	7.7
		2.36	1	7.1	7.7	15.4
		2.48	1	7.1	7.7	23.1
		2.50	1	7.1	7.7	30.8
		2.59	1	7.1	7.7	38.5
		2.67	1	7.1	7.7	46.2
		2.76	1	7.1	7.7	53.8
		2.79	1	7.1	7.7	61.5
		3.00	1	7.1	7.7	69.2
		3.03	1	7.1	7.7	76.9
		3.11	1	7.1	7.7	84.6
		3.31	1	7.1	7.7	92.3
		3.47	1	7.1	7.7	100.0
		Total	13	92.9	100.0	
	Missing	System	1	7.1		
	Total		14	100.0		
5 Law Enforcement	Valid	1.55	1	1.2	1.3	1.3
		2.00	1	1.2	1.3	2.5
		2.03	1	1.2	1.3	3.8
		2.11	1	1.2	1.3	5.1
		2.13	1	1.2	1.3	6.3
		2.18	1	1.2	1.3	7.6
		2.21	1	1.2	1.3	8.9

	2.23	1	1.2	1.3	10.1
	2.28	1	1.2	1.3	11.4
	2.28	1	1.2	1.3	12.7
	2.32	1	1.2	1.3	13.9
	2.34	1	1.2	1.3	15.2
	2.34	1	1.2	1.3	16.5
	2.38	1	1.2	1.3	17.7
	2.41	1	1.2	1.3	19.0
	2.45	1	1.2	1.3	20.3
	2.46	1	1.2	1.3	21.5
	2.47	1	1.2	1.3	22.8
	2.48	1	1.2	1.3	24.1
	2.48	1	1.2	1.3	25.3
	2.49	1	1.2	1.3	26.6
	2.50	5	6.0	6.3	32.9
	2.56	1	1.2	1.3	34.2
	2.58	1	1.2	1.3	35.4
	2.59	1	1.2	1.3	36.7
	2.59	2	2.4	2.5	39.2
	2.59	1	1.2	1.3	40.5
	2.60	3	3.6	3.8	44.3
	2.61	1	1.2	1.3	45.6
	2.62	1	1.2	1.3	46.8
	2.64	1	1.2	1.3	48.1
	2.65	1	1.2	1.3	49.4
	2.65	1	1.2	1.3	50.6
	2.67	3	3.6	3.8	54.4
	2.69	2	2.4	2.5	57.0
	2.69	1	1.2	1.3	58.2
	2.72	1	1.2	1.3	59.5
	2.73	2	2.4	2.5	62.0
	2.75	1	1.2	1.3	63.3
	2.77	1	1.2	1.3	64.6
	2.83	1	1.2	1.3	65.8
	2.84	1	1.2	1.3	67.1

		2.84	1	1.2	1.3	68.4
		2.85	1	1.2	1.3	69.6
		2.85	1	1.2	1.3	70.9
		2.86	1	1.2	1.3	72.2
		2.87	1	1.2	1.3	73.4
		2.89	1	1.2	1.3	74.7
		2.90	1	1.2	1.3	75.9
		2.91	1	1.2	1.3	77.2
		2.91	1	1.2	1.3	78.5
		2.92	1	1.2	1.3	79.7
		2.92	1	1.2	1.3	81.0
		3.00	3	3.6	3.8	84.8
		3.03	1	1.2	1.3	86.1
		3.05	1	1.2	1.3	87.3
		3.06	1	1.2	1.3	88.6
		3.07	1	1.2	1.3	89.9
		3.18	1	1.2	1.3	91.1
		3.18	1	1.2	1.3	92.4
		3.23	1	1.2	1.3	93.7
		3.23	1	1.2	1.3	94.9
		3.25	1	1.2	1.3	96.2
		3.44	1	1.2	1.3	97.5
		3.46	1	1.2	1.3	98.7
		3.62	1	1.2	1.3	100.0
		Total	79	94.0	100.0	
	Missing	System	5	6.0		
	Total		84	100.0		

Macro

RQ3 Wave 1: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.19	1	.7	.8	.8
	1.84	1	.7	.8	1.5
	1.95	1	.7	.8	2.3

2.00	4	2.7	3.0	5.3
2.03	2	1.4	1.5	6.8
2.09	1	.7	.8	7.5
2.10	1	.7	.8	8.3
2.14	1	.7	.8	9.0
2.16	1	.7	.8	9.8
2.19	1	.7	.8	10.5
2.22	1	.7	.8	11.3
2.24	1	.7	.8	12.0
2.25	1	.7	.8	12.8
2.26	1	.7	.8	13.5
2.28	1	.7	.8	14.3
2.29	1	.7	.8	15.0
2.30	1	.7	.8	15.8
2.31	1	.7	.8	16.5
2.31	2	1.4	1.5	18.0
2.33	1	.7	.8	18.8
2.35	1	.7	.8	19.5
2.36	1	.7	.8	20.3
2.37	1	.7	.8	21.1
2.38	1	.7	.8	21.8
2.38	1	.7	.8	22.6
2.40	1	.7	.8	23.3
2.41	1	.7	.8	24.1
2.42	2	1.4	1.5	25.6
2.44	1	.7	.8	26.3
2.45	1	.7	.8	27.1
2.46	1	.7	.8	27.8
2.47	1	.7	.8	28.6
2.47	1	.7	.8	29.3
2.47	1	.7	.8	30.1
2.48	1	.7	.8	30.8
2.48	1	.7	.8	31.6
2.49	1	.7	.8	32.3
2.50	4	2.7	3.0	35.3
2.51	1	.7	.8	36.1

2.52	1	.7	.8	36.8
2.53	1	.7	.8	37.6
2.53	1	.7	.8	38.3
2.53	1	.7	.8	39.1
2.54	1	.7	.8	39.8
2.54	1	.7	.8	40.6
2.55	1	.7	.8	41.4
2.55	1	.7	.8	42.1
2.55	1	.7	.8	42.9
2.56	1	.7	.8	43.6
2.56	3	2.0	2.3	45.9
2.59	1	.7	.8	46.6
2.60	1	.7	.8	47.4
2.61	1	.7	.8	48.1
2.62	1	.7	.8	48.9
2.62	1	.7	.8	49.6
2.63	1	.7	.8	50.4
2.66	1	.7	.8	51.1
2.69	1	.7	.8	51.9
2.69	2	1.4	1.5	53.4
2.71	1	.7	.8	54.1
2.72	3	2.0	2.3	56.4
2.74	1	.7	.8	57.1
2.74	1	.7	.8	57.9
2.76	1	.7	.8	58.6
2.76	2	1.4	1.5	60.2
2.76	1	.7	.8	60.9
2.77	1	.7	.8	61.7
2.78	1	.7	.8	62.4
2.78	2	1.4	1.5	63.9
2.78	1	.7	.8	64.7
2.79	2	1.4	1.5	66.2
2.79	1	.7	.8	66.9
2.79	1	.7	.8	67.7
2.80	1	.7	.8	68.4
2.81	1	.7	.8	69.2

	2.82	2	1.4	1.5	70.7
	2.82	1	.7	.8	71.4
	2.84	1	.7	.8	72.2
	2.85	1	.7	.8	72.9
	2.86	1	.7	.8	73.7
	2.89	1	.7	.8	74.4
	2.89	2	1.4	1.5	75.9
	2.90	1	.7	.8	76.7
	2.91	1	.7	.8	77.4
	2.92	1	.7	.8	78.2
	2.93	1	.7	.8	78.9
	2.97	1	.7	.8	79.7
	3.00	7	4.7	5.3	85.0
	3.07	1	.7	.8	85.7
	3.08	1	.7	.8	86.5
	3.09	1	.7	.8	87.2
	3.09	1	.7	.8	88.0
	3.13	1	.7	.8	88.7
	3.15	1	.7	.8	89.5
	3.15	2	1.4	1.5	91.0
	3.17	1	.7	.8	91.7
	3.21	1	.7	.8	92.5
	3.26	1	.7	.8	93.2
	3.32	1	.7	.8	94.0
	3.38	2	1.4	1.5	95.5
	3.41	1	.7	.8	96.2
	3.48	1	.7	.8	97.0
	3.50	1	.7	.8	97.7
	3.53	1	.7	.8	98.5
	3.86	1	.7	.8	99.2
	4.00	1	.7	.8	100.0
	Total	133	89.9	100.0	
Missing	System	15	10.1		
Total		148	100.0		

RQ3 Wave 2: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.28	1	.5	.6	.6
	1.32	1	.5	.6	1.1
	1.43	1	.5	.6	1.7
	1.55	1	.5	.6	2.3
	1.79	1	.5	.6	2.8
	1.81	1	.5	.6	3.4
	1.89	1	.5	.6	4.0
	1.92	1	.5	.6	4.5
	2.00	5	2.7	2.8	7.4
	2.03	1	.5	.6	8.0
	2.10	1	.5	.6	8.5
	2.11	1	.5	.6	9.1
	2.11	1	.5	.6	9.7
	2.13	1	.5	.6	10.2
	2.13	1	.5	.6	10.8
	2.18	2	1.1	1.1	11.9
	2.21	1	.5	.6	12.5
	2.23	1	.5	.6	13.1
	2.23	1	.5	.6	13.6
	2.26	2	1.1	1.1	14.8
	2.27	1	.5	.6	15.3
	2.28	1	.5	.6	15.9
	2.28	2	1.1	1.1	17.0
	2.29	2	1.1	1.1	18.2
	2.31	1	.5	.6	18.8
	2.32	1	.5	.6	19.3
	2.33	2	1.1	1.1	20.5
	2.34	1	.5	.6	21.0
	2.34	1	.5	.6	21.6
	2.35	1	.5	.6	22.2
	2.35	1	.5	.6	22.7
	2.36	1	.5	.6	23.3
	2.38	2	1.1	1.1	24.4

2.38	2	1.1	1.1	25.6
2.40	1	.5	.6	26.1
2.41	2	1.1	1.1	27.3
2.41	2	1.1	1.1	28.4
2.42	1	.5	.6	29.0
2.42	1	.5	.6	29.5
2.43	1	.5	.6	30.1
2.44	1	.5	.6	30.7
2.45	1	.5	.6	31.3
2.46	1	.5	.6	31.8
2.47	1	.5	.6	32.4
2.48	1	.5	.6	33.0
2.48	1	.5	.6	33.5
2.48	1	.5	.6	34.1
2.49	1	.5	.6	34.7
2.50	8	4.3	4.5	39.2
2.53	1	.5	.6	39.8
2.53	1	.5	.6	40.3
2.56	1	.5	.6	40.9
2.58	1	.5	.6	41.5
2.59	2	1.1	1.1	42.6
2.59	2	1.1	1.1	43.8
2.59	2	1.1	1.1	44.9
2.59	1	.5	.6	45.5
2.59	1	.5	.6	46.0
2.60	4	2.1	2.3	48.3
2.61	1	.5	.6	48.9
2.62	2	1.1	1.1	50.0
2.64	1	.5	.6	50.6
2.64	1	.5	.6	51.1
2.65	1	.5	.6	51.7
2.65	2	1.1	1.1	52.8
2.65	1	.5	.6	53.4
2.66	1	.5	.6	54.0
2.67	5	2.7	2.8	56.8
2.68	1	.5	.6	57.4

2.68	1	.5	.6	58.0
2.69	1	.5	.6	58.5
2.69	2	1.1	1.1	59.7
2.69	1	.5	.6	60.2
2.71	1	.5	.6	60.8
2.71	1	.5	.6	61.4
2.72	1	.5	.6	61.9
2.73	2	1.1	1.1	63.1
2.75	2	1.1	1.1	64.2
2.76	1	.5	.6	64.8
2.76	1	.5	.6	65.3
2.77	1	.5	.6	65.9
2.79	1	.5	.6	66.5
2.79	1	.5	.6	67.0
2.82	1	.5	.6	67.6
2.83	2	1.1	1.1	68.8
2.83	1	.5	.6	69.3
2.84	1	.5	.6	69.9
2.84	1	.5	.6	70.5
2.85	2	1.1	1.1	71.6
2.85	1	.5	.6	72.2
2.86	1	.5	.6	72.7
2.86	1	.5	.6	73.3
2.86	1	.5	.6	73.9
2.86	1	.5	.6	74.4
2.87	1	.5	.6	75.0
2.88	1	.5	.6	75.6
2.89	1	.5	.6	76.1
2.89	1	.5	.6	76.7
2.90	1	.5	.6	77.3
2.91	2	1.1	1.1	78.4
2.91	1	.5	.6	79.0
2.92	1	.5	.6	79.5
2.92	1	.5	.6	80.1
2.93	1	.5	.6	80.7
2.94	1	.5	.6	81.3

	2.95	1	.5	.6	81.8
	2.96	1	.5	.6	82.4
	2.96	1	.5	.6	83.0
	3.00	9	4.8	5.1	88.1
	3.03	1	.5	.6	88.6
	3.03	1	.5	.6	89.2
	3.03	1	.5	.6	89.8
	3.05	1	.5	.6	90.3
	3.06	1	.5	.6	90.9
	3.07	1	.5	.6	91.5
	3.11	1	.5	.6	92.0
	3.13	1	.5	.6	92.6
	3.16	1	.5	.6	93.2
	3.18	1	.5	.6	93.8
	3.18	1	.5	.6	94.3
	3.23	1	.5	.6	94.9
	3.23	1	.5	.6	95.5
	3.25	1	.5	.6	96.0
	3.29	1	.5	.6	96.6
	3.31	1	.5	.6	97.2
	3.32	1	.5	.6	97.7
	3.44	1	.5	.6	98.3
	3.46	1	.5	.6	98.9
	3.47	1	.5	.6	99.4
	3.62	1	.5	.6	100.0
	Total	176	93.6	100.0	
Missing	System	12	6.4		
Total		188	100.0		

Research Question 6

Micro

RQ6 Wave 1: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	26	27.4	28.9	28.9
	1 Yes	64	67.4	71.1	100.0

	Total	90	94.7	100.0	
Missing	System	5	5.3		
Total		95	100.0		

RQ6 Wave 2: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	22	23.2	23.4	23.4
	1 Yes	72	75.8	76.6	100.0
	Total	94	98.9	100.0	
Missing	System	1	1.1		
Total		95	100.0		

Meso

RQ6 Wave 1: Heard of Justice Reinvestment

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	0 No	25	62.5	64.1	64.1
		1 Yes	14	35.0	35.9	100.0
		Total	39	97.5	100.0	
	Missing	System	1	2.5		
	Total		40	100.0		
2 Courts	Valid	0 No	4	17.4	17.4	17.4
		1 Yes	19	82.6	82.6	100.0
		Total	23	100.0	100.0	
3 Other Criminal Justice Agency	Valid	0 No	2	15.4	16.7	16.7
		1 Yes	10	76.9	83.3	100.0
		Total	12	92.3	100.0	
	Missing	System	1	7.7		
	Total		13	100.0		
4 Non-Criminal Justice	Valid	0 No	3	15.8	16.7	16.7
		1 Yes	15	78.9	83.3	100.0
		Total	18	94.7	100.0	
	Missing	System	1	5.3		
	Total		19	100.0		

5 Law Enforcement	Valid	0 No	19	35.8	37.3	37.3
		1 Yes	32	60.4	62.7	100.0
		Total	51	96.2	100.0	
	Missing	System	2	3.8		
	Total		53	100.0		

RQ 6 Wave 1: Heard of Justice Reinvestment

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	0 No	33	53.2	53.2	53.2
		1 Yes	29	46.8	46.8	100.0
		Total	62	100.0	100.0	
2 Courts	Valid	0 No	2	11.1	11.8	11.8
		1 Yes	15	83.3	88.2	100.0
		Total	17	94.4	100.0	
	Missing	System	1	5.6		
	Total		18	100.0		
3 Other Criminal Justice Agency	Valid	0 No	1	10.0	10.0	10.0
		1 Yes	9	90.0	90.0	100.0
		Total	10	100.0	100.0	
4 Non-Criminal Justice	Valid	0 No	1	7.1	7.1	7.1
		1 Yes	13	92.9	92.9	100.0
		Total	14	100.0	100.0	
5 Law Enforcement	Valid	0 No	30	35.7	35.7	35.7
		1 Yes	54	64.3	64.3	100.0
		Total	84	100.0	100.0	

Macro

RQ 6 Wave 1: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	53	35.8	37.1	37.1
	1 Yes	90	60.8	62.9	100.0
	Total	143	96.6	100.0	
Missing	System	5	3.4		
Total		148	100.0		

RQ 6 Wave 2: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	67	35.6	35.8	35.8
	1 Yes	120	63.8	64.2	100.0
	Total	187	99.5	100.0	
Missing	System	1	.5		
Total		188	100.0		

Research Question 7

Micro

RQ7 Wave 1: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.1	2.2	2.2
	1.68	1	1.1	1.1	3.4
	1.76	1	1.1	1.1	4.5
	1.79	1	1.1	1.1	5.6
	1.79	1	1.1	1.1	6.7
	1.82	1	1.1	1.1	7.9
	1.83	1	1.1	1.1	9.0
	1.94	1	1.1	1.1	10.1
	1.95	1	1.1	1.1	11.2
	2.00	4	4.2	4.5	15.7
	2.06	1	1.1	1.1	16.9
	2.07	1	1.1	1.1	18.0
	2.09	1	1.1	1.1	19.1
	2.11	1	1.1	1.1	20.2
	2.11	2	2.1	2.2	22.5
	2.16	1	1.1	1.1	23.6
	2.17	1	1.1	1.1	24.7
	2.20	1	1.1	1.1	25.8
	2.21	1	1.1	1.1	27.0
	2.22	1	1.1	1.1	28.1

2.26	1	1.1	1.1	29.2
2.29	1	1.1	1.1	30.3
2.32	1	1.1	1.1	31.5
2.33	1	1.1	1.1	32.6
2.36	1	1.1	1.1	33.7
2.38	1	1.1	1.1	34.8
2.39	1	1.1	1.1	36.0
2.40	2	2.1	2.2	38.2
2.41	1	1.1	1.1	39.3
2.43	1	1.1	1.1	40.4
2.47	1	1.1	1.1	41.6
2.47	3	3.2	3.4	44.9
2.50	7	7.4	7.9	52.8
2.53	2	2.1	2.2	55.1
2.55	1	1.1	1.1	56.2
2.57	2	2.1	2.2	58.4
2.60	1	1.1	1.1	59.6
2.63	1	1.1	1.1	60.7
2.70	1	1.1	1.1	61.8
2.71	1	1.1	1.1	62.9
2.71	1	1.1	1.1	64.0
2.72	1	1.1	1.1	65.2
2.75	1	1.1	1.1	66.3
2.86	1	1.1	1.1	67.4
2.87	1	1.1	1.1	68.5
2.91	1	1.1	1.1	69.7
2.93	1	1.1	1.1	70.8
2.94	1	1.1	1.1	71.9
2.94	3	3.2	3.4	75.3
3.00	9	9.5	10.1	85.4
3.05	1	1.1	1.1	86.5
3.06	1	1.1	1.1	87.6
3.11	1	1.1	1.1	88.8
3.20	1	1.1	1.1	89.9
3.22	1	1.1	1.1	91.0
3.25	1	1.1	1.1	92.1

	3.26	1	1.1	1.1	93.3
	3.32	1	1.1	1.1	94.4
	3.33	1	1.1	1.1	95.5
	3.37	1	1.1	1.1	96.6
	3.50	1	1.1	1.1	97.8
	3.80	1	1.1	1.1	98.9
	3.89	1	1.1	1.1	100.0
	Total	89	93.7	100.0	
Missing	System	6	6.3		
Total		95	100.0		

RQ7 Wave 2: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.11	1	1.1	1.1	1.1
	1.25	1	1.1	1.1	2.2
	1.46	1	1.1	1.1	3.3
	1.56	1	1.1	1.1	4.4
	1.58	1	1.1	1.1	5.5
	1.63	1	1.1	1.1	6.6
	1.72	1	1.1	1.1	7.7
	1.79	1	1.1	1.1	8.8
	2.00	2	2.1	2.2	11.0
	2.11	1	1.1	1.1	12.1
	2.13	1	1.1	1.1	13.2
	2.14	1	1.1	1.1	14.3
	2.17	1	1.1	1.1	15.4
	2.18	1	1.1	1.1	16.5
	2.20	3	3.2	3.3	19.8
	2.21	1	1.1	1.1	20.9
	2.22	1	1.1	1.1	22.0
	2.25	1	1.1	1.1	23.1
	2.27	2	2.1	2.2	25.3
	2.29	1	1.1	1.1	26.4
	2.33	2	2.1	2.2	28.6

2.36	1	1.1	1.1	29.7
2.37	1	1.1	1.1	30.8
2.38	1	1.1	1.1	31.9
2.39	1	1.1	1.1	33.0
2.42	1	1.1	1.1	34.1
2.43	1	1.1	1.1	35.2
2.44	1	1.1	1.1	36.3
2.44	2	2.1	2.2	38.5
2.45	1	1.1	1.1	39.6
2.47	3	3.2	3.3	42.9
2.50	5	5.3	5.5	48.4
2.53	1	1.1	1.1	49.5
2.53	1	1.1	1.1	50.5
2.56	2	2.1	2.2	52.7
2.58	1	1.1	1.1	53.8
2.63	1	1.1	1.1	54.9
2.63	1	1.1	1.1	56.0
2.67	7	7.4	7.7	63.7
2.69	1	1.1	1.1	64.8
2.72	1	1.1	1.1	65.9
2.74	1	1.1	1.1	67.0
2.79	1	1.1	1.1	68.1
2.80	1	1.1	1.1	69.2
2.83	1	1.1	1.1	70.3
2.86	1	1.1	1.1	71.4
2.92	1	1.1	1.1	72.5
2.94	4	4.2	4.4	76.9
2.95	1	1.1	1.1	78.0
3.00	10	10.5	11.0	89.0
3.07	1	1.1	1.1	90.1
3.11	1	1.1	1.1	91.2
3.13	1	1.1	1.1	92.3
3.21	1	1.1	1.1	93.4
3.33	1	1.1	1.1	94.5
3.36	1	1.1	1.1	95.6
3.42	1	1.1	1.1	96.7

	3.67	1	1.1	1.1	97.8
	4.00	2	2.1	2.2	100.0
	Total	91	95.8	100.0	
Missing	System	4	4.2		
Total		95	100.0		

Meso

RQ7 Wave 1: Collaboration

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.00	1	2.5	2.9	2.9
		1.08	1	2.5	2.9	5.7
		1.64	1	2.5	2.9	8.6
		1.76	1	2.5	2.9	11.4
		1.79	1	2.5	2.9	14.3
		1.83	1	2.5	2.9	17.1
		1.94	1	2.5	2.9	20.0
		2.00	2	5.0	5.7	25.7
		2.11	1	2.5	2.9	28.6
		2.11	1	2.5	2.9	31.4
		2.12	1	2.5	2.9	34.3
		2.18	1	2.5	2.9	37.1
		2.43	1	2.5	2.9	40.0
		2.50	1	2.5	2.9	42.9
		2.57	1	2.5	2.9	45.7
		2.63	2	5.0	5.7	51.4
		2.70	1	2.5	2.9	54.3
		2.71	1	2.5	2.9	57.1
		2.86	1	2.5	2.9	60.0
		2.87	1	2.5	2.9	62.9
		2.91	1	2.5	2.9	65.7
		2.94	1	2.5	2.9	68.6
		2.94	2	5.0	5.7	74.3
		3.00	5	12.5	14.3	88.6
		3.05	1	2.5	2.9	91.4
		3.11	1	2.5	2.9	94.3

		3.20	1	2.5	2.9	97.1
		3.33	1	2.5	2.9	100.0
		Total	35	87.5	100.0	
	Missing	System	5	12.5		
	Total		40	100.0		
2 Courts	Valid	1.92	1	4.3	4.8	4.8
		2.00	1	4.3	4.8	9.5
		2.11	1	4.3	4.8	14.3
		2.20	1	4.3	4.8	19.0
		2.22	1	4.3	4.8	23.8
		2.28	1	4.3	4.8	28.6
		2.29	2	8.7	9.5	38.1
		2.32	1	4.3	4.8	42.9
		2.47	1	4.3	4.8	47.6
		2.50	1	4.3	4.8	52.4
		2.53	1	4.3	4.8	57.1
		2.56	1	4.3	4.8	61.9
		2.71	1	4.3	4.8	66.7
		2.75	1	4.3	4.8	71.4
		2.78	2	8.7	9.5	81.0
		2.81	1	4.3	4.8	85.7
		2.87	1	4.3	4.8	90.5
		2.89	1	4.3	4.8	95.2
		3.25	1	4.3	4.8	100.0
		Total	21	91.3	100.0	
	Missing	System	2	8.7		
	Total		23	100.0		
3 Other Criminal Justice Agency	Valid	2.06	1	7.7	8.3	8.3
		2.36	1	7.7	8.3	16.7
		2.43	1	7.7	8.3	25.0
		2.53	1	7.7	8.3	33.3
		2.55	1	7.7	8.3	41.7
		2.57	1	7.7	8.3	50.0
		2.61	1	7.7	8.3	58.3
		2.82	1	7.7	8.3	66.7

		3.00	2	15.4	16.7	83.3
		3.06	1	7.7	8.3	91.7
		3.14	1	7.7	8.3	100.0
		Total	12	92.3	100.0	
	Missing	System	1	7.7		
	Total		13	100.0		
4 Non-Criminal Justice	Valid	2.07	1	5.3	5.6	5.6
		2.09	1	5.3	5.6	11.1
		2.21	1	5.3	5.6	16.7
		2.33	1	5.3	5.6	22.2
		2.47	1	5.3	5.6	27.8
		2.50	2	10.5	11.1	38.9
		2.72	2	10.5	11.1	50.0
		2.88	1	5.3	5.6	55.6
		2.89	1	5.3	5.6	61.1
		2.94	1	5.3	5.6	66.7
		3.00	2	10.5	11.1	77.8
		3.30	1	5.3	5.6	83.3
		3.32	1	5.3	5.6	88.9
		3.50	1	5.3	5.6	94.4
		3.80	1	5.3	5.6	100.0
		Total	18	94.7	100.0	
	Missing	System	1	5.3		
	Total		19	100.0		
5 Law Enforcement	Valid	1.00	1	1.9	2.2	2.2
		1.68	1	1.9	2.2	4.3
		1.79	1	1.9	2.2	6.5
		1.82	1	1.9	2.2	8.7
		1.86	1	1.9	2.2	10.9
		1.95	1	1.9	2.2	13.0
		2.00	2	3.8	4.3	17.4
		2.16	1	1.9	2.2	19.6
		2.17	1	1.9	2.2	21.7
		2.20	1	1.9	2.2	23.9
		2.21	1	1.9	2.2	26.1

		2.26	1	1.9	2.2	28.3
		2.33	2	3.8	4.3	32.6
		2.36	1	1.9	2.2	34.8
		2.38	1	1.9	2.2	37.0
		2.39	2	3.8	4.3	41.3
		2.40	2	3.8	4.3	45.7
		2.41	1	1.9	2.2	47.8
		2.47	2	3.8	4.3	52.2
		2.50	4	7.5	8.7	60.9
		2.56	1	1.9	2.2	63.0
		2.60	1	1.9	2.2	65.2
		2.81	1	1.9	2.2	67.4
		2.86	1	1.9	2.2	69.6
		2.90	1	1.9	2.2	71.7
		2.93	1	1.9	2.2	73.9
		2.94	1	1.9	2.2	76.1
		3.00	3	5.7	6.5	82.6
		3.08	1	1.9	2.2	84.8
		3.22	1	1.9	2.2	87.0
		3.26	1	1.9	2.2	89.1
		3.31	1	1.9	2.2	91.3
		3.37	1	1.9	2.2	93.5
		3.50	1	1.9	2.2	95.7
		3.60	1	1.9	2.2	97.8
		3.89	1	1.9	2.2	100.0
		Total	46	86.8	100.0	
	Missing	System	7	13.2		
	Total		53	100.0		

RQ7 Wave 2: Collaboration

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.11	1	1.6	1.9	1.9
		1.17	1	1.6	1.9	3.8
		1.46	1	1.6	1.9	5.7

	1.73	1	1.6	1.9	7.5
	1.79	1	1.6	1.9	9.4
	1.94	1	1.6	1.9	11.3
	1.94	2	3.2	3.8	15.1
	2.10	1	1.6	1.9	17.0
	2.11	1	1.6	1.9	18.9
	2.13	1	1.6	1.9	20.8
	2.17	2	3.2	3.8	24.5
	2.18	1	1.6	1.9	26.4
	2.20	1	1.6	1.9	28.3
	2.22	1	1.6	1.9	30.2
	2.27	1	1.6	1.9	32.1
	2.27	1	1.6	1.9	34.0
	2.38	1	1.6	1.9	35.8
	2.39	2	3.2	3.8	39.6
	2.43	2	3.2	3.8	43.4
	2.47	1	1.6	1.9	45.3
	2.50	3	4.8	5.7	50.9
	2.58	1	1.6	1.9	52.8
	2.63	1	1.6	1.9	54.7
	2.65	1	1.6	1.9	56.6
	2.67	2	3.2	3.8	60.4
	2.71	1	1.6	1.9	62.3
	2.74	1	1.6	1.9	64.2
	2.76	1	1.6	1.9	66.0
	2.78	1	1.6	1.9	67.9
	2.80	1	1.6	1.9	69.8
	2.90	1	1.6	1.9	71.7
	2.92	1	1.6	1.9	73.6
	2.95	1	1.6	1.9	75.5
	3.00	9	14.5	17.0	92.5
	3.07	1	1.6	1.9	94.3
	3.13	1	1.6	1.9	96.2
	3.33	1	1.6	1.9	98.1
	3.36	1	1.6	1.9	100.0

		Total	53	85.5	100.0	
	Missing	System	9	14.5		
	Total		62	100.0		
2 Courts	Valid	1.63	1	5.6	5.9	5.9
		2.11	1	5.6	5.9	11.8
		2.20	1	5.6	5.9	17.6
		2.25	1	5.6	5.9	23.5
		2.33	1	5.6	5.9	29.4
		2.37	1	5.6	5.9	35.3
		2.53	1	5.6	5.9	41.2
		2.56	1	5.6	5.9	47.1
		2.58	1	5.6	5.9	52.9
		2.60	1	5.6	5.9	58.8
		2.67	1	5.6	5.9	64.7
		2.69	1	5.6	5.9	70.6
		2.71	1	5.6	5.9	76.5
		2.82	1	5.6	5.9	82.4
		2.83	1	5.6	5.9	88.2
		2.91	1	5.6	5.9	94.1
		3.00	1	5.6	5.9	100.0
		Total	17	94.4	100.0	
	Missing	System	1	5.6		
	Total		18	100.0		
3 Other Criminal Justice Agency	Valid	1.56	1	10.0	10.0	10.0
		2.00	1	10.0	10.0	20.0
		2.19	1	10.0	10.0	30.0
		2.33	1	10.0	10.0	40.0
		2.47	1	10.0	10.0	50.0
		2.54	1	10.0	10.0	60.0
		2.67	1	10.0	10.0	70.0
		2.94	1	10.0	10.0	80.0
		3.00	1	10.0	10.0	90.0
		3.11	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
4 Non-Criminal Justice	Valid	2.25	1	7.1	7.1	7.1

		2.27	1	7.1	7.1	14.3
		2.36	1	7.1	7.1	21.4
		2.50	2	14.3	14.3	35.7
		2.67	1	7.1	7.1	42.9
		2.78	1	7.1	7.1	50.0
		2.79	1	7.1	7.1	57.1
		2.94	1	7.1	7.1	64.3
		3.00	2	14.3	14.3	78.6
		3.11	1	7.1	7.1	85.7
		3.22	1	7.1	7.1	92.9
		3.67	1	7.1	7.1	100.0
		Total	14	100.0	100.0	
5 Law Enforcement	Valid	1.25	1	1.2	1.3	1.3
		1.58	1	1.2	1.3	2.7
		1.72	1	1.2	1.3	4.0
		2.00	2	2.4	2.7	6.7
		2.06	1	1.2	1.3	8.0
		2.06	1	1.2	1.3	9.3
		2.14	1	1.2	1.3	10.7
		2.15	1	1.2	1.3	12.0
		2.17	1	1.2	1.3	13.3
		2.20	1	1.2	1.3	14.7
		2.21	1	1.2	1.3	16.0
		2.21	1	1.2	1.3	17.3
		2.22	2	2.4	2.7	20.0
		2.25	1	1.2	1.3	21.3
		2.29	1	1.2	1.3	22.7
		2.36	1	1.2	1.3	24.0
		2.38	1	1.2	1.3	25.3
		2.39	1	1.2	1.3	26.7
		2.42	1	1.2	1.3	28.0
		2.43	1	1.2	1.3	29.3
		2.44	1	1.2	1.3	30.7
		2.44	3	3.6	4.0	34.7
		2.45	1	1.2	1.3	36.0

		2.47	1	1.2	1.3	37.3
		2.50	2	2.4	2.7	40.0
		2.53	1	1.2	1.3	41.3
		2.56	1	1.2	1.3	42.7
		2.60	2	2.4	2.7	45.3
		2.62	2	2.4	2.7	48.0
		2.63	1	1.2	1.3	49.3
		2.67	4	4.8	5.3	54.7
		2.69	1	1.2	1.3	56.0
		2.71	1	1.2	1.3	57.3
		2.72	1	1.2	1.3	58.7
		2.73	2	2.4	2.7	61.3
		2.75	2	2.4	2.7	64.0
		2.83	2	2.4	2.7	66.7
		2.86	1	1.2	1.3	68.0
		2.89	1	1.2	1.3	69.3
		2.94	2	2.4	2.7	72.0
		3.00	10	11.9	13.3	85.3
		3.08	1	1.2	1.3	86.7
		3.10	1	1.2	1.3	88.0
		3.17	1	1.2	1.3	89.3
		3.19	1	1.2	1.3	90.7
		3.21	1	1.2	1.3	92.0
		3.42	1	1.2	1.3	93.3
		3.67	2	2.4	2.7	96.0
		4.00	3	3.6	4.0	100.0
		Total	75	89.3	100.0	
	Missing	System	9	10.7		
	Total		84	100.0		

Macro

RQ7 Wave 1: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	1.4	1.5	1.5

1.08	1	.7	.8	2.3
1.64	1	.7	.8	3.0
1.68	1	.7	.8	3.8
1.76	1	.7	.8	4.5
1.79	1	.7	.8	5.3
1.79	1	.7	.8	6.1
1.82	1	.7	.8	6.8
1.83	1	.7	.8	7.6
1.86	1	.7	.8	8.3
1.92	1	.7	.8	9.1
1.94	1	.7	.8	9.8
1.95	1	.7	.8	10.6
2.00	5	3.4	3.8	14.4
2.06	1	.7	.8	15.2
2.07	1	.7	.8	15.9
2.09	1	.7	.8	16.7
2.11	1	.7	.8	17.4
2.11	2	1.4	1.5	18.9
2.12	1	.7	.8	19.7
2.16	1	.7	.8	20.5
2.17	1	.7	.8	21.2
2.18	1	.7	.8	22.0
2.20	2	1.4	1.5	23.5
2.21	2	1.4	1.5	25.0
2.22	1	.7	.8	25.8
2.26	1	.7	.8	26.5
2.28	1	.7	.8	27.3
2.29	2	1.4	1.5	28.8
2.32	1	.7	.8	29.5
2.33	3	2.0	2.3	31.8
2.36	1	.7	.8	32.6
2.36	1	.7	.8	33.3
2.38	1	.7	.8	34.1
2.39	2	1.4	1.5	35.6
2.40	2	1.4	1.5	37.1
2.41	1	.7	.8	37.9

2.43	2	1.4	1.5	39.4
2.47	1	.7	.8	40.2
2.47	3	2.0	2.3	42.4
2.50	8	5.4	6.1	48.5
2.53	2	1.4	1.5	50.0
2.55	1	.7	.8	50.8
2.56	2	1.4	1.5	52.3
2.57	2	1.4	1.5	53.8
2.60	1	.7	.8	54.5
2.61	1	.7	.8	55.3
2.63	2	1.4	1.5	56.8
2.70	1	.7	.8	57.6
2.71	1	.7	.8	58.3
2.71	1	.7	.8	59.1
2.72	2	1.4	1.5	60.6
2.75	1	.7	.8	61.4
2.78	2	1.4	1.5	62.9
2.81	2	1.4	1.5	64.4
2.82	1	.7	.8	65.2
2.86	2	1.4	1.5	66.7
2.87	2	1.4	1.5	68.2
2.88	1	.7	.8	68.9
2.89	2	1.4	1.5	70.5
2.90	1	.7	.8	71.2
2.91	1	.7	.8	72.0
2.93	1	.7	.8	72.7
2.94	1	.7	.8	73.5
2.94	1	.7	.8	74.2
2.94	3	2.0	2.3	76.5
3.00	12	8.1	9.1	85.6
3.05	1	.7	.8	86.4
3.06	1	.7	.8	87.1
3.08	1	.7	.8	87.9
3.11	1	.7	.8	88.6
3.14	1	.7	.8	89.4
3.20	1	.7	.8	90.2

	3.22	1	.7	.8	90.9
	3.25	1	.7	.8	91.7
	3.26	1	.7	.8	92.4
	3.30	1	.7	.8	93.2
	3.31	1	.7	.8	93.9
	3.32	1	.7	.8	94.7
	3.33	1	.7	.8	95.5
	3.37	1	.7	.8	96.2
	3.50	2	1.4	1.5	97.7
	3.60	1	.7	.8	98.5
	3.80	1	.7	.8	99.2
	3.89	1	.7	.8	100.0
	Total	132	89.2	100.0	
Missing	System	16	10.8		
Total		148	100.0		

RQ7 Wave 2: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.11	1	.5	.6	.6
	1.17	1	.5	.6	1.2
	1.25	1	.5	.6	1.8
	1.46	1	.5	.6	2.4
	1.56	1	.5	.6	3.0
	1.58	1	.5	.6	3.6
	1.63	1	.5	.6	4.1
	1.72	1	.5	.6	4.7
	1.73	1	.5	.6	5.3
	1.79	1	.5	.6	5.9
	1.94	1	.5	.6	6.5
	1.94	2	1.1	1.2	7.7
	2.00	3	1.6	1.8	9.5
	2.06	1	.5	.6	10.1
	2.06	1	.5	.6	10.7
	2.10	1	.5	.6	11.2
	2.11	2	1.1	1.2	12.4

2.13	1	.5	.6	13.0
2.14	1	.5	.6	13.6
2.15	1	.5	.6	14.2
2.17	3	1.6	1.8	16.0
2.18	1	.5	.6	16.6
2.19	1	.5	.6	17.2
2.20	3	1.6	1.8	18.9
2.21	1	.5	.6	19.5
2.21	1	.5	.6	20.1
2.22	3	1.6	1.8	21.9
2.25	3	1.6	1.8	23.7
2.27	1	.5	.6	24.3
2.27	2	1.1	1.2	25.4
2.29	1	.5	.6	26.0
2.33	2	1.1	1.2	27.2
2.36	2	1.1	1.2	28.4
2.37	1	.5	.6	29.0
2.38	1	.5	.6	29.6
2.38	1	.5	.6	30.2
2.39	3	1.6	1.8	32.0
2.42	1	.5	.6	32.5
2.43	3	1.6	1.8	34.3
2.44	1	.5	.6	34.9
2.44	3	1.6	1.8	36.7
2.45	1	.5	.6	37.3
2.47	3	1.6	1.8	39.1
2.50	7	3.7	4.1	43.2
2.53	1	.5	.6	43.8
2.53	1	.5	.6	44.4
2.54	1	.5	.6	45.0
2.56	2	1.1	1.2	46.2
2.58	1	.5	.6	46.7
2.58	1	.5	.6	47.3
2.60	3	1.6	1.8	49.1
2.62	2	1.1	1.2	50.3
2.63	1	.5	.6	50.9

2.63	1	.5	.6	51.5
2.65	1	.5	.6	52.1
2.67	9	4.8	5.3	57.4
2.69	2	1.1	1.2	58.6
2.71	3	1.6	1.8	60.4
2.72	1	.5	.6	60.9
2.73	2	1.1	1.2	62.1
2.74	1	.5	.6	62.7
2.75	2	1.1	1.2	63.9
2.76	1	.5	.6	64.5
2.78	2	1.1	1.2	65.7
2.79	1	.5	.6	66.3
2.80	1	.5	.6	66.9
2.82	1	.5	.6	67.5
2.83	3	1.6	1.8	69.2
2.86	1	.5	.6	69.8
2.89	1	.5	.6	70.4
2.90	1	.5	.6	71.0
2.91	1	.5	.6	71.6
2.92	1	.5	.6	72.2
2.94	4	2.1	2.4	74.6
2.95	1	.5	.6	75.1
3.00	23	12.2	13.6	88.8
3.07	1	.5	.6	89.3
3.08	1	.5	.6	89.9
3.10	1	.5	.6	90.5
3.11	1	.5	.6	91.1
3.11	1	.5	.6	91.7
3.13	1	.5	.6	92.3
3.17	1	.5	.6	92.9
3.19	1	.5	.6	93.5
3.21	1	.5	.6	94.1
3.22	1	.5	.6	94.7
3.33	1	.5	.6	95.3
3.36	1	.5	.6	95.9
3.42	1	.5	.6	96.4

	3.67	3	1.6	1.8	98.2
	4.00	3	1.6	1.8	100.0
	Total	169	89.9	100.0	
Missing	System	19	10.1		
Total		188	100.0		

Research Question 8

Micro

RQ8 Wave 1: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	1.1	1.3	1.3
	1.20	1	1.1	1.3	2.6
	1.50	3	3.2	3.8	6.4
	1.71	1	1.1	1.3	7.7
	1.83	2	2.1	2.6	10.3
	1.86	2	2.1	2.6	12.8
	2.00	14	14.7	17.9	30.8
	2.17	3	3.2	3.8	34.6
	2.25	3	3.2	3.8	38.5
	2.29	2	2.1	2.6	41.0
	2.33	6	6.3	7.7	48.7
	2.40	4	4.2	5.1	53.8
	2.43	4	4.2	5.1	59.0
	2.50	2	2.1	2.6	61.5
	2.57	4	4.2	5.1	66.7
	2.60	4	4.2	5.1	71.8
	2.67	3	3.2	3.8	75.6
	2.71	4	4.2	5.1	80.8
	2.75	1	1.1	1.3	82.1
	2.83	1	1.1	1.3	83.3
	2.86	3	3.2	3.8	87.2
	3.00	6	6.3	7.7	94.9
	3.14	1	1.1	1.3	96.2
	3.17	1	1.1	1.3	97.4

	3.50	1	1.1	1.3	98.7
	3.60	1	1.1	1.3	100.0
	Total	78	82.1	100.0	
Missing	System	17	17.9		
Total		95	100.0		

RQ8 Wave 2: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.14	1	1.1	1.1	1.1
	1.50	3	3.2	3.4	4.5
	1.60	1	1.1	1.1	5.7
	1.71	3	3.2	3.4	9.1
	1.75	1	1.1	1.1	10.2
	1.80	1	1.1	1.1	11.4
	1.83	3	3.2	3.4	14.8
	1.86	2	2.1	2.3	17.0
	2.00	7	7.4	8.0	25.0
	2.14	6	6.3	6.8	31.8
	2.17	2	2.1	2.3	34.1
	2.20	1	1.1	1.1	35.2
	2.25	3	3.2	3.4	38.6
	2.29	2	2.1	2.3	40.9
	2.33	3	3.2	3.4	44.3
	2.40	4	4.2	4.5	48.9
	2.43	3	3.2	3.4	52.3
	2.50	6	6.3	6.8	59.1
	2.57	3	3.2	3.4	62.5
	2.60	1	1.1	1.1	63.6
	2.67	5	5.3	5.7	69.3
	2.71	3	3.2	3.4	72.7
	2.75	2	2.1	2.3	75.0
	2.83	3	3.2	3.4	78.4
	2.86	2	2.1	2.3	80.7
	3.00	14	14.7	15.9	96.6

	3.14	1	1.1	1.1	97.7
	3.33	1	1.1	1.1	98.9
	4.00	1	1.1	1.1	100.0
	Total	88	92.6	100.0	
Missing	System	7	7.4		
Total		95	100.0		

Meso

RQ8 Wave 1: Data

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.00	2	5.0	6.7	6.7
		1.20	1	2.5	3.3	10.0
		1.50	2	5.0	6.7	16.7
		1.67	1	2.5	3.3	20.0
		1.83	1	2.5	3.3	23.3
		1.86	1	2.5	3.3	26.7
		2.00	5	12.5	16.7	43.3
		2.17	1	2.5	3.3	46.7
		2.25	1	2.5	3.3	50.0
		2.29	2	5.0	6.7	56.7
		2.43	2	5.0	6.7	63.3
		2.57	2	5.0	6.7	70.0
		2.60	2	5.0	6.7	76.7
		2.67	1	2.5	3.3	80.0
		2.71	1	2.5	3.3	83.3
		2.75	1	2.5	3.3	86.7
		3.00	2	5.0	6.7	93.3
		3.17	1	2.5	3.3	96.7
		3.50	1	2.5	3.3	100.0
		Total	30	75.0	100.0	
	Missing	System	10	25.0		
	Total		40	100.0		
2 Courts	Valid	1.50	1	4.3	4.8	4.8
		1.57	1	4.3	4.8	9.5
		1.83	2	8.7	9.5	19.0

		1.86	1	4.3	4.8	23.8
		2.00	6	26.1	28.6	52.4
		2.20	1	4.3	4.8	57.1
		2.25	1	4.3	4.8	61.9
		2.29	1	4.3	4.8	66.7
		2.43	2	8.7	9.5	76.2
		2.50	1	4.3	4.8	81.0
		2.57	1	4.3	4.8	85.7
		2.75	1	4.3	4.8	90.5
		2.83	1	4.3	4.8	95.2
		3.00	1	4.3	4.8	100.0
		Total	21	91.3	100.0	
	Missing	System	2	8.7		
	Total		23	100.0		
3 Other Criminal Justice Agency	Valid	2.00	1	7.7	9.1	9.1
		2.25	1	7.7	9.1	18.2
		2.33	1	7.7	9.1	27.3
		2.40	1	7.7	9.1	36.4
		2.43	1	7.7	9.1	45.5
		2.50	1	7.7	9.1	54.5
		2.60	1	7.7	9.1	63.6
		2.86	2	15.4	18.2	81.8
		3.00	1	7.7	9.1	90.9
		3.67	1	7.7	9.1	100.0
		Total	11	84.6	100.0	
	Missing	System	2	15.4		
	Total		13	100.0		
4 Non-Criminal Justice	Valid	1.57	1	5.3	5.9	5.9
		1.60	1	5.3	5.9	11.8
		2.00	3	15.8	17.6	29.4
		2.17	1	5.3	5.9	35.3
		2.33	1	5.3	5.9	41.2
		2.40	1	5.3	5.9	47.1
		2.50	2	10.5	11.8	58.8
		2.67	1	5.3	5.9	64.7

		2.71	1	5.3	5.9	70.6
		2.75	1	5.3	5.9	76.5
		2.80	1	5.3	5.9	82.4
		2.83	1	5.3	5.9	88.2
		3.00	2	10.5	11.8	100.0
		Total	17	89.5	100.0	
	Missing	System	2	10.5		
	Total		19	100.0		
5 Law Enforcement	Valid	1.00	1	1.9	2.4	2.4
		1.71	1	1.9	2.4	4.9
		2.00	4	7.5	9.8	14.6
		2.14	2	3.8	4.9	19.5
		2.17	1	1.9	2.4	22.0
		2.25	1	1.9	2.4	24.4
		2.29	1	1.9	2.4	26.8
		2.33	4	7.5	9.8	36.6
		2.40	3	5.7	7.3	43.9
		2.43	1	1.9	2.4	46.3
		2.50	1	1.9	2.4	48.8
		2.57	1	1.9	2.4	51.2
		2.60	1	1.9	2.4	53.7
		2.67	2	3.8	4.9	58.5
		2.71	3	5.7	7.3	65.9
		2.75	1	1.9	2.4	68.3
		2.83	1	1.9	2.4	70.7
		2.86	2	3.8	4.9	75.6
		3.00	7	13.2	17.1	92.7
		3.14	1	1.9	2.4	95.1
		3.50	1	1.9	2.4	97.6
		3.60	1	1.9	2.4	100.0
		Total	41	77.4	100.0	
	Missing	System	12	22.6		
	Total		53	100.0		

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.00	1	1.6	2.0	2.0
		1.50	1	1.6	2.0	4.0
		1.57	1	1.6	2.0	6.0
		1.60	1	1.6	2.0	8.0
		1.67	1	1.6	2.0	10.0
		1.71	2	3.2	4.0	14.0
		1.75	2	3.2	4.0	18.0
		1.80	1	1.6	2.0	20.0
		1.83	1	1.6	2.0	22.0
		2.00	2	3.2	4.0	26.0
		2.14	1	1.6	2.0	28.0
		2.17	2	3.2	4.0	32.0
		2.25	2	3.2	4.0	36.0
		2.29	2	3.2	4.0	40.0
		2.33	4	6.5	8.0	48.0
		2.40	1	1.6	2.0	50.0
		2.43	2	3.2	4.0	54.0
		2.50	4	6.5	8.0	62.0
		2.60	1	1.6	2.0	64.0
		2.67	5	8.1	10.0	74.0
		2.71	1	1.6	2.0	76.0
		2.80	2	3.2	4.0	80.0
		2.83	1	1.6	2.0	82.0
		3.00	9	14.5	18.0	100.0
		Total	50	80.6	100.0	
	Missing	System	12	19.4		
	Total		62	100.0		
2 Courts	Valid	1.14	1	5.6	5.9	5.9
		1.86	1	5.6	5.9	11.8
		2.14	3	16.7	17.6	29.4
		2.25	1	5.6	5.9	35.3
		2.40	1	5.6	5.9	41.2
		2.43	1	5.6	5.9	47.1
		2.57	2	11.1	11.8	58.8

		2.60	1	5.6	5.9	64.7
		2.67	1	5.6	5.9	70.6
		2.71	2	11.1	11.8	82.4
		2.86	2	11.1	11.8	94.1
		3.00	1	5.6	5.9	100.0
		Total	17	94.4	100.0	
	Missing	System	1	5.6		
	Total		18	100.0		
3 Other Criminal Justice Agency	Valid	1.83	1	10.0	10.0	10.0
		2.00	1	10.0	10.0	20.0
		2.14	1	10.0	10.0	30.0
		2.33	2	20.0	20.0	50.0
		2.57	1	10.0	10.0	60.0
		2.67	1	10.0	10.0	70.0
		2.71	1	10.0	10.0	80.0
		3.00	1	10.0	10.0	90.0
		3.33	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
4 Non-Criminal Justice	Valid	1.50	1	7.1	7.7	7.7
		1.83	1	7.1	7.7	15.4
		2.00	1	7.1	7.7	23.1
		2.25	1	7.1	7.7	30.8
		2.40	2	14.3	15.4	46.2
		3.00	5	35.7	38.5	84.6
		3.14	1	7.1	7.7	92.3
		4.00	1	7.1	7.7	100.0
		Total	13	92.9	100.0	
	Missing	System	1	7.1		
	Total		14	100.0		
5 Law Enforcement	Valid	1.00	1	1.2	1.4	1.4
		1.50	1	1.2	1.4	2.8
		1.71	2	2.4	2.8	5.6
		1.86	1	1.2	1.4	6.9
		2.00	6	7.1	8.3	15.3
		2.14	3	3.6	4.2	19.4

		2.17	2	2.4	2.8	22.2
		2.20	3	3.6	4.2	26.4
		2.25	2	2.4	2.8	29.2
		2.29	2	2.4	2.8	31.9
		2.33	1	1.2	1.4	33.3
		2.40	2	2.4	2.8	36.1
		2.43	4	4.8	5.6	41.7
		2.50	6	7.1	8.3	50.0
		2.57	1	1.2	1.4	51.4
		2.67	3	3.6	4.2	55.6
		2.71	6	7.1	8.3	63.9
		2.75	4	4.8	5.6	69.4
		2.83	4	4.8	5.6	75.0
		2.86	1	1.2	1.4	76.4
		3.00	13	15.5	18.1	94.4
		3.33	2	2.4	2.8	97.2
		3.67	1	1.2	1.4	98.6
		4.00	1	1.2	1.4	100.0
		Total	72	85.7	100.0	
	Missing	System	12	14.3		
	Total		84	100.0		

Macro

RQ8 Wave 1: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	3	2.0	2.5	2.5
	1.20	1	.7	.8	3.3
	1.50	3	2.0	2.5	5.8
	1.57	2	1.4	1.7	7.5
	1.60	1	.7	.8	8.3
	1.67	1	.7	.8	9.2
	1.71	1	.7	.8	10.0
	1.83	3	2.0	2.5	12.5
	1.86	2	1.4	1.7	14.2

	2.00	19	12.8	15.8	30.0
	2.14	2	1.4	1.7	31.7
	2.17	3	2.0	2.5	34.2
	2.20	1	.7	.8	35.0
	2.25	4	2.7	3.3	38.3
	2.29	4	2.7	3.3	41.7
	2.33	6	4.1	5.0	46.7
	2.40	5	3.4	4.2	50.8
	2.43	6	4.1	5.0	55.8
	2.50	5	3.4	4.2	60.0
	2.57	4	2.7	3.3	63.3
	2.60	4	2.7	3.3	66.7
	2.67	4	2.7	3.3	70.0
	2.71	5	3.4	4.2	74.2
	2.75	4	2.7	3.3	77.5
	2.80	1	.7	.8	78.3
	2.83	3	2.0	2.5	80.8
	2.86	4	2.7	3.3	84.2
	3.00	13	8.8	10.8	95.0
	3.14	1	.7	.8	95.8
	3.17	1	.7	.8	96.7
	3.50	2	1.4	1.7	98.3
	3.60	1	.7	.8	99.2
	3.67	1	.7	.8	100.0
	Total	120	81.1	100.0	
Missing	System	28	18.9		
Total		148	100.0		

RQ8 Wave 2: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	1.1	1.2	1.2
	1.14	1	.5	.6	1.9
	1.50	3	1.6	1.9	3.7
	1.57	1	.5	.6	4.3

	1.60	1	.5	.6	4.9
	1.67	1	.5	.6	5.6
	1.71	4	2.1	2.5	8.0
	1.75	2	1.1	1.2	9.3
	1.80	1	.5	.6	9.9
	1.83	3	1.6	1.9	11.7
	1.86	2	1.1	1.2	13.0
	2.00	10	5.3	6.2	19.1
	2.14	8	4.3	4.9	24.1
	2.17	4	2.1	2.5	26.5
	2.20	3	1.6	1.9	28.4
	2.25	6	3.2	3.7	32.1
	2.29	4	2.1	2.5	34.6
	2.33	7	3.7	4.3	38.9
	2.40	6	3.2	3.7	42.6
	2.43	7	3.7	4.3	46.9
	2.50	10	5.3	6.2	53.1
	2.57	4	2.1	2.5	55.6
	2.60	2	1.1	1.2	56.8
	2.67	10	5.3	6.2	63.0
	2.71	10	5.3	6.2	69.1
	2.75	4	2.1	2.5	71.6
	2.80	2	1.1	1.2	72.8
	2.83	5	2.7	3.1	75.9
	2.86	3	1.6	1.9	77.8
	3.00	29	15.4	17.9	95.7
	3.14	1	.5	.6	96.3
	3.33	3	1.6	1.9	98.1
	3.67	1	.5	.6	98.8
	4.00	2	1.1	1.2	100.0
	Total	162	86.2	100.0	
Missing	System	26	13.8		
Total		188	100.0		

Research Question 9

Micro

RQ9 Wave 1: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.1	2.3	2.3
	1.33	2	2.1	2.3	4.6
	1.40	1	1.1	1.1	5.7
	1.67	1	1.1	1.1	6.9
	1.83	2	2.1	2.3	9.2
	2.00	4	4.2	4.6	13.8
	2.17	1	1.1	1.1	14.9
	2.20	1	1.1	1.1	16.1
	2.25	1	1.1	1.1	17.2
	2.33	2	2.1	2.3	19.5
	2.50	6	6.3	6.9	26.4
	2.60	3	3.2	3.4	29.9
	2.67	3	3.2	3.4	33.3
	2.80	1	1.1	1.1	34.5
	2.83	8	8.4	9.2	43.7
	3.00	26	27.4	29.9	73.6
	3.17	10	10.5	11.5	85.1
	3.33	3	3.2	3.4	88.5
	3.40	1	1.1	1.1	89.7
	3.50	1	1.1	1.1	90.8
	3.67	2	2.1	2.3	93.1
	3.83	1	1.1	1.1	94.3
	4.00	5	5.3	5.7	100.0
	Total	87	91.6	100.0	
Missing	System	8	8.4		
Total		95	100.0		

RQ9 Wave 2: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	1.1	1.2	1.2
	1.17	2	2.1	2.3	3.5
	1.40	1	1.1	1.2	4.7

	1.60	1	1.1	1.2	5.8
	1.67	2	2.1	2.3	8.1
	1.83	1	1.1	1.2	9.3
	2.00	2	2.1	2.3	11.6
	2.17	1	1.1	1.2	12.8
	2.20	1	1.1	1.2	14.0
	2.33	2	2.1	2.3	16.3
	2.40	2	2.1	2.3	18.6
	2.50	5	5.3	5.8	24.4
	2.60	2	2.1	2.3	26.7
	2.67	6	6.3	7.0	33.7
	2.83	4	4.2	4.7	38.4
	3.00	23	24.2	26.7	65.1
	3.17	12	12.6	14.0	79.1
	3.20	1	1.1	1.2	80.2
	3.33	1	1.1	1.2	81.4
	3.50	2	2.1	2.3	83.7
	3.60	3	3.2	3.5	87.2
	3.67	4	4.2	4.7	91.9
	3.83	2	2.1	2.3	94.2
	4.00	5	5.3	5.8	100.0
	Total	86	90.5	100.0	
Missing	System	9	9.5		
Total		95	100.0		

Meso

RQ9 Wave 1: Evidence-based practices

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.00	1	2.5	2.9	2.9
		1.20	1	2.5	2.9	5.9
		1.33	1	2.5	2.9	8.8
		2.00	2	5.0	5.9	14.7
		2.25	1	2.5	2.9	17.6
		2.33	2	5.0	5.9	23.5
		2.50	2	5.0	5.9	29.4

		2.60	1	2.5	2.9	32.4
		2.67	2	5.0	5.9	38.2
		2.83	2	5.0	5.9	44.1
		3.00	10	25.0	29.4	73.5
		3.17	3	7.5	8.8	82.4
		3.25	1	2.5	2.9	85.3
		3.40	1	2.5	2.9	88.2
		3.50	1	2.5	2.9	91.2
		3.83	1	2.5	2.9	94.1
		4.00	2	5.0	5.9	100.0
		Total	34	85.0	100.0	
	Missing	System	6	15.0		
	Total		40	100.0		
2 Courts	Valid	2.83	3	13.0	15.8	15.8
		3.00	5	21.7	26.3	42.1
		3.17	2	8.7	10.5	52.6
		3.33	2	8.7	10.5	63.2
		3.50	2	8.7	10.5	73.7
		3.67	2	8.7	10.5	84.2
		3.83	2	8.7	10.5	94.7
		4.00	1	4.3	5.3	100.0
		Total	19	82.6	100.0	
	Missing	System	4	17.4		
	Total		23	100.0		
3 Other Criminal Justice Agency	Valid	1.83	1	7.7	8.3	8.3
		2.83	2	15.4	16.7	25.0
		3.00	5	38.5	41.7	66.7
		3.17	1	7.7	8.3	75.0
		3.33	1	7.7	8.3	83.3
		3.83	1	7.7	8.3	91.7
		4.00	1	7.7	8.3	100.0
		Total	12	92.3	100.0	
	Missing	System	1	7.7		
	Total		13	100.0		
4 Non-Criminal Justice	Valid	2.00	1	5.3	5.9	5.9

		2.67	1	5.3	5.9	11.8
		2.83	2	10.5	11.8	23.5
		3.00	1	5.3	5.9	29.4
		3.17	3	15.8	17.6	47.1
		3.33	1	5.3	5.9	52.9
		3.67	3	15.8	17.6	70.6
		3.80	1	5.3	5.9	76.5
		4.00	4	21.1	23.5	100.0
		Total	17	89.5	100.0	
	Missing	System	2	10.5		
	Total		19	100.0		
5 Law Enforcement	Valid	1.00	1	1.9	2.1	2.1
		1.33	2	3.8	4.3	6.4
		1.40	1	1.9	2.1	8.5
		1.67	1	1.9	2.1	10.6
		1.83	1	1.9	2.1	12.8
		2.00	4	7.5	8.5	21.3
		2.17	1	1.9	2.1	23.4
		2.20	1	1.9	2.1	25.5
		2.50	6	11.3	12.8	38.3
		2.60	2	3.8	4.3	42.6
		2.67	2	3.8	4.3	46.8
		2.80	1	1.9	2.1	48.9
		2.83	10	18.9	21.3	70.2
		3.00	11	20.8	23.4	93.6
		3.17	2	3.8	4.3	97.9
		4.00	1	1.9	2.1	100.0
		Total	47	88.7	100.0	
	Missing	System	6	11.3		
	Total		53	100.0		

RQ9 Wave 2: Evidence-based practices

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.00	2	3.2	4.0	4.0

		1.17	1	1.6	2.0	6.0
		1.33	1	1.6	2.0	8.0
		1.40	1	1.6	2.0	10.0
		1.50	1	1.6	2.0	12.0
		1.60	1	1.6	2.0	14.0
		1.67	2	3.2	4.0	18.0
		1.83	1	1.6	2.0	20.0
		2.00	2	3.2	4.0	24.0
		2.17	4	6.5	8.0	32.0
		2.20	1	1.6	2.0	34.0
		2.33	1	1.6	2.0	36.0
		2.40	1	1.6	2.0	38.0
		2.50	3	4.8	6.0	44.0
		2.80	1	1.6	2.0	46.0
		2.83	4	6.5	8.0	54.0
		3.00	13	21.0	26.0	80.0
		3.17	5	8.1	10.0	90.0
		3.60	1	1.6	2.0	92.0
		3.67	1	1.6	2.0	94.0
		3.83	1	1.6	2.0	96.0
		4.00	2	3.2	4.0	100.0
		Total	50	80.6	100.0	
	Missing	System	12	19.4		
	Total		62	100.0		
2 Courts	Valid	2.67	1	5.6	5.9	5.9
		2.83	2	11.1	11.8	17.6
		3.00	4	22.2	23.5	41.2
		3.17	3	16.7	17.6	58.8
		3.33	1	5.6	5.9	64.7
		3.50	1	5.6	5.9	70.6
		3.60	1	5.6	5.9	76.5
		3.67	2	11.1	11.8	88.2
		3.83	1	5.6	5.9	94.1
		4.00	1	5.6	5.9	100.0
		Total	17	94.4	100.0	

	Missing	System	1	5.6		
	Total		18	100.0		
3 Other Criminal Justice Agency	Valid	2.33	1	10.0	10.0	10.0
		2.83	1	10.0	10.0	20.0
		3.00	1	10.0	10.0	30.0
		3.17	2	20.0	20.0	50.0
		3.33	1	10.0	10.0	60.0
		3.67	2	20.0	20.0	80.0
		3.83	1	10.0	10.0	90.0
		4.00	1	10.0	10.0	100.0
		Total	10	100.0	100.0	
4 Non-Criminal Justice	Valid	2.00	1	7.1	8.3	8.3
		3.00	2	14.3	16.7	25.0
		3.17	1	7.1	8.3	33.3
		3.20	1	7.1	8.3	41.7
		3.50	1	7.1	8.3	50.0
		3.83	2	14.3	16.7	66.7
		4.00	4	28.6	33.3	100.0
		Total	12	85.7	100.0	
	Missing	System	2	14.3		
	Total		14	100.0		
5 Law Enforcement	Valid	1.00	3	3.6	4.1	4.1
		1.17	1	1.2	1.4	5.4
		1.33	1	1.2	1.4	6.8
		1.40	1	1.2	1.4	8.1
		1.50	1	1.2	1.4	9.5
		1.60	1	1.2	1.4	10.8
		1.67	2	2.4	2.7	13.5
		1.83	2	2.4	2.7	16.2
		2.00	4	4.8	5.4	21.6
		2.17	4	4.8	5.4	27.0
		2.20	2	2.4	2.7	29.7
		2.33	3	3.6	4.1	33.8
		2.40	1	1.2	1.4	35.1
		2.50	2	2.4	2.7	37.8

		2.60	2	2.4	2.7	40.5
		2.67	7	8.3	9.5	50.0
		2.80	1	1.2	1.4	51.4
		2.83	2	2.4	2.7	54.1
		3.00	19	22.6	25.7	79.7
		3.17	8	9.5	10.8	90.5
		3.33	1	1.2	1.4	91.9
		3.60	1	1.2	1.4	93.2
		3.83	3	3.6	4.1	97.3
		4.00	2	2.4	2.7	100.0
		Total	74	88.1	100.0	
	Missing	System	10	11.9		
	Total		84	100.0		

Macro

RQ9 Wave 1: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	1.4	1.6	1.6
	1.20	1	.7	.8	2.3
	1.33	3	2.0	2.3	4.7
	1.40	1	.7	.8	5.4
	1.67	1	.7	.8	6.2
	1.83	2	1.4	1.6	7.8
	2.00	7	4.7	5.4	13.2
	2.17	1	.7	.8	14.0
	2.20	1	.7	.8	14.7
	2.25	1	.7	.8	15.5
	2.33	2	1.4	1.6	17.1
	2.50	8	5.4	6.2	23.3
	2.60	3	2.0	2.3	25.6
	2.67	5	3.4	3.9	29.5
	2.80	1	.7	.8	30.2
	2.83	19	12.8	14.7	45.0
	3.00	32	21.6	24.8	69.8
	3.17	11	7.4	8.5	78.3

	3.25	1	.7	.8	79.1
	3.33	4	2.7	3.1	82.2
	3.40	1	.7	.8	82.9
	3.50	3	2.0	2.3	85.3
	3.67	5	3.4	3.9	89.1
	3.80	1	.7	.8	89.9
	3.83	4	2.7	3.1	93.0
	4.00	9	6.1	7.0	100.0
	Total	129	87.2	100.0	
Missing	System	19	12.8		
Total		148	100.0		

RQ9 Wave 2: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	5	2.7	3.1	3.1
	1.17	2	1.1	1.2	4.3
	1.33	2	1.1	1.2	5.5
	1.40	2	1.1	1.2	6.7
	1.50	2	1.1	1.2	8.0
	1.60	2	1.1	1.2	9.2
	1.67	4	2.1	2.5	11.7
	1.83	3	1.6	1.8	13.5
	2.00	7	3.7	4.3	17.8
	2.17	8	4.3	4.9	22.7
	2.20	3	1.6	1.8	24.5
	2.33	5	2.7	3.1	27.6
	2.40	2	1.1	1.2	28.8
	2.50	5	2.7	3.1	31.9
	2.60	2	1.1	1.2	33.1
	2.67	8	4.3	4.9	38.0
	2.80	2	1.1	1.2	39.3
	2.83	9	4.8	5.5	44.8
	3.00	39	20.7	23.9	68.7
	3.17	19	10.1	11.7	80.4
	3.20	1	.5	.6	81.0

	3.33	3	1.6	1.8	82.8
	3.50	2	1.1	1.2	84.0
	3.60	3	1.6	1.8	85.9
	3.67	5	2.7	3.1	89.0
	3.83	8	4.3	4.9	93.9
	4.00	10	5.3	6.1	100.0
	Total	163	86.7	100.0	
Missing	System	25	13.3		
Total		188	100.0		

Allegheny County

Research Question 3

Micro

RQ3 Wave 1: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.46	1	.6	.7	.7
	1.47	1	.6	.7	1.3
	1.50	1	.6	.7	2.0
	1.72	1	.6	.7	2.7
	1.87	1	.6	.7	3.3
	1.89	1	.6	.7	4.0
	1.89	1	.6	.7	4.7
	1.90	2	1.2	1.3	6.0
	1.94	1	.6	.7	6.7
	1.97	1	.6	.7	7.3
	2.00	5	2.9	3.3	10.7
	2.03	1	.6	.7	11.3
	2.03	1	.6	.7	12.0
	2.07	1	.6	.7	12.7
	2.08	3	1.7	2.0	14.7
	2.08	1	.6	.7	15.3
	2.10	1	.6	.7	16.0
	2.11	1	.6	.7	16.7
	2.13	1	.6	.7	17.3
	2.14	1	.6	.7	18.0

2.14	1	.6	.7	18.7
2.15	1	.6	.7	19.3
2.15	1	.6	.7	20.0
2.19	1	.6	.7	20.7
2.21	1	.6	.7	21.3
2.21	1	.6	.7	22.0
2.22	1	.6	.7	22.7
2.22	1	.6	.7	23.3
2.23	1	.6	.7	24.0
2.23	1	.6	.7	24.7
2.25	2	1.2	1.3	26.0
2.28	1	.6	.7	26.7
2.29	1	.6	.7	27.3
2.29	1	.6	.7	28.0
2.29	1	.6	.7	28.7
2.33	2	1.2	1.3	30.0
2.35	1	.6	.7	30.7
2.36	1	.6	.7	31.3
2.37	1	.6	.7	32.0
2.37	1	.6	.7	32.7
2.37	1	.6	.7	33.3
2.39	1	.6	.7	34.0
2.39	1	.6	.7	34.7
2.41	2	1.2	1.3	36.0
2.41	1	.6	.7	36.7
2.47	1	.6	.7	37.3
2.47	1	.6	.7	38.0
2.48	1	.6	.7	38.7
2.48	1	.6	.7	39.3
2.50	3	1.7	2.0	41.3
2.52	1	.6	.7	42.0
2.52	1	.6	.7	42.7
2.52	1	.6	.7	43.3
2.53	2	1.2	1.3	44.7
2.53	1	.6	.7	45.3
2.53	1	.6	.7	46.0

2.54	2	1.2	1.3	47.3
2.56	2	1.2	1.3	48.7
2.56	1	.6	.7	49.3
2.58	1	.6	.7	50.0
2.58	1	.6	.7	50.7
2.59	1	.6	.7	51.3
2.59	1	.6	.7	52.0
2.60	1	.6	.7	52.7
2.61	1	.6	.7	53.3
2.61	1	.6	.7	54.0
2.61	1	.6	.7	54.7
2.62	1	.6	.7	55.3
2.62	1	.6	.7	56.0
2.63	2	1.2	1.3	57.3
2.64	1	.6	.7	58.0
2.65	1	.6	.7	58.7
2.67	1	.6	.7	59.3
2.69	1	.6	.7	60.0
2.69	1	.6	.7	60.7
2.70	1	.6	.7	61.3
2.70	1	.6	.7	62.0
2.71	2	1.2	1.3	63.3
2.71	1	.6	.7	64.0
2.72	1	.6	.7	64.7
2.73	1	.6	.7	65.3
2.73	1	.6	.7	66.0
2.74	2	1.2	1.3	67.3
2.75	1	.6	.7	68.0
2.77	3	1.7	2.0	70.0
2.77	1	.6	.7	70.7
2.79	3	1.7	2.0	72.7
2.79	1	.6	.7	73.3
2.80	3	1.7	2.0	75.3
2.81	1	.6	.7	76.0
2.81	1	.6	.7	76.7
2.82	1	.6	.7	77.3

	2.83	1	.6	.7	78.0
	2.83	1	.6	.7	78.7
	2.84	1	.6	.7	79.3
	2.85	2	1.2	1.3	80.7
	2.86	1	.6	.7	81.3
	2.87	1	.6	.7	82.0
	2.87	2	1.2	1.3	83.3
	2.89	1	.6	.7	84.0
	2.90	1	.6	.7	84.7
	2.90	1	.6	.7	85.3
	2.90	1	.6	.7	86.0
	2.91	1	.6	.7	86.7
	2.92	1	.6	.7	87.3
	2.92	2	1.2	1.3	88.7
	2.93	1	.6	.7	89.3
	2.94	1	.6	.7	90.0
	2.94	1	.6	.7	90.7
	2.97	1	.6	.7	91.3
	3.00	5	2.9	3.3	94.7
	3.05	2	1.2	1.3	96.0
	3.13	1	.6	.7	96.7
	3.15	1	.6	.7	97.3
	3.18	1	.6	.7	98.0
	3.21	1	.6	.7	98.7
	3.33	1	.6	.7	99.3
	3.83	1	.6	.7	100.0
	Total	150	87.2	100.0	
Missing	System	22	12.8		
Total		172	100.0		

RQ3 Wave 2: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	1.2	1.2	1.2
	1.50	1	.6	.6	1.8
	1.65	1	.6	.6	2.4
	1.77	1	.6	.6	3.0

1.83	1	.6	.6	3.7
1.85	1	.6	.6	4.3
1.86	2	1.2	1.2	5.5
1.92	1	.6	.6	6.1
1.93	1	.6	.6	6.7
1.94	1	.6	.6	7.3
2.00	9	5.2	5.5	12.8
2.03	1	.6	.6	13.4
2.05	1	.6	.6	14.0
2.08	1	.6	.6	14.6
2.10	1	.6	.6	15.2
2.11	1	.6	.6	15.9
2.13	1	.6	.6	16.5
2.13	1	.6	.6	17.1
2.14	1	.6	.6	17.7
2.18	2	1.2	1.2	18.9
2.20	1	.6	.6	19.5
2.21	2	1.2	1.2	20.7
2.24	1	.6	.6	21.3
2.24	1	.6	.6	22.0
2.24	1	.6	.6	22.6
2.25	1	.6	.6	23.2
2.26	1	.6	.6	23.8
2.28	1	.6	.6	24.4
2.28	1	.6	.6	25.0
2.29	1	.6	.6	25.6
2.30	1	.6	.6	26.2
2.31	3	1.7	1.8	28.0
2.31	2	1.2	1.2	29.3
2.32	1	.6	.6	29.9
2.32	1	.6	.6	30.5
2.33	2	1.2	1.2	31.7
2.34	1	.6	.6	32.3
2.36	2	1.2	1.2	33.5
2.36	1	.6	.6	34.1
2.37	1	.6	.6	34.8

2.38	1	.6	.6	35.4
2.38	2	1.2	1.2	36.6
2.40	1	.6	.6	37.2
2.41	1	.6	.6	37.8
2.42	1	.6	.6	38.4
2.43	1	.6	.6	39.0
2.43	1	.6	.6	39.6
2.44	1	.6	.6	40.2
2.45	1	.6	.6	40.9
2.45	1	.6	.6	41.5
2.46	1	.6	.6	42.1
2.46	2	1.2	1.2	43.3
2.48	1	.6	.6	43.9
2.49	1	.6	.6	44.5
2.50	2	1.2	1.2	45.7
2.51	1	.6	.6	46.3
2.52	1	.6	.6	47.0
2.55	1	.6	.6	47.6
2.56	2	1.2	1.2	48.8
2.56	3	1.7	1.8	50.6
2.57	1	.6	.6	51.2
2.59	1	.6	.6	51.8
2.62	2	1.2	1.2	53.0
2.62	1	.6	.6	53.7
2.63	1	.6	.6	54.3
2.63	1	.6	.6	54.9
2.63	1	.6	.6	55.5
2.64	1	.6	.6	56.1
2.64	1	.6	.6	56.7
2.65	1	.6	.6	57.3
2.65	1	.6	.6	57.9
2.65	1	.6	.6	58.5
2.66	1	.6	.6	59.1
2.66	1	.6	.6	59.8
2.67	4	2.3	2.4	62.2
2.68	1	.6	.6	62.8

2.69	2	1.2	1.2	64.0
2.71	2	1.2	1.2	65.2
2.72	1	.6	.6	65.9
2.73	1	.6	.6	66.5
2.73	1	.6	.6	67.1
2.73	2	1.2	1.2	68.3
2.74	3	1.7	1.8	70.1
2.74	1	.6	.6	70.7
2.75	1	.6	.6	71.3
2.77	2	1.2	1.2	72.6
2.79	3	1.7	1.8	74.4
2.80	1	.6	.6	75.0
2.82	1	.6	.6	75.6
2.82	1	.6	.6	76.2
2.82	2	1.2	1.2	77.4
2.83	1	.6	.6	78.0
2.83	2	1.2	1.2	79.3
2.84	2	1.2	1.2	80.5
2.85	1	.6	.6	81.1
2.85	1	.6	.6	81.7
2.85	1	.6	.6	82.3
2.87	1	.6	.6	82.9
2.88	2	1.2	1.2	84.1
2.89	1	.6	.6	84.8
2.92	1	.6	.6	85.4
2.92	1	.6	.6	86.0
2.94	1	.6	.6	86.6
2.96	1	.6	.6	87.2
2.96	1	.6	.6	87.8
3.00	9	5.2	5.5	93.3
3.03	1	.6	.6	93.9
3.06	1	.6	.6	94.5
3.06	1	.6	.6	95.1
3.06	1	.6	.6	95.7
3.09	1	.6	.6	96.3
3.10	1	.6	.6	97.0

	3.11	1	.6	.6	97.6
	3.15	1	.6	.6	98.2
	3.17	1	.6	.6	98.8
	3.18	1	.6	.6	99.4
	4.00	1	.6	.6	100.0
	Total	164	95.3	100.0	
Missing	System	8	4.7		
Total		172	100.0		

Meso

RQ3 Wave 1: Hsia & Beyer's six requisites for system change

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.20	1	.5	.6	.6
		1.46	1	.5	.6	1.2
		1.47	1	.5	.6	1.7
		1.72	1	.5	.6	2.3
		1.75	1	.5	.6	2.9
		1.89	1	.5	.6	3.5
		1.90	1	.5	.6	4.0
		1.93	1	.5	.6	4.6
		1.94	1	.5	.6	5.2
		1.94	1	.5	.6	5.8
		1.95	1	.5	.6	6.4
		1.96	1	.5	.6	6.9
		2.00	9	4.6	5.2	12.1
		2.03	1	.5	.6	12.7
		2.08	1	.5	.6	13.3
		2.09	1	.5	.6	13.9
		2.10	1	.5	.6	14.5
		2.11	1	.5	.6	15.0
		2.13	1	.5	.6	15.6
		2.16	1	.5	.6	16.2
		2.19	1	.5	.6	16.8
		2.19	1	.5	.6	17.3
		2.21	1	.5	.6	17.9

	2.23	1	.5	.6	18.5
	2.23	1	.5	.6	19.1
	2.23	1	.5	.6	19.7
	2.25	2	1.0	1.2	20.8
	2.27	1	.5	.6	21.4
	2.30	1	.5	.6	22.0
	2.32	1	.5	.6	22.5
	2.33	3	1.5	1.7	24.3
	2.37	2	1.0	1.2	25.4
	2.39	2	1.0	1.2	26.6
	2.39	1	.5	.6	27.2
	2.40	3	1.5	1.7	28.9
	2.41	1	.5	.6	29.5
	2.41	1	.5	.6	30.1
	2.42	1	.5	.6	30.6
	2.43	1	.5	.6	31.2
	2.44	2	1.0	1.2	32.4
	2.44	1	.5	.6	32.9
	2.44	1	.5	.6	33.5
	2.46	1	.5	.6	34.1
	2.46	1	.5	.6	34.7
	2.48	1	.5	.6	35.3
	2.49	1	.5	.6	35.8
	2.49	1	.5	.6	36.4
	2.50	4	2.1	2.3	38.7
	2.52	1	.5	.6	39.3
	2.53	1	.5	.6	39.9
	2.53	2	1.0	1.2	41.0
	2.54	1	.5	.6	41.6
	2.54	1	.5	.6	42.2
	2.56	1	.5	.6	42.8
	2.57	1	.5	.6	43.4
	2.57	1	.5	.6	43.9
	2.58	2	1.0	1.2	45.1
	2.58	2	1.0	1.2	46.2

	2.59	1	.5	.6	46.8
	2.60	3	1.5	1.7	48.6
	2.61	1	.5	.6	49.1
	2.62	1	.5	.6	49.7
	2.62	2	1.0	1.2	50.9
	2.63	1	.5	.6	51.4
	2.64	4	2.1	2.3	53.8
	2.64	1	.5	.6	54.3
	2.65	2	1.0	1.2	55.5
	2.66	1	.5	.6	56.1
	2.67	3	1.5	1.7	57.8
	2.68	2	1.0	1.2	59.0
	2.69	1	.5	.6	59.5
	2.69	1	.5	.6	60.1
	2.71	1	.5	.6	60.7
	2.71	3	1.5	1.7	62.4
	2.72	1	.5	.6	63.0
	2.73	1	.5	.6	63.6
	2.74	1	.5	.6	64.2
	2.75	2	1.0	1.2	65.3
	2.77	1	.5	.6	65.9
	2.78	1	.5	.6	66.5
	2.79	1	.5	.6	67.1
	2.80	3	1.5	1.7	68.8
	2.81	1	.5	.6	69.4
	2.82	1	.5	.6	69.9
	2.82	1	.5	.6	70.5
	2.83	1	.5	.6	71.1
	2.83	1	.5	.6	71.7
	2.84	1	.5	.6	72.3
	2.86	1	.5	.6	72.8
	2.86	1	.5	.6	73.4
	2.87	1	.5	.6	74.0
	2.89	1	.5	.6	74.6
	2.89	2	1.0	1.2	75.7

		2.90	1	.5	.6	76.3
		2.90	1	.5	.6	76.9
		2.92	2	1.0	1.2	78.0
		2.92	3	1.5	1.7	79.8
		2.93	1	.5	.6	80.3
		2.94	1	.5	.6	80.9
		2.96	1	.5	.6	81.5
		2.96	1	.5	.6	82.1
		2.97	1	.5	.6	82.7
		2.97	1	.5	.6	83.2
		3.00	13	6.7	7.5	90.8
		3.03	1	.5	.6	91.3
		3.05	1	.5	.6	91.9
		3.08	1	.5	.6	92.5
		3.09	1	.5	.6	93.1
		3.10	1	.5	.6	93.6
		3.13	2	1.0	1.2	94.8
		3.13	1	.5	.6	95.4
		3.14	1	.5	.6	96.0
		3.24	1	.5	.6	96.5
		3.24	1	.5	.6	97.1
		3.33	2	1.0	1.2	98.3
		3.36	2	1.0	1.2	99.4
		3.78	1	.5	.6	100.0
		Total	173	88.7	100.0	
	Missing	System	22	11.3		
	Total		195	100.0		
2 Courts	Valid	1.78	1	2.0	2.3	2.3
		2.00	2	4.0	4.5	6.8
		2.08	1	2.0	2.3	9.1
		2.16	1	2.0	2.3	11.4
		2.19	1	2.0	2.3	13.6
		2.22	1	2.0	2.3	15.9
		2.32	1	2.0	2.3	18.2
		2.33	2	4.0	4.5	22.7

		2.39	1	2.0	2.3	25.0
		2.39	1	2.0	2.3	27.3
		2.46	1	2.0	2.3	29.5
		2.48	1	2.0	2.3	31.8
		2.50	3	6.0	6.8	38.6
		2.54	1	2.0	2.3	40.9
		2.59	1	2.0	2.3	43.2
		2.63	1	2.0	2.3	45.5
		2.64	1	2.0	2.3	47.7
		2.67	1	2.0	2.3	50.0
		2.69	1	2.0	2.3	52.3
		2.70	1	2.0	2.3	54.5
		2.73	1	2.0	2.3	56.8
		2.77	1	2.0	2.3	59.1
		2.80	1	2.0	2.3	61.4
		2.82	1	2.0	2.3	63.6
		2.83	1	2.0	2.3	65.9
		2.85	1	2.0	2.3	68.2
		2.86	1	2.0	2.3	70.5
		2.88	1	2.0	2.3	72.7
		2.89	1	2.0	2.3	75.0
		2.93	1	2.0	2.3	77.3
		2.94	1	2.0	2.3	79.5
		3.00	4	8.0	9.1	88.6
		3.11	1	2.0	2.3	90.9
		3.13	1	2.0	2.3	93.2
		3.18	1	2.0	2.3	95.5
		3.21	1	2.0	2.3	97.7
		3.43	1	2.0	2.3	100.0
		Total	44	88.0	100.0	
	Missing	System	6	12.0		
	Total		50	100.0		
4 Non-Criminal Justice	Valid	1.92	1	2.3	2.4	2.4
		2.00	2	4.5	4.8	7.1
		2.08	1	2.3	2.4	9.5

	2.32	1	2.3	2.4	11.9
	2.37	1	2.3	2.4	14.3
	2.39	1	2.3	2.4	16.7
	2.41	1	2.3	2.4	19.0
	2.42	1	2.3	2.4	21.4
	2.45	1	2.3	2.4	23.8
	2.46	1	2.3	2.4	26.2
	2.50	1	2.3	2.4	28.6
	2.52	1	2.3	2.4	31.0
	2.55	1	2.3	2.4	33.3
	2.56	1	2.3	2.4	35.7
	2.58	1	2.3	2.4	38.1
	2.58	1	2.3	2.4	40.5
	2.60	1	2.3	2.4	42.9
	2.61	1	2.3	2.4	45.2
	2.61	1	2.3	2.4	47.6
	2.63	1	2.3	2.4	50.0
	2.66	1	2.3	2.4	52.4
	2.67	2	4.5	4.8	57.1
	2.71	1	2.3	2.4	59.5
	2.72	1	2.3	2.4	61.9
	2.72	1	2.3	2.4	64.3
	2.77	1	2.3	2.4	66.7
	2.78	1	2.3	2.4	69.0
	2.79	1	2.3	2.4	71.4
	2.80	1	2.3	2.4	73.8
	2.84	1	2.3	2.4	76.2
	2.84	1	2.3	2.4	78.6
	2.85	1	2.3	2.4	81.0
	2.90	1	2.3	2.4	83.3
	2.92	1	2.3	2.4	85.7
	3.00	3	6.8	7.1	92.9
	3.06	1	2.3	2.4	95.2
	3.14	1	2.3	2.4	97.6
	3.15	1	2.3	2.4	100.0

		Total	42	95.5	100.0	
	Missing	System	2	4.5		
	Total		44	100.0		
5 Law Enforcement	Valid	1.33	1	1.6	1.8	1.8
		1.62	1	1.6	1.8	3.6
		1.89	1	1.6	1.8	5.5
		2.00	2	3.3	3.6	9.1
		2.03	1	1.6	1.8	10.9
		2.03	1	1.6	1.8	12.7
		2.07	1	1.6	1.8	14.5
		2.08	1	1.6	1.8	16.4
		2.08	1	1.6	1.8	18.2
		2.14	1	1.6	1.8	20.0
		2.17	1	1.6	1.8	21.8
		2.22	1	1.6	1.8	23.6
		2.23	1	1.6	1.8	25.5
		2.29	1	1.6	1.8	27.3
		2.29	1	1.6	1.8	29.1
		2.29	1	1.6	1.8	30.9
		2.33	4	6.6	7.3	38.2
		2.34	2	3.3	3.6	41.8
		2.35	1	1.6	1.8	43.6
		2.39	1	1.6	1.8	45.5
		2.39	1	1.6	1.8	47.3
		2.43	1	1.6	1.8	49.1
		2.44	1	1.6	1.8	50.9
		2.47	1	1.6	1.8	52.7
		2.48	1	1.6	1.8	54.5
		2.53	1	1.6	1.8	56.4
		2.54	1	1.6	1.8	58.2
		2.54	1	1.6	1.8	60.0
		2.54	1	1.6	1.8	61.8
		2.56	1	1.6	1.8	63.6
		2.56	1	1.6	1.8	65.5
		2.61	1	1.6	1.8	67.3

		2.62	1	1.6	1.8	69.1
		2.63	1	1.6	1.8	70.9
		2.65	1	1.6	1.8	72.7
		2.65	1	1.6	1.8	74.5
		2.75	1	1.6	1.8	76.4
		2.79	1	1.6	1.8	78.2
		2.80	1	1.6	1.8	80.0
		2.82	1	1.6	1.8	81.8
		2.83	1	1.6	1.8	83.6
		2.86	1	1.6	1.8	85.5
		2.87	1	1.6	1.8	87.3
		2.90	1	1.6	1.8	89.1
		2.91	1	1.6	1.8	90.9
		3.00	3	4.9	5.5	96.4
		3.14	1	1.6	1.8	98.2
		3.83	1	1.6	1.8	100.0
		Total	55	90.2	100.0	
	Missing	System	6	9.8		
	Total		61	100.0		
6 Probation/parole	Valid	1.84	1	1.5	1.7	1.7
		1.90	1	1.5	1.7	3.3
		1.90	1	1.5	1.7	5.0
		1.90	1	1.5	1.7	6.7
		1.97	1	1.5	1.7	8.3
		2.03	1	1.5	1.7	10.0
		2.14	1	1.5	1.7	11.7
		2.15	1	1.5	1.7	13.3
		2.21	1	1.5	1.7	15.0
		2.21	1	1.5	1.7	16.7
		2.23	1	1.5	1.7	18.3
		2.28	1	1.5	1.7	20.0
		2.29	1	1.5	1.7	21.7
		2.30	1	1.5	1.7	23.3
		2.36	1	1.5	1.7	25.0
		2.36	2	3.1	3.3	28.3

	2.37	1	1.5	1.7	30.0
	2.41	1	1.5	1.7	31.7
	2.43	1	1.5	1.7	33.3
	2.44	1	1.5	1.7	35.0
	2.46	1	1.5	1.7	36.7
	2.47	1	1.5	1.7	38.3
	2.49	1	1.5	1.7	40.0
	2.50	2	3.1	3.3	43.3
	2.52	1	1.5	1.7	45.0
	2.53	1	1.5	1.7	46.7
	2.53	1	1.5	1.7	48.3
	2.56	1	1.5	1.7	50.0
	2.57	2	3.1	3.3	53.3
	2.58	1	1.5	1.7	55.0
	2.62	1	1.5	1.7	56.7
	2.63	1	1.5	1.7	58.3
	2.67	1	1.5	1.7	60.0
	2.69	1	1.5	1.7	61.7
	2.69	1	1.5	1.7	63.3
	2.71	1	1.5	1.7	65.0
	2.72	1	1.5	1.7	66.7
	2.73	1	1.5	1.7	68.3
	2.74	1	1.5	1.7	70.0
	2.74	2	3.1	3.3	73.3
	2.77	1	1.5	1.7	75.0
	2.81	1	1.5	1.7	76.7
	2.82	1	1.5	1.7	78.3
	2.85	1	1.5	1.7	80.0
	2.86	1	1.5	1.7	81.7
	2.87	1	1.5	1.7	83.3
	2.91	1	1.5	1.7	85.0
	2.91	1	1.5	1.7	86.7
	2.94	1	1.5	1.7	88.3
	2.94	1	1.5	1.7	90.0
	2.95	1	1.5	1.7	91.7

		3.00	2	3.1	3.3	95.0
		3.05	1	1.5	1.7	96.7
		3.10	1	1.5	1.7	98.3
		3.14	1	1.5	1.7	100.0
		Total	60	92.3	100.0	
	Missing	System	5	7.7		
	Total		65	100.0		
7 Pretrial	Valid	2.00	1	3.0	3.4	3.4
		2.21	1	3.0	3.4	6.9
		2.24	1	3.0	3.4	10.3
		2.29	1	3.0	3.4	13.8
		2.54	1	3.0	3.4	17.2
		2.59	1	3.0	3.4	20.7
		2.61	1	3.0	3.4	24.1
		2.61	1	3.0	3.4	27.6
		2.64	1	3.0	3.4	31.0
		2.70	1	3.0	3.4	34.5
		2.71	1	3.0	3.4	37.9
		2.77	1	3.0	3.4	41.4
		2.79	1	3.0	3.4	44.8
		2.79	1	3.0	3.4	48.3
		2.80	1	3.0	3.4	51.7
		2.81	2	6.1	6.9	58.6
		2.82	1	3.0	3.4	62.1
		2.83	1	3.0	3.4	65.5
		2.87	1	3.0	3.4	69.0
		2.87	1	3.0	3.4	72.4
		2.90	1	3.0	3.4	75.9
		2.91	1	3.0	3.4	79.3
		2.92	1	3.0	3.4	82.8
		2.93	1	3.0	3.4	86.2
		2.97	1	3.0	3.4	89.7
		3.07	1	3.0	3.4	93.1
		3.11	1	3.0	3.4	96.6
		3.50	1	3.0	3.4	100.0

		Total	29	87.9	100.0	
	Missing	System	4	12.1		
	Total		33	100.0		
8 Defense attorneys	Valid	1.00	1	1.9	2.0	2.0
		1.19	1	1.9	2.0	4.1
		1.50	1	1.9	2.0	6.1
		1.72	1	1.9	2.0	8.2
		1.76	1	1.9	2.0	10.2
		1.81	1	1.9	2.0	12.2
		1.87	1	1.9	2.0	14.3
		1.90	1	1.9	2.0	16.3
		1.92	1	1.9	2.0	18.4
		1.97	1	1.9	2.0	20.4
		2.00	4	7.5	8.2	28.6
		2.07	1	1.9	2.0	30.6
		2.08	1	1.9	2.0	32.7
		2.09	1	1.9	2.0	34.7
		2.10	1	1.9	2.0	36.7
		2.11	1	1.9	2.0	38.8
		2.13	1	1.9	2.0	40.8
		2.13	1	1.9	2.0	42.9
		2.15	1	1.9	2.0	44.9
		2.18	1	1.9	2.0	46.9
		2.19	1	1.9	2.0	49.0
		2.20	2	3.8	4.1	53.1
		2.24	1	1.9	2.0	55.1
		2.25	1	1.9	2.0	57.1
		2.27	1	1.9	2.0	59.2
		2.27	1	1.9	2.0	61.2
		2.27	1	1.9	2.0	63.3
		2.29	2	3.8	4.1	67.3
		2.32	1	1.9	2.0	69.4
		2.33	2	3.8	4.1	73.5
		2.35	1	1.9	2.0	75.5
		2.40	1	1.9	2.0	77.6

			2.41	1	1.9	2.0	79.6
			2.46	1	1.9	2.0	81.6
			2.52	1	1.9	2.0	83.7
			2.52	1	1.9	2.0	85.7
			2.54	1	1.9	2.0	87.8
			2.64	1	1.9	2.0	89.8
			2.67	1	1.9	2.0	91.8
			2.75	1	1.9	2.0	93.9
			2.85	1	1.9	2.0	95.9
			2.86	1	1.9	2.0	98.0
			2.91	1	1.9	2.0	100.0
			Total	49	92.5	100.0	
		Missing	System	4	7.5		
		Total		53	100.0		

RQ3 Wave 2: Hsia & Beyer's six requisites for system change

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.20	1	1.4	1.6	1.6
		1.31	1	1.4	1.6	3.2
		1.50	1	1.4	1.6	4.8
		1.74	1	1.4	1.6	6.5
		1.80	1	1.4	1.6	8.1
		1.92	2	2.8	3.2	11.3
		2.00	7	9.9	11.3	22.6
		2.05	1	1.4	1.6	24.2
		2.10	1	1.4	1.6	25.8
		2.13	1	1.4	1.6	27.4
		2.17	1	1.4	1.6	29.0
		2.18	1	1.4	1.6	30.6
		2.22	1	1.4	1.6	32.3
		2.23	1	1.4	1.6	33.9
		2.27	1	1.4	1.6	35.5
		2.29	1	1.4	1.6	37.1
		2.30	1	1.4	1.6	38.7

	2.31	1	1.4	1.6	40.3
	2.32	1	1.4	1.6	41.9
	2.34	1	1.4	1.6	43.5
	2.38	2	2.8	3.2	46.8
	2.41	1	1.4	1.6	48.4
	2.44	1	1.4	1.6	50.0
	2.46	1	1.4	1.6	51.6
	2.46	1	1.4	1.6	53.2
	2.48	1	1.4	1.6	54.8
	2.49	1	1.4	1.6	56.5
	2.49	1	1.4	1.6	58.1
	2.50	2	2.8	3.2	61.3
	2.52	1	1.4	1.6	62.9
	2.55	1	1.4	1.6	64.5
	2.56	1	1.4	1.6	66.1
	2.56	1	1.4	1.6	67.7
	2.64	1	1.4	1.6	69.4
	2.65	1	1.4	1.6	71.0
	2.68	1	1.4	1.6	72.6
	2.71	1	1.4	1.6	74.2
	2.71	1	1.4	1.6	75.8
	2.73	1	1.4	1.6	77.4
	2.73	1	1.4	1.6	79.0
	2.74	1	1.4	1.6	80.6
	2.81	1	1.4	1.6	82.3
	2.82	1	1.4	1.6	83.9
	2.85	1	1.4	1.6	85.5
	2.88	1	1.4	1.6	87.1
	3.00	4	5.6	6.5	93.5
	3.11	1	1.4	1.6	95.2
	3.15	1	1.4	1.6	96.8
	3.17	1	1.4	1.6	98.4
	3.30	1	1.4	1.6	100.0
	Total	62	87.3	100.0	
Missing	System	9	12.7		

	Total		71	100.0		
2 Courts	Valid	1.00	1	2.5	2.9	2.9
		1.74	1	2.5	2.9	5.9
		2.00	2	5.0	5.9	11.8
		2.08	1	2.5	2.9	14.7
		2.11	1	2.5	2.9	17.6
		2.31	1	2.5	2.9	20.6
		2.31	1	2.5	2.9	23.5
		2.36	1	2.5	2.9	26.5
		2.41	1	2.5	2.9	29.4
		2.50	1	2.5	2.9	32.4
		2.51	1	2.5	2.9	35.3
		2.63	1	2.5	2.9	38.2
		2.63	1	2.5	2.9	41.2
		2.64	1	2.5	2.9	44.1
		2.65	1	2.5	2.9	47.1
		2.69	1	2.5	2.9	50.0
		2.71	1	2.5	2.9	52.9
		2.71	1	2.5	2.9	55.9
		2.73	1	2.5	2.9	58.8
		2.74	1	2.5	2.9	61.8
		2.75	1	2.5	2.9	64.7
		2.79	1	2.5	2.9	67.6
		2.82	1	2.5	2.9	70.6
		2.83	1	2.5	2.9	73.5
		2.83	1	2.5	2.9	76.5
		2.85	1	2.5	2.9	79.4
		2.92	1	2.5	2.9	82.4
		2.96	1	2.5	2.9	85.3
		2.97	1	2.5	2.9	88.2
		3.00	2	5.0	5.9	94.1
		3.08	1	2.5	2.9	97.1
		3.10	1	2.5	2.9	100.0
		Total	34	85.0	100.0	
	Missing	System	6	15.0		

	Total		40	100.0		
4 Non-Criminal Justice	Valid	1.33	1	2.8	2.9	2.9
		1.94	1	2.8	2.9	5.9
		2.00	1	2.8	2.9	8.8
		2.25	1	2.8	2.9	11.8
		2.31	1	2.8	2.9	14.7
		2.32	1	2.8	2.9	17.6
		2.34	1	2.8	2.9	20.6
		2.41	1	2.8	2.9	23.5
		2.43	1	2.8	2.9	26.5
		2.45	1	2.8	2.9	29.4
		2.59	1	2.8	2.9	32.4
		2.59	1	2.8	2.9	35.3
		2.64	1	2.8	2.9	38.2
		2.65	1	2.8	2.9	41.2
		2.67	3	8.3	8.8	50.0
		2.70	1	2.8	2.9	52.9
		2.72	1	2.8	2.9	55.9
		2.74	1	2.8	2.9	58.8
		2.81	1	2.8	2.9	61.8
		2.82	1	2.8	2.9	64.7
		2.86	2	5.6	5.9	70.6
		2.87	1	2.8	2.9	73.5
		2.88	1	2.8	2.9	76.5
		2.88	1	2.8	2.9	79.4
		2.94	1	2.8	2.9	82.4
		3.00	1	2.8	2.9	85.3
		3.03	1	2.8	2.9	88.2
		3.06	1	2.8	2.9	91.2
		3.06	1	2.8	2.9	94.1
		3.09	1	2.8	2.9	97.1
		3.15	1	2.8	2.9	100.0
		Total	34	94.4	100.0	
	Missing	System	2	5.6		
	Total		36	100.0		

5 Law Enforcement	Valid	1.00	1	2.7	2.9	2.9
		2.00	3	8.1	8.6	11.4
		2.03	1	2.7	2.9	14.3
		2.21	1	2.7	2.9	17.1
		2.24	1	2.7	2.9	20.0
		2.27	1	2.7	2.9	22.9
		2.28	1	2.7	2.9	25.7
		2.28	1	2.7	2.9	28.6
		2.33	1	2.7	2.9	31.4
		2.36	1	2.7	2.9	34.3
		2.41	1	2.7	2.9	37.1
		2.43	1	2.7	2.9	40.0
		2.46	2	5.4	5.7	45.7
		2.48	1	2.7	2.9	48.6
		2.49	1	2.7	2.9	51.4
		2.50	1	2.7	2.9	54.3
		2.55	1	2.7	2.9	57.1
		2.56	1	2.7	2.9	60.0
		2.56	1	2.7	2.9	62.9
		2.60	1	2.7	2.9	65.7
		2.61	1	2.7	2.9	68.6
		2.62	1	2.7	2.9	71.4
		2.63	1	2.7	2.9	74.3
		2.69	1	2.7	2.9	77.1
		2.77	1	2.7	2.9	80.0
		2.80	1	2.7	2.9	82.9
		2.85	1	2.7	2.9	85.7
		2.90	1	2.7	2.9	88.6
		2.96	1	2.7	2.9	91.4
		3.00	3	8.1	8.6	100.0
		Total	35	94.6	100.0	
	Missing	System	2	5.4		
	Total		37	100.0		
6 Probation/parole	Valid	1.83	1	1.9	2.0	2.0
		1.86	2	3.8	4.0	6.0

	2.00	2	3.8	4.0	10.0
	2.19	1	1.9	2.0	12.0
	2.19	1	1.9	2.0	14.0
	2.20	1	1.9	2.0	16.0
	2.24	1	1.9	2.0	18.0
	2.26	1	1.9	2.0	20.0
	2.30	1	1.9	2.0	22.0
	2.31	1	1.9	2.0	24.0
	2.32	1	1.9	2.0	26.0
	2.34	1	1.9	2.0	28.0
	2.36	1	1.9	2.0	30.0
	2.36	1	1.9	2.0	32.0
	2.38	1	1.9	2.0	34.0
	2.44	1	1.9	2.0	36.0
	2.44	1	1.9	2.0	38.0
	2.45	1	1.9	2.0	40.0
	2.46	1	1.9	2.0	42.0
	2.51	1	1.9	2.0	44.0
	2.52	1	1.9	2.0	46.0
	2.56	2	3.8	4.0	50.0
	2.56	1	1.9	2.0	52.0
	2.57	1	1.9	2.0	54.0
	2.59	1	1.9	2.0	56.0
	2.59	1	1.9	2.0	58.0
	2.62	1	1.9	2.0	60.0
	2.62	1	1.9	2.0	62.0
	2.65	1	1.9	2.0	64.0
	2.66	1	1.9	2.0	66.0
	2.71	2	3.8	4.0	70.0
	2.74	1	1.9	2.0	72.0
	2.79	2	3.8	4.0	76.0
	2.83	2	3.8	4.0	80.0
	2.84	1	1.9	2.0	82.0
	2.89	1	1.9	2.0	84.0
	2.92	1	1.9	2.0	86.0

		2.92	1	1.9	2.0	88.0
		2.94	1	1.9	2.0	90.0
		3.00	3	5.8	6.0	96.0
		3.15	2	3.8	4.0	100.0
		Total	50	96.2	100.0	
	Missing	System	2	3.8		
	Total		52	100.0		
7 Pretrial	Valid	2.38	1	3.3	3.6	3.6
		2.44	1	3.3	3.6	7.1
		2.45	1	3.3	3.6	10.7
		2.54	1	3.3	3.6	14.3
		2.57	1	3.3	3.6	17.9
		2.67	3	10.0	10.7	28.6
		2.72	1	3.3	3.6	32.1
		2.73	1	3.3	3.6	35.7
		2.74	1	3.3	3.6	39.3
		2.77	2	6.7	7.1	46.4
		2.82	2	6.7	7.1	53.6
		2.83	1	3.3	3.6	57.1
		2.84	1	3.3	3.6	60.7
		2.85	1	3.3	3.6	64.3
		2.85	1	3.3	3.6	67.9
		2.88	1	3.3	3.6	71.4
		2.94	1	3.3	3.6	75.0
		3.00	3	10.0	10.7	85.7
		3.06	1	3.3	3.6	89.3
		3.06	1	3.3	3.6	92.9
		3.18	1	3.3	3.6	96.4
		4.00	1	3.3	3.6	100.0
		Total	28	93.3	100.0	
	Missing	System	2	6.7		
	Total		30	100.0		
8 Defense attorneys	Valid	1.65	1	5.0	5.0	5.0
		1.77	1	5.0	5.0	10.0
		1.85	1	5.0	5.0	15.0

	1.93	1	5.0	5.0	20.0
	2.00	1	5.0	5.0	25.0
	2.13	1	5.0	5.0	30.0
	2.14	1	5.0	5.0	35.0
	2.18	2	10.0	10.0	45.0
	2.21	1	5.0	5.0	50.0
	2.24	1	5.0	5.0	55.0
	2.31	1	5.0	5.0	60.0
	2.33	1	5.0	5.0	65.0
	2.37	1	5.0	5.0	70.0
	2.38	1	5.0	5.0	75.0
	2.40	1	5.0	5.0	80.0
	2.42	1	5.0	5.0	85.0
	2.64	1	5.0	5.0	90.0
	2.66	1	5.0	5.0	95.0
	2.89	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Macro

RQ3 Wave 1: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	.2	.2	.2
	1.19	1	.2	.2	.4
	1.20	1	.2	.2	.7
	1.33	1	.2	.2	.9
	1.46	1	.2	.2	1.1
	1.47	1	.2	.2	1.3
	1.50	1	.2	.2	1.5
	1.62	1	.2	.2	1.8
	1.72	2	.4	.4	2.2
	1.75	1	.2	.2	2.4
	1.76	1	.2	.2	2.7
	1.78	1	.2	.2	2.9
	1.81	1	.2	.2	3.1
	1.84	1	.2	.2	3.3

1.87	1	.2	.2	3.5
1.89	1	.2	.2	3.8
1.89	1	.2	.2	4.0
1.90	3	.6	.7	4.6
1.90	1	.2	.2	4.9
1.90	1	.2	.2	5.1
1.92	2	.4	.4	5.5
1.93	1	.2	.2	5.8
1.94	1	.2	.2	6.0
1.94	1	.2	.2	6.2
1.95	1	.2	.2	6.4
1.96	1	.2	.2	6.6
1.97	1	.2	.2	6.9
1.97	1	.2	.2	7.1
2.00	20	4.0	4.4	11.5
2.03	1	.2	.2	11.7
2.03	2	.4	.4	12.2
2.03	1	.2	.2	12.4
2.07	1	.2	.2	12.6
2.07	1	.2	.2	12.8
2.08	4	.8	.9	13.7
2.08	1	.2	.2	13.9
2.08	1	.2	.2	14.2
2.09	1	.2	.2	14.4
2.09	1	.2	.2	14.6
2.10	1	.2	.2	14.8
2.10	1	.2	.2	15.0
2.11	1	.2	.2	15.3
2.11	1	.2	.2	15.5
2.13	1	.2	.2	15.7
2.13	1	.2	.2	15.9
2.13	1	.2	.2	16.2
2.14	1	.2	.2	16.4
2.14	1	.2	.2	16.6
2.15	1	.2	.2	16.8
2.15	1	.2	.2	17.0

2.16	1	.2	.2	17.3
2.16	1	.2	.2	17.5
2.17	1	.2	.2	17.7
2.18	1	.2	.2	17.9
2.19	1	.2	.2	18.1
2.19	2	.4	.4	18.6
2.19	1	.2	.2	18.8
2.20	2	.4	.4	19.2
2.21	2	.4	.4	19.7
2.21	1	.2	.2	19.9
2.21	1	.2	.2	20.1
2.22	1	.2	.2	20.4
2.22	1	.2	.2	20.6
2.23	1	.2	.2	20.8
2.23	2	.4	.4	21.2
2.23	1	.2	.2	21.5
2.23	1	.2	.2	21.7
2.24	1	.2	.2	21.9
2.24	1	.2	.2	22.1
2.25	3	.6	.7	22.8
2.27	1	.2	.2	23.0
2.27	1	.2	.2	23.2
2.27	2	.4	.4	23.7
2.28	1	.2	.2	23.9
2.29	3	.6	.7	24.6
2.29	1	.2	.2	24.8
2.29	1	.2	.2	25.0
2.29	1	.2	.2	25.2
2.29	1	.2	.2	25.4
2.30	1	.2	.2	25.7
2.30	1	.2	.2	25.9
2.32	1	.2	.2	26.1
2.32	1	.2	.2	26.3
2.32	2	.4	.4	26.8
2.33	11	2.2	2.4	29.2
2.34	2	.4	.4	29.6

2.35	1	.2	.2	29.9
2.35	1	.2	.2	30.1
2.36	1	.2	.2	30.3
2.36	2	.4	.4	30.8
2.37	1	.2	.2	31.0
2.37	2	.4	.4	31.4
2.37	1	.2	.2	31.6
2.39	1	.2	.2	31.9
2.39	1	.2	.2	32.1
2.39	2	.4	.4	32.5
2.39	2	.4	.4	33.0
2.39	2	.4	.4	33.4
2.40	4	.8	.9	34.3
2.41	1	.2	.2	34.5
2.41	1	.2	.2	34.7
2.41	2	.4	.4	35.2
2.41	1	.2	.2	35.4
2.42	1	.2	.2	35.6
2.42	1	.2	.2	35.8
2.43	3	.6	.7	36.5
2.44	2	.4	.4	36.9
2.44	1	.2	.2	37.2
2.44	1	.2	.2	37.4
2.44	2	.4	.4	37.8
2.45	1	.2	.2	38.1
2.46	1	.2	.2	38.3
2.46	1	.2	.2	38.5
2.46	4	.8	.9	39.4
2.47	1	.2	.2	39.6
2.47	1	.2	.2	39.8
2.48	1	.2	.2	40.0
2.48	1	.2	.2	40.3
2.48	1	.2	.2	40.5
2.49	1	.2	.2	40.7
2.49	1	.2	.2	40.9
2.49	1	.2	.2	41.2

2.50	10	2.0	2.2	43.4
2.52	2	.4	.4	43.8
2.52	1	.2	.2	44.0
2.52	1	.2	.2	44.2
2.52	1	.2	.2	44.5
2.53	3	.6	.7	45.1
2.53	2	.4	.4	45.6
2.53	1	.2	.2	45.8
2.54	5	1.0	1.1	46.9
2.54	1	.2	.2	47.1
2.54	2	.4	.4	47.6
2.55	1	.2	.2	47.8
2.56	2	.4	.4	48.2
2.56	1	.2	.2	48.5
2.56	2	.4	.4	48.9
2.57	1	.2	.2	49.1
2.57	3	.6	.7	49.8
2.58	1	.2	.2	50.0
2.58	3	.6	.7	50.7
2.58	1	.2	.2	50.9
2.58	2	.4	.4	51.3
2.59	1	.2	.2	51.5
2.59	1	.2	.2	51.8
2.59	1	.2	.2	52.0
2.60	4	.8	.9	52.9
2.61	1	.2	.2	53.1
2.61	1	.2	.2	53.3
2.61	1	.2	.2	53.5
2.61	1	.2	.2	53.8
2.61	2	.4	.4	54.2
2.62	2	.4	.4	54.6
2.62	3	.6	.7	55.3
2.63	4	.8	.9	56.2
2.63	1	.2	.2	56.4
2.64	7	1.4	1.5	58.0
2.64	1	.2	.2	58.2

2.65	1	.2	.2	58.4
2.65	1	.2	.2	58.6
2.65	2	.4	.4	59.1
2.66	2	.4	.4	59.5
2.67	8	1.6	1.8	61.3
2.68	2	.4	.4	61.7
2.69	2	.4	.4	62.2
2.69	1	.2	.2	62.4
2.69	1	.2	.2	62.6
2.69	1	.2	.2	62.8
2.70	1	.2	.2	63.1
2.70	1	.2	.2	63.3
2.71	2	.4	.4	63.7
2.71	1	.2	.2	63.9
2.71	4	.8	.9	64.8
2.72	1	.2	.2	65.0
2.72	2	.4	.4	65.5
2.72	1	.2	.2	65.7
2.73	2	.4	.4	66.2
2.73	1	.2	.2	66.4
2.74	1	.2	.2	66.6
2.74	3	.6	.7	67.3
2.75	4	.8	.9	68.1
2.77	4	.8	.9	69.0
2.77	1	.2	.2	69.2
2.78	2	.4	.4	69.7
2.79	3	.6	.7	70.4
2.79	1	.2	.2	70.6
2.79	1	.2	.2	70.8
2.80	7	1.4	1.5	72.3
2.81	1	.2	.2	72.6
2.81	1	.2	.2	72.8
2.81	2	.4	.4	73.2
2.82	2	.4	.4	73.7
2.82	2	.4	.4	74.1
2.82	2	.4	.4	74.6

2.83	1	.2	.2	74.8
2.83	1	.2	.2	75.0
2.83	1	.2	.2	75.2
2.83	2	.4	.4	75.7
2.84	1	.2	.2	75.9
2.84	1	.2	.2	76.1
2.84	1	.2	.2	76.3
2.85	2	.4	.4	76.8
2.85	1	.2	.2	77.0
2.85	1	.2	.2	77.2
2.86	2	.4	.4	77.7
2.86	1	.2	.2	77.9
2.86	2	.4	.4	78.3
2.86	1	.2	.2	78.5
2.87	3	.6	.7	79.2
2.87	2	.4	.4	79.6
2.88	1	.2	.2	79.9
2.89	2	.4	.4	80.3
2.89	2	.4	.4	80.8
2.90	1	.2	.2	81.0
2.90	2	.4	.4	81.4
2.90	2	.4	.4	81.9
2.91	2	.4	.4	82.3
2.91	2	.4	.4	82.7
2.91	1	.2	.2	83.0
2.92	2	.4	.4	83.4
2.92	5	1.0	1.1	84.5
2.93	1	.2	.2	84.7
2.93	1	.2	.2	85.0
2.93	1	.2	.2	85.2
2.94	1	.2	.2	85.4
2.94	1	.2	.2	85.6
2.94	1	.2	.2	85.8
2.94	1	.2	.2	86.1
2.95	1	.2	.2	86.3
2.96	1	.2	.2	86.5

	2.96	1	.2	.2	86.7
	2.97	1	.2	.2	86.9
	2.97	1	.2	.2	87.2
	2.97	1	.2	.2	87.4
	3.00	25	5.0	5.5	92.9
	3.03	1	.2	.2	93.1
	3.05	2	.4	.4	93.6
	3.06	1	.2	.2	93.8
	3.07	1	.2	.2	94.0
	3.08	1	.2	.2	94.2
	3.09	1	.2	.2	94.5
	3.10	2	.4	.4	94.9
	3.11	1	.2	.2	95.1
	3.11	1	.2	.2	95.4
	3.13	1	.2	.2	95.6
	3.13	2	.4	.4	96.0
	3.13	1	.2	.2	96.2
	3.14	1	.2	.2	96.5
	3.14	1	.2	.2	96.7
	3.14	2	.4	.4	97.1
	3.15	1	.2	.2	97.3
	3.18	1	.2	.2	97.6
	3.21	1	.2	.2	97.8
	3.24	1	.2	.2	98.0
	3.24	1	.2	.2	98.2
	3.33	2	.4	.4	98.7
	3.36	2	.4	.4	99.1
	3.43	1	.2	.2	99.3
	3.50	1	.2	.2	99.6
	3.78	1	.2	.2	99.8
	3.83	1	.2	.2	100.0
	Total	452	90.2	100.0	
Missing	System	49	9.8		
Total		501	100.0		

RQ3 Wave 2: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	.7	.8	.8
	1.20	1	.3	.4	1.1
	1.31	1	.3	.4	1.5
	1.33	1	.3	.4	1.9
	1.50	1	.3	.4	2.3
	1.65	1	.3	.4	2.7
	1.74	1	.3	.4	3.0
	1.74	1	.3	.4	3.4
	1.77	1	.3	.4	3.8
	1.80	1	.3	.4	4.2
	1.83	1	.3	.4	4.6
	1.85	1	.3	.4	4.9
	1.86	2	.7	.8	5.7
	1.92	2	.7	.8	6.5
	1.93	1	.3	.4	6.8
	1.94	1	.3	.4	7.2
	2.00	16	5.6	6.1	13.3
	2.03	1	.3	.4	13.7
	2.05	1	.3	.4	14.1
	2.08	1	.3	.4	14.4
	2.10	1	.3	.4	14.8
	2.11	1	.3	.4	15.2
	2.13	1	.3	.4	15.6
	2.13	1	.3	.4	16.0
	2.14	1	.3	.4	16.3
	2.17	1	.3	.4	16.7
	2.18	3	1.0	1.1	17.9
	2.19	1	.3	.4	18.3
	2.19	1	.3	.4	18.6
	2.20	1	.3	.4	19.0
	2.21	2	.7	.8	19.8
	2.22	1	.3	.4	20.2
	2.23	1	.3	.4	20.5

2.24	1	.3	.4	20.9
2.24	1	.3	.4	21.3
2.24	1	.3	.4	21.7
2.25	1	.3	.4	22.1
2.26	1	.3	.4	22.4
2.27	2	.7	.8	23.2
2.28	1	.3	.4	23.6
2.28	1	.3	.4	24.0
2.29	1	.3	.4	24.3
2.30	1	.3	.4	24.7
2.30	1	.3	.4	25.1
2.31	3	1.0	1.1	26.2
2.31	3	1.0	1.1	27.4
2.32	1	.3	.4	27.8
2.32	1	.3	.4	28.1
2.32	1	.3	.4	28.5
2.33	2	.7	.8	29.3
2.34	1	.3	.4	29.7
2.34	1	.3	.4	30.0
2.34	1	.3	.4	30.4
2.36	1	.3	.4	30.8
2.36	2	.7	.8	31.6
2.36	1	.3	.4	31.9
2.37	1	.3	.4	32.3
2.38	1	.3	.4	32.7
2.38	1	.3	.4	33.1
2.38	3	1.0	1.1	34.2
2.40	1	.3	.4	34.6
2.41	1	.3	.4	35.0
2.41	1	.3	.4	35.4
2.41	1	.3	.4	35.7
2.41	1	.3	.4	36.1
2.42	1	.3	.4	36.5
2.43	1	.3	.4	36.9
2.43	1	.3	.4	37.3
2.44	1	.3	.4	37.6

2.44	2	.7	.8	38.4
2.44	1	.3	.4	38.8
2.45	1	.3	.4	39.2
2.45	2	.7	.8	39.9
2.46	1	.3	.4	40.3
2.46	3	1.0	1.1	41.4
2.46	1	.3	.4	41.8
2.48	1	.3	.4	42.2
2.48	1	.3	.4	42.6
2.49	1	.3	.4	43.0
2.49	1	.3	.4	43.3
2.49	1	.3	.4	43.7
2.50	4	1.4	1.5	45.2
2.51	1	.3	.4	45.6
2.51	1	.3	.4	46.0
2.52	1	.3	.4	46.4
2.52	1	.3	.4	46.8
2.54	1	.3	.4	47.1
2.55	1	.3	.4	47.5
2.55	1	.3	.4	47.9
2.56	4	1.4	1.5	49.4
2.56	3	1.0	1.1	50.6
2.57	1	.3	.4	51.0
2.57	1	.3	.4	51.3
2.59	1	.3	.4	51.7
2.59	1	.3	.4	52.1
2.59	1	.3	.4	52.5
2.59	1	.3	.4	52.9
2.60	1	.3	.4	53.2
2.61	1	.3	.4	53.6
2.62	2	.7	.8	54.4
2.62	1	.3	.4	54.8
2.63	1	.3	.4	55.1
2.63	1	.3	.4	55.5
2.63	1	.3	.4	55.9
2.64	1	.3	.4	56.3

2.64	1	.3	.4	56.7
2.64	1	.3	.4	57.0
2.64	1	.3	.4	57.4
2.65	1	.3	.4	57.8
2.65	1	.3	.4	58.2
2.65	1	.3	.4	58.6
2.65	1	.3	.4	58.9
2.66	1	.3	.4	59.3
2.66	1	.3	.4	59.7
2.67	6	2.1	2.3	62.0
2.68	1	.3	.4	62.4
2.69	2	.7	.8	63.1
2.70	1	.3	.4	63.5
2.71	2	.7	.8	64.3
2.71	1	.3	.4	64.6
2.71	3	1.0	1.1	65.8
2.72	1	.3	.4	66.2
2.72	1	.3	.4	66.5
2.73	1	.3	.4	66.9
2.73	1	.3	.4	67.3
2.73	2	.7	.8	68.1
2.74	3	1.0	1.1	69.2
2.74	1	.3	.4	69.6
2.74	1	.3	.4	70.0
2.75	1	.3	.4	70.3
2.77	3	1.0	1.1	71.5
2.79	3	1.0	1.1	72.6
2.80	1	.3	.4	73.0
2.81	1	.3	.4	73.4
2.81	1	.3	.4	73.8
2.82	1	.3	.4	74.1
2.82	2	.7	.8	74.9
2.82	2	.7	.8	75.7
2.83	1	.3	.4	76.0
2.83	1	.3	.4	76.4
2.83	3	1.0	1.1	77.6

2.84	2	.7	.8	78.3
2.85	2	.7	.8	79.1
2.85	1	.3	.4	79.5
2.85	1	.3	.4	79.8
2.85	1	.3	.4	80.2
2.86	2	.7	.8	81.0
2.87	1	.3	.4	81.4
2.88	2	.7	.8	82.1
2.88	2	.7	.8	82.9
2.89	1	.3	.4	83.3
2.89	1	.3	.4	83.7
2.90	1	.3	.4	84.0
2.92	2	.7	.8	84.8
2.92	1	.3	.4	85.2
2.94	1	.3	.4	85.6
2.94	2	.7	.8	86.3
2.96	1	.3	.4	86.7
2.96	1	.3	.4	87.1
2.97	1	.3	.4	87.5
3.00	16	5.6	6.1	93.5
3.03	1	.3	.4	93.9
3.06	1	.3	.4	94.3
3.06	1	.3	.4	94.7
3.06	1	.3	.4	95.1
3.06	1	.3	.4	95.4
3.08	1	.3	.4	95.8
3.09	1	.3	.4	96.2
3.10	1	.3	.4	96.6
3.11	1	.3	.4	97.0
3.15	1	.3	.4	97.3
3.15	1	.3	.4	97.7
3.15	2	.7	.8	98.5
3.17	1	.3	.4	98.9
3.18	1	.3	.4	99.2
3.30	1	.3	.4	99.6
4.00	1	.3	.4	100.0

	Total	263	92.0	100.0	
Missing	System	23	8.0		
Total		286	100.0		

Research Question 6

Micro

RQ6 Wave 1: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	76	44.2	48.7	48.7
	1 Yes	80	46.5	51.3	100.0
	Total	156	90.7	100.0	
Missing	System	16	9.3		
Total		172	100.0		

RQ6 Wave 2: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	46	26.7	27.1	27.1
	1 Yes	124	72.1	72.9	100.0
	Total	170	98.8	100.0	
Missing	System	2	1.2		
Total		172	100.0		

Meso

RQ6 Wave 1: Heard of Justice Reinvestment

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	0 No	139	71.3	72.8	72.8
		1 Yes	52	26.7	27.2	100.0
		Total	191	97.9	100.0	
	Missing	System	4	2.1		
	Total		195	100.0		
2 Courts	Valid	0 No	22	44.0	45.8	45.8
		1 Yes	26	52.0	54.2	100.0
		Total	48	96.0	100.0	

	Missing	System	2	4.0		
	Total		50	100.0		
4 Non-Criminal Justice	Valid	0 No	10	22.7	23.3	23.3
		1 Yes	33	75.0	76.7	100.0
		Total	43	97.7	100.0	
	Missing	System	1	2.3		
	Total		44	100.0		
5 Law Enforcement	Valid	0 No	39	63.9	68.4	68.4
		1 Yes	18	29.5	31.6	100.0
		Total	57	93.4	100.0	
	Missing	System	4	6.6		
	Total		61	100.0		
6 Probation/parole	Valid	0 No	31	47.7	50.0	50.0
		1 Yes	31	47.7	50.0	100.0
		Total	62	95.4	100.0	
	Missing	System	3	4.6		
	Total		65	100.0		
7 Pretrial	Valid	0 No	14	42.4	45.2	45.2
		1 Yes	17	51.5	54.8	100.0
		Total	31	93.9	100.0	
	Missing	System	2	6.1		
	Total		33	100.0		
8 Defense attorneys	Valid	0 No	41	77.4	77.4	77.4
		1 Yes	12	22.6	22.6	100.0
		Total	53	100.0	100.0	

RQ6 Wave 2: Heard of Justice Reinvestment

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	0 No	35	49.3	49.3	49.3
		1 Yes	36	50.7	50.7	100.0
		Total	71	100.0	100.0	
2 Courts	Valid	0 No	8	20.0	20.5	20.5
		1 Yes	31	77.5	79.5	100.0
		Total	39	97.5	100.0	

	Missing	System	1	2.5		
	Total		40	100.0		
4 Non-Criminal Justice	Valid	0 No	4	11.1	11.1	11.1
		1 Yes	32	88.9	88.9	100.0
		Total	36	100.0	100.0	
5 Law Enforcement	Valid	0 No	18	48.6	50.0	50.0
		1 Yes	18	48.6	50.0	100.0
		Total	36	97.3	100.0	
	Missing	System	1	2.7		
	Total		37	100.0		
6 Probation/parole	Valid	0 No	13	25.0	25.0	25.0
		1 Yes	39	75.0	75.0	100.0
		Total	52	100.0	100.0	
7 Pretrial	Valid	0 No	8	26.7	26.7	26.7
		1 Yes	22	73.3	73.3	100.0
		Total	30	100.0	100.0	
8 Defense attorneys	Valid	0 No	9	45.0	45.0	45.0
		1 Yes	11	55.0	55.0	100.0
		Total	20	100.0	100.0	

Macro

RQ6 Wave 1: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	296	59.1	61.0	61.0
	1 Yes	189	37.7	39.0	100.0
	Total	485	96.8	100.0	
Missing	System	16	3.2		
Total		501	100.0		

RQ6 Wave 2: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	95	33.2	33.5	33.5
	1 Yes	189	66.1	66.5	100.0
	Total	284	99.3	100.0	

Missing	System	2	.7		
Total		286	100.0		

Research Question 7

Micro

RQ7 Wave 1: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	1.2	1.3	1.3
	1.09	1	.6	.6	1.9
	1.39	1	.6	.6	2.6
	1.43	3	1.7	1.9	4.5
	1.47	1	.6	.6	5.2
	1.67	1	.6	.6	5.8
	1.68	1	.6	.6	6.5
	1.75	2	1.2	1.3	7.7
	1.77	1	.6	.6	8.4
	1.78	1	.6	.6	9.0
	1.79	1	.6	.6	9.7
	1.80	2	1.2	1.3	11.0
	1.84	1	.6	.6	11.6
	1.86	1	.6	.6	12.3
	1.88	1	.6	.6	12.9
	1.89	2	1.2	1.3	14.2
	1.94	1	.6	.6	14.8
	1.95	1	.6	.6	15.5
	2.00	13	7.6	8.4	23.9
	2.05	3	1.7	1.9	25.8
	2.07	1	.6	.6	26.5
	2.08	1	.6	.6	27.1
	2.09	2	1.2	1.3	28.4
	2.13	1	.6	.6	29.0
	2.18	1	.6	.6	29.7
	2.18	1	.6	.6	30.3
	2.20	2	1.2	1.3	31.6
	2.21	2	1.2	1.3	32.9

2.23	1	.6	.6	33.5
2.27	1	.6	.6	34.2
2.27	1	.6	.6	34.8
2.28	1	.6	.6	35.5
2.29	2	1.2	1.3	36.8
2.31	1	.6	.6	37.4
2.33	3	1.7	1.9	39.4
2.37	2	1.2	1.3	40.6
2.42	1	.6	.6	41.3
2.42	3	1.7	1.9	43.2
2.43	1	.6	.6	43.9
2.44	1	.6	.6	44.5
2.44	1	.6	.6	45.2
2.47	1	.6	.6	45.8
2.47	2	1.2	1.3	47.1
2.50	4	2.3	2.6	49.7
2.54	1	.6	.6	50.3
2.57	1	.6	.6	51.0
2.61	1	.6	.6	51.6
2.62	1	.6	.6	52.3
2.63	4	2.3	2.6	54.8
2.63	1	.6	.6	55.5
2.64	1	.6	.6	56.1
2.67	2	1.2	1.3	57.4
2.74	2	1.2	1.3	58.7
2.75	2	1.2	1.3	60.0
2.76	1	.6	.6	60.6
2.78	4	2.3	2.6	63.2
2.79	2	1.2	1.3	64.5
2.80	3	1.7	1.9	66.5
2.83	1	.6	.6	67.1
2.84	1	.6	.6	67.7
2.85	1	.6	.6	68.4
2.88	1	.6	.6	69.0
2.89	3	1.7	1.9	71.0
2.92	1	.6	.6	71.6

	2.93	1	.6	.6	72.3
	2.93	1	.6	.6	72.9
	2.94	1	.6	.6	73.5
	2.94	2	1.2	1.3	74.8
	2.94	1	.6	.6	75.5
	2.95	3	1.7	1.9	77.4
	3.00	22	12.8	14.2	91.6
	3.06	1	.6	.6	92.3
	3.07	1	.6	.6	92.9
	3.08	1	.6	.6	93.5
	3.11	1	.6	.6	94.2
	3.16	1	.6	.6	94.8
	3.31	1	.6	.6	95.5
	3.33	2	1.2	1.3	96.8
	3.36	1	.6	.6	97.4
	3.37	1	.6	.6	98.1
	3.47	1	.6	.6	98.7
	3.50	1	.6	.6	99.4
	4.00	1	.6	.6	100.0
	Total	155	90.1	100.0	
Missing	System	17	9.9		
Total		172	100.0		

RQ7 Wave 2: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.33	1	.6	.6	.6
	1.38	1	.6	.6	1.3
	1.54	1	.6	.6	1.9
	1.63	1	.6	.6	2.6
	1.71	2	1.2	1.3	3.9
	1.75	1	.6	.6	4.5
	1.79	1	.6	.6	5.2
	1.80	1	.6	.6	5.8
	1.81	1	.6	.6	6.5

1.84	1	.6	.6	7.1
2.00	4	2.3	2.6	9.7
2.05	3	1.7	1.9	11.6
2.06	1	.6	.6	12.3
2.06	1	.6	.6	12.9
2.07	2	1.2	1.3	14.2
2.08	1	.6	.6	14.8
2.09	1	.6	.6	15.5
2.11	3	1.7	1.9	17.4
2.11	1	.6	.6	18.1
2.13	1	.6	.6	18.7
2.14	1	.6	.6	19.4
2.16	1	.6	.6	20.0
2.17	5	2.9	3.2	23.2
2.21	4	2.3	2.6	25.8
2.22	1	.6	.6	26.5
2.26	1	.6	.6	27.1
2.28	2	1.2	1.3	28.4
2.29	3	1.7	1.9	30.3
2.30	1	.6	.6	31.0
2.32	1	.6	.6	31.6
2.33	3	1.7	1.9	33.5
2.35	1	.6	.6	34.2
2.36	3	1.7	1.9	36.1
2.37	1	.6	.6	36.8
2.39	1	.6	.6	37.4
2.40	1	.6	.6	38.1
2.42	2	1.2	1.3	39.4
2.43	2	1.2	1.3	40.6
2.44	1	.6	.6	41.3
2.45	2	1.2	1.3	42.6
2.47	1	.6	.6	43.2
2.47	1	.6	.6	43.9
2.47	2	1.2	1.3	45.2
2.50	3	1.7	1.9	47.1
2.53	2	1.2	1.3	48.4

2.55	1	.6	.6	49.0
2.56	2	1.2	1.3	50.3
2.58	1	.6	.6	51.0
2.60	1	.6	.6	51.6
2.61	2	1.2	1.3	52.9
2.63	1	.6	.6	53.5
2.63	2	1.2	1.3	54.8
2.67	2	1.2	1.3	56.1
2.68	1	.6	.6	56.8
2.69	1	.6	.6	57.4
2.70	1	.6	.6	58.1
2.71	1	.6	.6	58.7
2.74	1	.6	.6	59.4
2.75	1	.6	.6	60.0
2.78	1	.6	.6	60.6
2.79	1	.6	.6	61.3
2.79	1	.6	.6	61.9
2.80	3	1.7	1.9	63.9
2.83	6	3.5	3.9	67.7
2.84	2	1.2	1.3	69.0
2.86	1	.6	.6	69.7
2.88	2	1.2	1.3	71.0
2.89	1	.6	.6	71.6
2.89	1	.6	.6	72.3
2.92	1	.6	.6	72.9
2.93	1	.6	.6	73.5
2.94	1	.6	.6	74.2
2.94	2	1.2	1.3	75.5
2.95	1	.6	.6	76.1
3.00	18	10.5	11.6	87.7
3.05	1	.6	.6	88.4
3.06	1	.6	.6	89.0
3.08	1	.6	.6	89.7
3.08	1	.6	.6	90.3
3.11	2	1.2	1.3	91.6
3.13	1	.6	.6	92.3

	3.16	2	1.2	1.3	93.5
	3.17	2	1.2	1.3	94.8
	3.20	1	.6	.6	95.5
	3.21	1	.6	.6	96.1
	3.33	1	.6	.6	96.8
	3.41	1	.6	.6	97.4
	3.43	1	.6	.6	98.1
	3.50	1	.6	.6	98.7
	3.58	1	.6	.6	99.4
	4.00	1	.6	.6	100.0
	Total	155	90.1	100.0	
Missing	System	17	9.9		
Total		172	100.0		

Meso

RQ7 Wave 1: Collaboration

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.00	2	1.0	1.3	1.3
		1.09	1	.5	.6	1.9
		1.15	1	.5	.6	2.6
		1.17	1	.5	.6	3.2
		1.28	1	.5	.6	3.9
		1.33	1	.5	.6	4.5
		1.39	1	.5	.6	5.2
		1.43	2	1.0	1.3	6.5
		1.50	1	.5	.6	7.1
		1.60	1	.5	.6	7.7
		1.62	1	.5	.6	8.4
		1.69	1	.5	.6	9.0
		1.70	2	1.0	1.3	10.3
		1.76	1	.5	.6	11.0
		1.80	1	.5	.6	11.6
		1.82	1	.5	.6	12.3
		1.88	1	.5	.6	12.9
		1.94	1	.5	.6	13.5

	2.00	9	4.6	5.8	19.4
	2.06	3	1.5	1.9	21.3
	2.06	1	.5	.6	21.9
	2.07	1	.5	.6	22.6
	2.07	2	1.0	1.3	23.9
	2.08	2	1.0	1.3	25.2
	2.09	1	.5	.6	25.8
	2.13	1	.5	.6	26.5
	2.14	1	.5	.6	27.1
	2.15	1	.5	.6	27.7
	2.18	1	.5	.6	28.4
	2.18	1	.5	.6	29.0
	2.19	1	.5	.6	29.7
	2.21	1	.5	.6	30.3
	2.22	3	1.5	1.9	32.3
	2.25	3	1.5	1.9	34.2
	2.29	1	.5	.6	34.8
	2.30	1	.5	.6	35.5
	2.31	1	.5	.6	36.1
	2.33	2	1.0	1.3	37.4
	2.38	1	.5	.6	38.1
	2.39	1	.5	.6	38.7
	2.40	1	.5	.6	39.4
	2.42	1	.5	.6	40.0
	2.43	1	.5	.6	40.6
	2.44	1	.5	.6	41.3
	2.44	1	.5	.6	41.9
	2.47	1	.5	.6	42.6
	2.50	10	5.1	6.5	49.0
	2.53	1	.5	.6	49.7
	2.55	1	.5	.6	50.3
	2.56	1	.5	.6	51.0
	2.60	2	1.0	1.3	52.3
	2.64	1	.5	.6	52.9
	2.67	2	1.0	1.3	54.2

		2.71	1	.5	.6	54.8
		2.71	1	.5	.6	55.5
		2.72	1	.5	.6	56.1
		2.73	2	1.0	1.3	57.4
		2.73	1	.5	.6	58.1
		2.74	1	.5	.6	58.7
		2.75	2	1.0	1.3	60.0
		2.76	1	.5	.6	60.6
		2.78	1	.5	.6	61.3
		2.80	2	1.0	1.3	62.6
		2.83	5	2.6	3.2	65.8
		2.85	3	1.5	1.9	67.7
		2.89	2	1.0	1.3	69.0
		2.89	1	.5	.6	69.7
		2.92	1	.5	.6	70.3
		2.92	1	.5	.6	71.0
		2.94	2	1.0	1.3	72.3
		3.00	25	12.8	16.1	88.4
		3.09	1	.5	.6	89.0
		3.11	4	2.1	2.6	91.6
		3.12	1	.5	.6	92.3
		3.20	1	.5	.6	92.9
		3.25	1	.5	.6	93.5
		3.29	1	.5	.6	94.2
		3.33	1	.5	.6	94.8
		3.44	1	.5	.6	95.5
		3.46	1	.5	.6	96.1
		3.47	1	.5	.6	96.8
		3.56	1	.5	.6	97.4
		3.61	2	1.0	1.3	98.7
		4.00	2	1.0	1.3	100.0
		Total	155	79.5	100.0	
	Missing	System	40	20.5		
	Total		195	100.0		
2 Courts	Valid	1.00	1	2.0	2.4	2.4

		1.82	1	2.0	2.4	4.9
		1.84	1	2.0	2.4	7.3
		1.86	1	2.0	2.4	9.8
		1.88	1	2.0	2.4	12.2
		2.00	2	4.0	4.9	17.1
		2.07	1	2.0	2.4	19.5
		2.08	1	2.0	2.4	22.0
		2.20	1	2.0	2.4	24.4
		2.29	1	2.0	2.4	26.8
		2.33	2	4.0	4.9	31.7
		2.41	1	2.0	2.4	34.1
		2.42	1	2.0	2.4	36.6
		2.47	1	2.0	2.4	39.0
		2.67	2	4.0	4.9	43.9
		2.71	1	2.0	2.4	46.3
		2.72	1	2.0	2.4	48.8
		2.75	2	4.0	4.9	53.7
		2.78	1	2.0	2.4	56.1
		2.80	2	4.0	4.9	61.0
		2.91	1	2.0	2.4	63.4
		2.94	2	4.0	4.9	68.3
		3.00	8	16.0	19.5	87.8
		3.33	1	2.0	2.4	90.2
		3.36	1	2.0	2.4	92.7
		3.50	1	2.0	2.4	95.1
		3.85	1	2.0	2.4	97.6
		4.00	1	2.0	2.4	100.0
		Total	41	82.0	100.0	
	Missing	System	9	18.0		
	Total		50	100.0		
4 Non-Criminal Justice	Valid	1.68	1	2.3	2.7	2.7
		1.72	1	2.3	2.7	5.4
		2.14	1	2.3	2.7	8.1
		2.22	1	2.3	2.7	10.8
		2.30	1	2.3	2.7	13.5

		2.31	1	2.3	2.7	16.2
		2.37	1	2.3	2.7	18.9
		2.46	1	2.3	2.7	21.6
		2.47	2	4.5	5.4	27.0
		2.47	1	2.3	2.7	29.7
		2.50	1	2.3	2.7	32.4
		2.55	1	2.3	2.7	35.1
		2.57	2	4.5	5.4	40.5
		2.60	2	4.5	5.4	45.9
		2.61	1	2.3	2.7	48.6
		2.64	1	2.3	2.7	51.4
		2.69	1	2.3	2.7	54.1
		2.72	2	4.5	5.4	59.5
		2.79	1	2.3	2.7	62.2
		2.88	1	2.3	2.7	64.9
		2.92	2	4.5	5.4	70.3
		2.93	1	2.3	2.7	73.0
		2.95	2	4.5	5.4	78.4
		3.00	4	9.1	10.8	89.2
		3.07	1	2.3	2.7	91.9
		3.18	1	2.3	2.7	94.6
		3.27	1	2.3	2.7	97.3
		3.31	1	2.3	2.7	100.0
		Total	37	84.1	100.0	
	Missing	System	7	15.9		
	Total		44	100.0		
5 Law Enforcement	Valid	1.15	1	1.6	1.9	1.9
		1.28	1	1.6	1.9	3.8
		1.43	1	1.6	1.9	5.7
		1.75	1	1.6	1.9	7.5
		1.89	2	3.3	3.8	11.3
		1.93	1	1.6	1.9	13.2
		2.00	9	14.8	17.0	30.2
		2.07	1	1.6	1.9	32.1
		2.08	1	1.6	1.9	34.0

		2.13	1	1.6	1.9	35.8
		2.14	1	1.6	1.9	37.7
		2.17	1	1.6	1.9	39.6
		2.18	1	1.6	1.9	41.5
		2.20	1	1.6	1.9	43.4
		2.23	1	1.6	1.9	45.3
		2.27	1	1.6	1.9	47.2
		2.33	3	4.9	5.7	52.8
		2.36	1	1.6	1.9	54.7
		2.37	1	1.6	1.9	56.6
		2.42	1	1.6	1.9	58.5
		2.44	1	1.6	1.9	60.4
		2.47	1	1.6	1.9	62.3
		2.47	1	1.6	1.9	64.2
		2.50	4	6.6	7.5	71.7
		2.56	1	1.6	1.9	73.6
		2.63	1	1.6	1.9	75.5
		2.64	1	1.6	1.9	77.4
		2.73	1	1.6	1.9	79.2
		2.75	1	1.6	1.9	81.1
		2.94	1	1.6	1.9	83.0
		3.00	4	6.6	7.5	90.6
		3.06	1	1.6	1.9	92.5
		3.08	1	1.6	1.9	94.3
		3.11	1	1.6	1.9	96.2
		3.38	1	1.6	1.9	98.1
		3.50	1	1.6	1.9	100.0
		Total	53	86.9	100.0	
	Missing	System	8	13.1		
	Total		61	100.0		
6 Probation/parole	Valid	1.29	1	1.5	1.6	1.6
		1.39	1	1.5	1.6	3.2
		1.40	1	1.5	1.6	4.8
		1.42	1	1.5	1.6	6.3
		1.56	1	1.5	1.6	7.9

	1.77	1	1.5	1.6	9.5
	1.85	1	1.5	1.6	11.1
	1.95	1	1.5	1.6	12.7
	2.00	5	7.7	7.9	20.6
	2.05	1	1.5	1.6	22.2
	2.09	1	1.5	1.6	23.8
	2.15	1	1.5	1.6	25.4
	2.18	1	1.5	1.6	27.0
	2.27	1	1.5	1.6	28.6
	2.29	1	1.5	1.6	30.2
	2.33	1	1.5	1.6	31.7
	2.36	1	1.5	1.6	33.3
	2.38	1	1.5	1.6	34.9
	2.39	1	1.5	1.6	36.5
	2.40	1	1.5	1.6	38.1
	2.42	1	1.5	1.6	39.7
	2.43	1	1.5	1.6	41.3
	2.44	1	1.5	1.6	42.9
	2.47	1	1.5	1.6	44.4
	2.50	1	1.5	1.6	46.0
	2.54	1	1.5	1.6	47.6
	2.60	2	3.1	3.2	50.8
	2.62	1	1.5	1.6	52.4
	2.63	2	3.1	3.2	55.6
	2.63	1	1.5	1.6	57.1
	2.64	1	1.5	1.6	58.7
	2.69	1	1.5	1.6	60.3
	2.74	1	1.5	1.6	61.9
	2.75	1	1.5	1.6	63.5
	2.76	1	1.5	1.6	65.1
	2.78	1	1.5	1.6	66.7
	2.79	1	1.5	1.6	68.3
	2.80	2	3.1	3.2	71.4
	2.82	1	1.5	1.6	73.0
	2.89	1	1.5	1.6	74.6

		2.92	1	1.5	1.6	76.2
		2.94	1	1.5	1.6	77.8
		3.00	11	16.9	17.5	95.2
		3.25	1	1.5	1.6	96.8
		3.35	1	1.5	1.6	98.4
		3.37	1	1.5	1.6	100.0
		Total	63	96.9	100.0	
	Missing	System	2	3.1		
	Total		65	100.0		
7 Pretrial	Valid	1.56	1	3.0	3.6	3.6
		2.00	1	3.0	3.6	7.1
		2.05	1	3.0	3.6	10.7
		2.08	1	3.0	3.6	14.3
		2.21	1	3.0	3.6	17.9
		2.50	1	3.0	3.6	21.4
		2.63	2	6.1	7.1	28.6
		2.67	3	9.1	10.7	39.3
		2.69	1	3.0	3.6	42.9
		2.78	3	9.1	10.7	53.6
		2.84	1	3.0	3.6	57.1
		2.88	1	3.0	3.6	60.7
		2.89	1	3.0	3.6	64.3
		2.93	1	3.0	3.6	67.9
		2.94	1	3.0	3.6	71.4
		2.95	1	3.0	3.6	75.0
		3.00	3	9.1	10.7	85.7
		3.08	2	6.1	7.1	92.9
		3.16	1	3.0	3.6	96.4
		3.17	1	3.0	3.6	100.0
		Total	28	84.8	100.0	
	Missing	System	5	15.2		
	Total		33	100.0		
8 Defense attorneys	Valid	1.00	1	1.9	2.4	2.4
		1.31	1	1.9	2.4	4.8
		1.35	1	1.9	2.4	7.1

		1.43	1	1.9	2.4	9.5
		1.47	1	1.9	2.4	11.9
		1.55	1	1.9	2.4	14.3
		1.56	1	1.9	2.4	16.7
		1.67	2	3.8	4.8	21.4
		1.75	2	3.8	4.8	26.2
		1.78	1	1.9	2.4	28.6
		1.79	1	1.9	2.4	31.0
		1.80	1	1.9	2.4	33.3
		1.94	1	1.9	2.4	35.7
		1.94	1	1.9	2.4	38.1
		2.00	7	13.2	16.7	54.8
		2.05	1	1.9	2.4	57.1
		2.06	1	1.9	2.4	59.5
		2.09	1	1.9	2.4	61.9
		2.12	1	1.9	2.4	64.3
		2.17	2	3.8	4.8	69.0
		2.20	2	3.8	4.8	73.8
		2.27	1	1.9	2.4	76.2
		2.28	1	1.9	2.4	78.6
		2.33	1	1.9	2.4	81.0
		2.38	1	1.9	2.4	83.3
		2.50	1	1.9	2.4	85.7
		2.62	1	1.9	2.4	88.1
		2.75	1	1.9	2.4	90.5
		2.83	1	1.9	2.4	92.9
		3.00	2	3.8	4.8	97.6
		3.19	1	1.9	2.4	100.0
		Total	42	79.2	100.0	
	Missing	System	11	20.8		
	Total		53	100.0		

RQ7 Wave 2: Collaboration

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.00	1	1.4	1.8	1.8
		1.22	1	1.4	1.8	3.6

	1.25	2	2.8	3.6	7.1
	1.54	1	1.4	1.8	8.9
	1.67	1	1.4	1.8	10.7
	1.77	1	1.4	1.8	12.5
	1.80	1	1.4	1.8	14.3
	1.84	1	1.4	1.8	16.1
	2.00	6	8.5	10.7	26.8
	2.05	1	1.4	1.8	28.6
	2.06	1	1.4	1.8	30.4
	2.06	1	1.4	1.8	32.1
	2.07	1	1.4	1.8	33.9
	2.11	1	1.4	1.8	35.7
	2.13	1	1.4	1.8	37.5
	2.15	1	1.4	1.8	39.3
	2.16	1	1.4	1.8	41.1
	2.17	3	4.2	5.4	46.4
	2.21	2	2.8	3.6	50.0
	2.26	1	1.4	1.8	51.8
	2.27	1	1.4	1.8	53.6
	2.33	1	1.4	1.8	55.4
	2.39	1	1.4	1.8	57.1
	2.40	1	1.4	1.8	58.9
	2.41	1	1.4	1.8	60.7
	2.44	1	1.4	1.8	62.5
	2.47	1	1.4	1.8	64.3
	2.50	1	1.4	1.8	66.1
	2.53	1	1.4	1.8	67.9
	2.61	1	1.4	1.8	69.6
	2.63	1	1.4	1.8	71.4
	2.71	1	1.4	1.8	73.2
	2.71	1	1.4	1.8	75.0
	2.78	1	1.4	1.8	76.8
	2.79	1	1.4	1.8	78.6
	2.88	1	1.4	1.8	80.4
	2.89	2	2.8	3.6	83.9

		2.93	1	1.4	1.8	85.7
		3.00	4	5.6	7.1	92.9
		3.06	1	1.4	1.8	94.6
		3.09	1	1.4	1.8	96.4
		3.33	1	1.4	1.8	98.2
		3.58	1	1.4	1.8	100.0
		Total	56	78.9	100.0	
	Missing	System	15	21.1		
	Total		71	100.0		
2 Courts	Valid	1.47	1	2.5	3.1	3.1
		2.00	1	2.5	3.1	6.3
		2.06	1	2.5	3.1	9.4
		2.17	1	2.5	3.1	12.5
		2.29	1	2.5	3.1	15.6
		2.32	1	2.5	3.1	18.8
		2.33	2	5.0	6.3	25.0
		2.35	1	2.5	3.1	28.1
		2.47	1	2.5	3.1	31.3
		2.50	1	2.5	3.1	34.4
		2.55	1	2.5	3.1	37.5
		2.56	1	2.5	3.1	40.6
		2.56	1	2.5	3.1	43.8
		2.72	1	2.5	3.1	46.9
		2.78	1	2.5	3.1	50.0
		2.80	1	2.5	3.1	53.1
		2.83	1	2.5	3.1	56.3
		2.90	1	2.5	3.1	59.4
		2.92	1	2.5	3.1	62.5
		2.93	1	2.5	3.1	65.6
		3.00	6	15.0	18.8	84.4
		3.05	1	2.5	3.1	87.5
		3.17	2	5.0	6.3	93.8
		3.20	1	2.5	3.1	96.9
		3.25	1	2.5	3.1	100.0
		Total	32	80.0	100.0	

	Missing	System	8	20.0		
	Total		40	100.0		
4 Non-Criminal Justice	Valid	1.00	1	2.8	3.1	3.1
		2.00	1	2.8	3.1	6.3
		2.05	1	2.8	3.1	9.4
		2.17	1	2.8	3.1	12.5
		2.21	1	2.8	3.1	15.6
		2.36	2	5.6	6.3	21.9
		2.38	1	2.8	3.1	25.0
		2.41	1	2.8	3.1	28.1
		2.47	1	2.8	3.1	31.3
		2.53	1	2.8	3.1	34.4
		2.56	1	2.8	3.1	37.5
		2.69	1	2.8	3.1	40.6
		2.79	1	2.8	3.1	43.8
		2.83	1	2.8	3.1	46.9
		2.86	2	5.6	6.3	53.1
		2.93	2	5.6	6.3	59.4
		2.94	1	2.8	3.1	62.5
		2.95	1	2.8	3.1	65.6
		3.00	4	11.1	12.5	78.1
		3.08	1	2.8	3.1	81.3
		3.11	1	2.8	3.1	84.4
		3.18	1	2.8	3.1	87.5
		3.21	1	2.8	3.1	90.6
		3.41	1	2.8	3.1	93.8
		3.43	1	2.8	3.1	96.9
		3.50	1	2.8	3.1	100.0
		Total	32	88.9	100.0	
	Missing	System	4	11.1		
	Total		36	100.0		
5 Law Enforcement	Valid	1.71	1	2.7	3.4	3.4
		1.81	1	2.7	3.4	6.9
		2.00	1	2.7	3.4	10.3
		2.09	1	2.7	3.4	13.8

		2.11	1	2.7	3.4	17.2
		2.14	1	2.7	3.4	20.7
		2.17	1	2.7	3.4	24.1
		2.21	2	5.4	6.9	31.0
		2.28	1	2.7	3.4	34.5
		2.29	1	2.7	3.4	37.9
		2.30	1	2.7	3.4	41.4
		2.33	1	2.7	3.4	44.8
		2.40	1	2.7	3.4	48.3
		2.42	1	2.7	3.4	51.7
		2.45	1	2.7	3.4	55.2
		2.47	1	2.7	3.4	58.6
		2.50	1	2.7	3.4	62.1
		2.56	1	2.7	3.4	65.5
		2.68	1	2.7	3.4	69.0
		2.70	1	2.7	3.4	72.4
		2.75	1	2.7	3.4	75.9
		2.80	1	2.7	3.4	79.3
		2.89	1	2.7	3.4	82.8
		2.94	1	2.7	3.4	86.2
		3.00	3	8.1	10.3	96.6
		3.08	1	2.7	3.4	100.0
		Total	29	78.4	100.0	
	Missing	System	8	21.6		
	Total		37	100.0		
6 Probation/parole	Valid	1.33	1	1.9	2.0	2.0
		1.71	1	1.9	2.0	4.0
		1.72	1	1.9	2.0	6.0
		1.75	1	1.9	2.0	8.0
		2.06	1	1.9	2.0	10.0
		2.07	1	1.9	2.0	12.0
		2.08	1	1.9	2.0	14.0
		2.11	1	1.9	2.0	16.0
		2.11	1	1.9	2.0	18.0
		2.13	1	1.9	2.0	20.0

		2.17	1	1.9	2.0	22.0
		2.18	1	1.9	2.0	24.0
		2.21	1	1.9	2.0	26.0
		2.22	1	1.9	2.0	28.0
		2.25	1	1.9	2.0	30.0
		2.28	1	1.9	2.0	32.0
		2.31	1	1.9	2.0	34.0
		2.40	1	1.9	2.0	36.0
		2.42	1	1.9	2.0	38.0
		2.43	1	1.9	2.0	40.0
		2.44	1	1.9	2.0	42.0
		2.47	1	1.9	2.0	44.0
		2.47	1	1.9	2.0	46.0
		2.50	3	5.8	6.0	52.0
		2.61	1	1.9	2.0	54.0
		2.63	1	1.9	2.0	56.0
		2.63	1	1.9	2.0	58.0
		2.67	1	1.9	2.0	60.0
		2.73	1	1.9	2.0	62.0
		2.80	1	1.9	2.0	64.0
		2.83	3	5.8	6.0	70.0
		2.84	1	1.9	2.0	72.0
		2.89	1	1.9	2.0	74.0
		2.94	1	1.9	2.0	76.0
		3.00	10	19.2	20.0	96.0
		3.16	1	1.9	2.0	98.0
		3.25	1	1.9	2.0	100.0
		Total	50	96.2	100.0	
	Missing	System	2	3.8		
	Total		52	100.0		
7 Pretrial	Valid	2.29	1	3.3	3.7	3.7
		2.37	1	3.3	3.7	7.4
		2.43	1	3.3	3.7	11.1
		2.45	1	3.3	3.7	14.8
		2.57	1	3.3	3.7	18.5

		2.58	1	3.3	3.7	22.2
		2.60	1	3.3	3.7	25.9
		2.65	1	3.3	3.7	29.6
		2.69	1	3.3	3.7	33.3
		2.72	2	6.7	7.4	40.7
		2.74	1	3.3	3.7	44.4
		2.75	1	3.3	3.7	48.1
		2.79	1	3.3	3.7	51.9
		2.83	2	6.7	7.4	59.3
		2.84	1	3.3	3.7	63.0
		2.94	1	3.3	3.7	66.7
		3.00	5	16.7	18.5	85.2
		3.06	1	3.3	3.7	88.9
		3.11	1	3.3	3.7	92.6
		3.13	1	3.3	3.7	96.3
		3.16	1	3.3	3.7	100.0
		Total	27	90.0	100.0	
	Missing	System	3	10.0		
	Total		30	100.0		
8 Defense attorneys	Valid	1.38	1	5.0	5.0	5.0
		1.63	1	5.0	5.0	10.0
		1.71	1	5.0	5.0	15.0
		1.79	1	5.0	5.0	20.0
		2.05	1	5.0	5.0	25.0
		2.08	1	5.0	5.0	30.0
		2.11	1	5.0	5.0	35.0
		2.13	1	5.0	5.0	40.0
		2.17	2	10.0	10.0	50.0
		2.29	1	5.0	5.0	55.0
		2.35	1	5.0	5.0	60.0
		2.36	1	5.0	5.0	65.0
		2.50	1	5.0	5.0	70.0
		2.67	1	5.0	5.0	75.0
		2.86	1	5.0	5.0	80.0
		2.88	1	5.0	5.0	85.0

	3.00	1	5.0	5.0	90.0
	3.11	1	5.0	5.0	95.0
	4.00	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

Macro

RQ7 Wave 1: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	4	.8	1.0	1.0
	1.09	1	.2	.2	1.2
	1.15	2	.4	.5	1.7
	1.17	1	.2	.2	1.9
	1.28	2	.4	.5	2.4
	1.29	1	.2	.2	2.6
	1.31	1	.2	.2	2.9
	1.33	1	.2	.2	3.1
	1.35	1	.2	.2	3.3
	1.39	2	.4	.5	3.8
	1.40	1	.2	.2	4.1
	1.42	1	.2	.2	4.3
	1.43	4	.8	1.0	5.3
	1.47	1	.2	.2	5.5
	1.50	1	.2	.2	5.7
	1.55	1	.2	.2	6.0
	1.56	3	.6	.7	6.7
	1.60	1	.2	.2	6.9
	1.62	1	.2	.2	7.2
	1.67	2	.4	.5	7.6
	1.68	1	.2	.2	7.9
	1.69	1	.2	.2	8.1
	1.70	2	.4	.5	8.6
	1.72	1	.2	.2	8.8
	1.75	3	.6	.7	9.5
	1.76	1	.2	.2	9.8
	1.77	1	.2	.2	10.0

1.78	1	.2	.2	10.3
1.79	1	.2	.2	10.5
1.80	2	.4	.5	11.0
1.82	2	.4	.5	11.5
1.84	1	.2	.2	11.7
1.85	1	.2	.2	11.9
1.86	1	.2	.2	12.2
1.88	2	.4	.5	12.6
1.89	2	.4	.5	13.1
1.93	1	.2	.2	13.4
1.94	1	.2	.2	13.6
1.94	2	.4	.5	14.1
1.95	1	.2	.2	14.3
2.00	33	6.6	7.9	22.2
2.05	3	.6	.7	22.9
2.06	4	.8	1.0	23.9
2.06	1	.2	.2	24.1
2.07	2	.4	.5	24.6
2.07	3	.6	.7	25.3
2.08	2	.4	.5	25.8
2.08	3	.6	.7	26.5
2.09	3	.6	.7	27.2
2.12	1	.2	.2	27.4
2.13	1	.2	.2	27.7
2.13	1	.2	.2	27.9
2.14	3	.6	.7	28.6
2.15	2	.4	.5	29.1
2.17	3	.6	.7	29.8
2.18	2	.4	.5	30.3
2.18	2	.4	.5	30.8
2.19	1	.2	.2	31.0
2.20	4	.8	1.0	32.0
2.21	2	.4	.5	32.5
2.22	4	.8	1.0	33.4
2.23	1	.2	.2	33.7
2.25	3	.6	.7	34.4

2.27	2	.4	.5	34.8
2.27	1	.2	.2	35.1
2.28	1	.2	.2	35.3
2.29	3	.6	.7	36.0
2.30	2	.4	.5	36.5
2.31	1	.2	.2	36.8
2.31	1	.2	.2	37.0
2.33	9	1.8	2.1	39.1
2.36	2	.4	.5	39.6
2.37	2	.4	.5	40.1
2.38	2	.4	.5	40.6
2.38	1	.2	.2	40.8
2.39	2	.4	.5	41.3
2.40	2	.4	.5	41.8
2.41	1	.2	.2	42.0
2.42	1	.2	.2	42.2
2.42	3	.6	.7	43.0
2.43	2	.4	.5	43.4
2.44	2	.4	.5	43.9
2.44	2	.4	.5	44.4
2.46	1	.2	.2	44.6
2.47	4	.8	1.0	45.6
2.47	2	.4	.5	46.1
2.47	2	.4	.5	46.5
2.50	18	3.6	4.3	50.8
2.53	1	.2	.2	51.1
2.54	1	.2	.2	51.3
2.55	2	.4	.5	51.8
2.56	2	.4	.5	52.3
2.57	2	.4	.5	52.7
2.60	6	1.2	1.4	54.2
2.61	1	.2	.2	54.4
2.62	2	.4	.5	54.9
2.63	5	1.0	1.2	56.1
2.63	1	.2	.2	56.3
2.64	3	.6	.7	57.0

2.64	1	.2	.2	57.3
2.67	7	1.4	1.7	58.9
2.69	2	.4	.5	59.4
2.69	1	.2	.2	59.7
2.71	1	.2	.2	59.9
2.71	2	.4	.5	60.4
2.72	4	.8	1.0	61.3
2.73	3	.6	.7	62.1
2.73	1	.2	.2	62.3
2.74	2	.4	.5	62.8
2.75	7	1.4	1.7	64.4
2.76	2	.4	.5	64.9
2.78	6	1.2	1.4	66.3
2.79	2	.4	.5	66.8
2.80	6	1.2	1.4	68.3
2.82	1	.2	.2	68.5
2.83	6	1.2	1.4	69.9
2.84	1	.2	.2	70.2
2.85	3	.6	.7	70.9
2.88	2	.4	.5	71.4
2.89	2	.4	.5	71.8
2.89	3	.6	.7	72.6
2.91	1	.2	.2	72.8
2.92	1	.2	.2	73.0
2.92	4	.8	1.0	74.0
2.93	1	.2	.2	74.2
2.93	1	.2	.2	74.5
2.94	1	.2	.2	74.7
2.94	2	.4	.5	75.2
2.94	4	.8	1.0	76.1
2.95	3	.6	.7	76.8
3.00	57	11.4	13.6	90.5
3.06	1	.2	.2	90.7
3.07	1	.2	.2	90.9
3.08	3	.6	.7	91.6
3.09	1	.2	.2	91.9

	3.11	5	1.0	1.2	93.1
	3.12	1	.2	.2	93.3
	3.16	1	.2	.2	93.6
	3.17	1	.2	.2	93.8
	3.18	1	.2	.2	94.0
	3.19	1	.2	.2	94.3
	3.20	1	.2	.2	94.5
	3.25	2	.4	.5	95.0
	3.27	1	.2	.2	95.2
	3.29	1	.2	.2	95.5
	3.31	1	.2	.2	95.7
	3.33	2	.4	.5	96.2
	3.35	1	.2	.2	96.4
	3.36	1	.2	.2	96.7
	3.37	1	.2	.2	96.9
	3.38	1	.2	.2	97.1
	3.44	1	.2	.2	97.4
	3.46	1	.2	.2	97.6
	3.47	1	.2	.2	97.9
	3.50	2	.4	.5	98.3
	3.56	1	.2	.2	98.6
	3.61	2	.4	.5	99.0
	3.85	1	.2	.2	99.3
	4.00	3	.6	.7	100.0
	Total	419	83.6	100.0	
Missing	System	82	16.4		
Total		501	100.0		

RQ7 Wave 2: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	.7	.8	.8
	1.22	1	.3	.4	1.2
	1.25	2	.7	.8	2.0
	1.33	1	.3	.4	2.4
	1.38	1	.3	.4	2.8

1.47	1	.3	.4	3.3
1.54	1	.3	.4	3.7
1.63	1	.3	.4	4.1
1.67	1	.3	.4	4.5
1.71	1	.3	.4	4.9
1.71	2	.7	.8	5.7
1.72	1	.3	.4	6.1
1.75	1	.3	.4	6.5
1.77	1	.3	.4	6.9
1.79	1	.3	.4	7.3
1.80	1	.3	.4	7.7
1.81	1	.3	.4	8.1
1.84	1	.3	.4	8.5
2.00	9	3.1	3.7	12.2
2.05	3	1.0	1.2	13.4
2.06	1	.3	.4	13.8
2.06	1	.3	.4	14.2
2.06	2	.7	.8	15.0
2.07	2	.7	.8	15.9
2.08	1	.3	.4	16.3
2.08	1	.3	.4	16.7
2.09	1	.3	.4	17.1
2.11	3	1.0	1.2	18.3
2.11	2	.7	.8	19.1
2.13	3	1.0	1.2	20.3
2.14	1	.3	.4	20.7
2.15	1	.3	.4	21.1
2.16	1	.3	.4	21.5
2.17	9	3.1	3.7	25.2
2.18	1	.3	.4	25.6
2.21	4	1.4	1.6	27.2
2.21	2	.7	.8	28.0
2.22	1	.3	.4	28.5
2.25	1	.3	.4	28.9
2.26	1	.3	.4	29.3
2.27	1	.3	.4	29.7

2.28	2	.7	.8	30.5
2.29	3	1.0	1.2	31.7
2.29	1	.3	.4	32.1
2.30	1	.3	.4	32.5
2.31	1	.3	.4	32.9
2.32	1	.3	.4	33.3
2.33	4	1.4	1.6	35.0
2.35	2	.7	.8	35.8
2.36	3	1.0	1.2	37.0
2.37	1	.3	.4	37.4
2.38	1	.3	.4	37.8
2.39	1	.3	.4	38.2
2.40	3	1.0	1.2	39.4
2.41	2	.7	.8	40.2
2.42	2	.7	.8	41.1
2.43	2	.7	.8	41.9
2.44	2	.7	.8	42.7
2.45	2	.7	.8	43.5
2.47	2	.7	.8	44.3
2.47	2	.7	.8	45.1
2.47	2	.7	.8	45.9
2.50	7	2.4	2.8	48.8
2.53	2	.7	.8	49.6
2.55	1	.3	.4	50.0
2.56	2	.7	.8	50.8
2.56	2	.7	.8	51.6
2.57	1	.3	.4	52.0
2.58	1	.3	.4	52.4
2.60	1	.3	.4	52.8
2.61	2	.7	.8	53.7
2.63	1	.3	.4	54.1
2.63	2	.7	.8	54.9
2.65	1	.3	.4	55.3
2.67	2	.7	.8	56.1
2.68	1	.3	.4	56.5
2.69	2	.7	.8	57.3

2.70	1	.3	.4	57.7
2.71	1	.3	.4	58.1
2.71	1	.3	.4	58.5
2.72	3	1.0	1.2	59.8
2.73	1	.3	.4	60.2
2.74	1	.3	.4	60.6
2.75	2	.7	.8	61.4
2.78	2	.7	.8	62.2
2.79	2	.7	.8	63.0
2.79	1	.3	.4	63.4
2.80	3	1.0	1.2	64.6
2.83	7	2.4	2.8	67.5
2.84	2	.7	.8	68.3
2.86	3	1.0	1.2	69.5
2.88	2	.7	.8	70.3
2.89	3	1.0	1.2	71.5
2.89	1	.3	.4	72.0
2.90	1	.3	.4	72.4
2.92	1	.3	.4	72.8
2.93	4	1.4	1.6	74.4
2.94	1	.3	.4	74.8
2.94	3	1.0	1.2	76.0
2.95	1	.3	.4	76.4
3.00	33	11.5	13.4	89.8
3.05	1	.3	.4	90.2
3.06	1	.3	.4	90.7
3.06	1	.3	.4	91.1
3.08	1	.3	.4	91.5
3.08	1	.3	.4	91.9
3.09	1	.3	.4	92.3
3.11	2	.7	.8	93.1
3.11	1	.3	.4	93.5
3.13	1	.3	.4	93.9
3.16	2	.7	.8	94.7
3.17	2	.7	.8	95.5
3.18	1	.3	.4	95.9

	3.20	1	.3	.4	96.3
	3.21	1	.3	.4	96.7
	3.25	2	.7	.8	97.6
	3.33	1	.3	.4	98.0
	3.41	1	.3	.4	98.4
	3.43	1	.3	.4	98.8
	3.50	1	.3	.4	99.2
	3.58	1	.3	.4	99.6
	4.00	1	.3	.4	100.0
	Total	246	86.0	100.0	
Missing	System	40	14.0		
Total		286	100.0		

Research Question 8

Micro

RQ8 Wave 1: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	.6	.7	.7
	1.33	3	1.7	2.1	2.8
	1.40	2	1.2	1.4	4.3
	1.57	1	.6	.7	5.0
	1.67	2	1.2	1.4	6.4
	1.71	1	.6	.7	7.1
	1.83	4	2.3	2.8	9.9
	1.86	7	4.1	5.0	14.9
	2.00	16	9.3	11.3	26.2
	2.14	6	3.5	4.3	30.5
	2.17	2	1.2	1.4	31.9
	2.20	7	4.1	5.0	36.9
	2.25	2	1.2	1.4	38.3
	2.29	5	2.9	3.5	41.8
	2.33	9	5.2	6.4	48.2
	2.40	4	2.3	2.8	51.1
	2.43	8	4.7	5.7	56.7

	2.50	17	9.9	12.1	68.8
	2.57	5	2.9	3.5	72.3
	2.60	2	1.2	1.4	73.8
	2.67	5	2.9	3.5	77.3
	2.71	4	2.3	2.8	80.1
	2.75	3	1.7	2.1	82.3
	2.80	2	1.2	1.4	83.7
	2.86	1	.6	.7	84.4
	3.00	16	9.3	11.3	95.7
	3.14	1	.6	.7	96.5
	3.33	2	1.2	1.4	97.9
	3.43	1	.6	.7	98.6
	3.50	1	.6	.7	99.3
	3.57	1	.6	.7	100.0
	Total	141	82.0	100.0	
Missing	System	31	18.0		
Total		172	100.0		

RQ7 Wave 2: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	1.2	1.3	1.3
	1.14	1	.6	.7	2.0
	1.33	2	1.2	1.3	3.3
	1.40	1	.6	.7	3.9
	1.60	1	.6	.7	4.6
	1.71	2	1.2	1.3	5.9
	1.75	3	1.7	2.0	7.8
	1.80	1	.6	.7	8.5
	1.83	2	1.2	1.3	9.8
	1.86	6	3.5	3.9	13.7
	2.00	22	12.8	14.4	28.1
	2.14	16	9.3	10.5	38.6
	2.17	5	2.9	3.3	41.8
	2.20	5	2.9	3.3	45.1
	2.25	5	2.9	3.3	48.4
	2.29	8	4.7	5.2	53.6

	2.33	4	2.3	2.6	56.2
	2.40	7	4.1	4.6	60.8
	2.43	7	4.1	4.6	65.4
	2.50	3	1.7	2.0	67.3
	2.57	10	5.8	6.5	73.9
	2.60	3	1.7	2.0	75.8
	2.67	3	1.7	2.0	77.8
	2.71	2	1.2	1.3	79.1
	2.75	2	1.2	1.3	80.4
	2.80	2	1.2	1.3	81.7
	2.83	1	.6	.7	82.4
	2.86	1	.6	.7	83.0
	3.00	21	12.2	13.7	96.7
	3.17	1	.6	.7	97.4
	3.29	2	1.2	1.3	98.7
	3.33	1	.6	.7	99.3
	3.80	1	.6	.7	100.0
	Total	153	89.0	100.0	
Missing	System	19	11.0		
Total		172	100.0		

Meso

RQ8 Wave 1: Data

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.00	4	2.1	2.7	2.7
		1.33	2	1.0	1.4	4.1
		1.40	2	1.0	1.4	5.4
		1.50	2	1.0	1.4	6.8
		1.67	1	.5	.7	7.5
		1.71	2	1.0	1.4	8.8
		1.75	2	1.0	1.4	10.2
		1.80	3	1.5	2.0	12.2
		1.83	1	.5	.7	12.9
		1.86	2	1.0	1.4	14.3
		2.00	14	7.2	9.5	23.8

		2.14	3	1.5	2.0	25.9
		2.17	4	2.1	2.7	28.6
		2.20	6	3.1	4.1	32.7
		2.25	3	1.5	2.0	34.7
		2.29	7	3.6	4.8	39.5
		2.33	8	4.1	5.4	44.9
		2.40	4	2.1	2.7	47.6
		2.43	4	2.1	2.7	50.3
		2.50	17	8.7	11.6	61.9
		2.57	6	3.1	4.1	66.0
		2.60	2	1.0	1.4	67.3
		2.67	12	6.2	8.2	75.5
		2.71	6	3.1	4.1	79.6
		2.75	2	1.0	1.4	81.0
		2.80	2	1.0	1.4	82.3
		2.83	3	1.5	2.0	84.4
		3.00	16	8.2	10.9	95.2
		3.17	1	.5	.7	95.9
		3.33	2	1.0	1.4	97.3
		3.43	1	.5	.7	98.0
		3.50	1	.5	.7	98.6
		4.00	2	1.0	1.4	100.0
		Total	147	75.4	100.0	
	Missing	System	48	24.6		
	Total		195	100.0		
2 Courts	Valid	1.60	1	2.0	2.6	2.6
		1.86	2	4.0	5.1	7.7
		2.00	2	4.0	5.1	12.8
		2.14	1	2.0	2.6	15.4
		2.17	1	2.0	2.6	17.9
		2.20	4	8.0	10.3	28.2
		2.25	2	4.0	5.1	33.3
		2.33	1	2.0	2.6	35.9
		2.40	2	4.0	5.1	41.0
		2.43	3	6.0	7.7	48.7

		2.50	4	8.0	10.3	59.0
		2.60	2	4.0	5.1	64.1
		2.67	2	4.0	5.1	69.2
		2.71	2	4.0	5.1	74.4
		2.75	2	4.0	5.1	79.5
		2.80	1	2.0	2.6	82.1
		3.00	7	14.0	17.9	100.0
		Total	39	78.0	100.0	
	Missing	System	11	22.0		
	Total		50	100.0		
4 Non-Criminal Justice	Valid	1.25	1	2.3	2.6	2.6
		1.57	1	2.3	2.6	5.3
		1.67	2	4.5	5.3	10.5
		1.83	1	2.3	2.6	13.2
		1.86	1	2.3	2.6	15.8
		2.00	7	15.9	18.4	34.2
		2.20	4	9.1	10.5	44.7
		2.29	1	2.3	2.6	47.4
		2.33	1	2.3	2.6	50.0
		2.40	2	4.5	5.3	55.3
		2.43	3	6.8	7.9	63.2
		2.50	4	9.1	10.5	73.7
		2.57	1	2.3	2.6	76.3
		2.60	3	6.8	7.9	84.2
		2.67	3	6.8	7.9	92.1
		3.00	2	4.5	5.3	97.4
		3.33	1	2.3	2.6	100.0
		Total	38	86.4	100.0	
	Missing	System	6	13.6		
	Total		44	100.0		
5 Law Enforcement	Valid	1.71	2	3.3	3.7	3.7
		1.83	2	3.3	3.7	7.4
		1.86	1	1.6	1.9	9.3
		2.00	6	9.8	11.1	20.4
		2.14	5	8.2	9.3	29.6

		2.17	1	1.6	1.9	31.5
		2.20	2	3.3	3.7	35.2
		2.29	1	1.6	1.9	37.0
		2.33	2	3.3	3.7	40.7
		2.40	4	6.6	7.4	48.1
		2.43	1	1.6	1.9	50.0
		2.50	7	11.5	13.0	63.0
		2.60	1	1.6	1.9	64.8
		2.67	3	4.9	5.6	70.4
		2.71	1	1.6	1.9	72.2
		2.75	2	3.3	3.7	75.9
		2.80	1	1.6	1.9	77.8
		3.00	10	16.4	18.5	96.3
		3.29	1	1.6	1.9	98.1
		3.43	1	1.6	1.9	100.0
		Total	54	88.5	100.0	
	Missing	System	7	11.5		
	Total		61	100.0		
6 Probation/parole	Valid	1.57	1	1.5	1.8	1.8
		1.67	1	1.5	1.8	3.5
		1.71	1	1.5	1.8	5.3
		1.75	1	1.5	1.8	7.0
		1.80	1	1.5	1.8	8.8
		1.86	4	6.2	7.0	15.8
		2.00	8	12.3	14.0	29.8
		2.14	3	4.6	5.3	35.1
		2.17	1	1.5	1.8	36.8
		2.20	1	1.5	1.8	38.6
		2.25	1	1.5	1.8	40.4
		2.29	3	4.6	5.3	45.6
		2.33	6	9.2	10.5	56.1
		2.40	3	4.6	5.3	61.4
		2.50	3	4.6	5.3	66.7
		2.57	4	6.2	7.0	73.7
		2.60	4	6.2	7.0	80.7

		2.67	1	1.5	1.8	82.5
		2.71	2	3.1	3.5	86.0
		2.75	1	1.5	1.8	87.7
		2.83	1	1.5	1.8	89.5
		2.86	1	1.5	1.8	91.2
		3.00	5	7.7	8.8	100.0
		Total	57	87.7	100.0	
	Missing	System	8	12.3		
	Total		65	100.0		
7 Pretrial	Valid	1.57	1	3.0	3.6	3.6
		1.83	1	3.0	3.6	7.1
		2.00	3	9.1	10.7	17.9
		2.14	2	6.1	7.1	25.0
		2.20	1	3.0	3.6	28.6
		2.25	1	3.0	3.6	32.1
		2.29	1	3.0	3.6	35.7
		2.33	1	3.0	3.6	39.3
		2.43	3	9.1	10.7	50.0
		2.50	4	12.1	14.3	64.3
		2.71	1	3.0	3.6	67.9
		3.00	5	15.2	17.9	85.7
		3.14	1	3.0	3.6	89.3
		3.33	2	6.1	7.1	96.4
		3.57	1	3.0	3.6	100.0
		Total	28	84.8	100.0	
	Missing	System	5	15.2		
	Total		33	100.0		
8 Defense attorneys	Valid	1.00	2	3.8	4.7	4.7
		1.29	1	1.9	2.3	7.0
		1.33	1	1.9	2.3	9.3
		1.43	2	3.8	4.7	14.0
		1.67	1	1.9	2.3	16.3
		1.80	1	1.9	2.3	18.6
		1.83	2	3.8	4.7	23.3
		1.86	1	1.9	2.3	25.6

		2.00	9	17.0	20.9	46.5
		2.14	2	3.8	4.7	51.2
		2.17	1	1.9	2.3	53.5
		2.25	1	1.9	2.3	55.8
		2.29	3	5.7	7.0	62.8
		2.33	5	9.4	11.6	74.4
		2.57	1	1.9	2.3	76.7
		2.67	3	5.7	7.0	83.7
		2.71	1	1.9	2.3	86.0
		2.75	3	5.7	7.0	93.0
		2.80	1	1.9	2.3	95.3
		3.00	1	1.9	2.3	97.7
		3.17	1	1.9	2.3	100.0
		Total	43	81.1	100.0	
	Missing	System	10	18.9		
	Total		53	100.0		

RQ8 Wave 2: Data

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.20	1	1.4	2.0	2.0
		1.43	1	1.4	2.0	4.0
		1.60	1	1.4	2.0	6.0
		1.67	1	1.4	2.0	8.0
		1.71	1	1.4	2.0	10.0
		2.00	12	16.9	24.0	34.0
		2.14	1	1.4	2.0	36.0
		2.17	1	1.4	2.0	38.0
		2.20	2	2.8	4.0	42.0
		2.29	2	2.8	4.0	46.0
		2.33	3	4.2	6.0	52.0
		2.40	4	5.6	8.0	60.0
		2.43	2	2.8	4.0	64.0
		2.50	3	4.2	6.0	70.0
		2.57	5	7.0	10.0	80.0

		2.60	1	1.4	2.0	82.0
		2.67	2	2.8	4.0	86.0
		2.71	2	2.8	4.0	90.0
		2.75	1	1.4	2.0	92.0
		3.00	3	4.2	6.0	98.0
		3.33	1	1.4	2.0	100.0
		Total	50	70.4	100.0	
	Missing	System	21	29.6		
	Total		71	100.0		
2 Courts	Valid	1.60	1	2.5	3.2	3.2
		1.80	1	2.5	3.2	6.5
		1.86	4	10.0	12.9	19.4
		2.00	3	7.5	9.7	29.0
		2.14	2	5.0	6.5	35.5
		2.17	1	2.5	3.2	38.7
		2.25	3	7.5	9.7	48.4
		2.29	1	2.5	3.2	51.6
		2.40	2	5.0	6.5	58.1
		2.43	1	2.5	3.2	61.3
		2.50	2	5.0	6.5	67.7
		2.67	2	5.0	6.5	74.2
		2.71	1	2.5	3.2	77.4
		2.83	1	2.5	3.2	80.6
		2.86	1	2.5	3.2	83.9
		3.00	2	5.0	6.5	90.3
		3.17	1	2.5	3.2	93.5
		3.33	1	2.5	3.2	96.8
		3.80	1	2.5	3.2	100.0
		Total	31	77.5	100.0	
	Missing	System	9	22.5		
	Total		40	100.0		
4 Non-Criminal Justice	Valid	1.33	1	2.8	3.2	3.2
		1.86	1	2.8	3.2	6.5
		2.00	4	11.1	12.9	19.4
		2.14	3	8.3	9.7	29.0

		2.17	1	2.8	3.2	32.3
		2.20	1	2.8	3.2	35.5
		2.29	1	2.8	3.2	38.7
		2.33	2	5.6	6.5	45.2
		2.40	1	2.8	3.2	48.4
		2.43	1	2.8	3.2	51.6
		2.50	3	8.3	9.7	61.3
		2.57	1	2.8	3.2	64.5
		2.60	1	2.8	3.2	67.7
		2.67	3	8.3	9.7	77.4
		2.80	1	2.8	3.2	80.6
		2.83	1	2.8	3.2	83.9
		3.00	3	8.3	9.7	93.5
		3.29	1	2.8	3.2	96.8
		4.00	1	2.8	3.2	100.0
		Total	31	86.1	100.0	
	Missing	System	5	13.9		
	Total		36	100.0		
5 Law Enforcement	Valid	1.00	1	2.7	3.1	3.1
		1.14	1	2.7	3.1	6.3
		1.83	1	2.7	3.1	9.4
		1.86	1	2.7	3.1	12.5
		2.00	3	8.1	9.4	21.9
		2.14	5	13.5	15.6	37.5
		2.17	1	2.7	3.1	40.6
		2.20	2	5.4	6.3	46.9
		2.25	1	2.7	3.1	50.0
		2.29	2	5.4	6.3	56.3
		2.33	1	2.7	3.1	59.4
		2.40	1	2.7	3.1	62.5
		2.43	3	8.1	9.4	71.9
		2.57	1	2.7	3.1	75.0
		2.60	2	5.4	6.3	81.3
		2.71	1	2.7	3.1	84.4
		2.75	1	2.7	3.1	87.5

		3.00	4	10.8	12.5	100.0
		Total	32	86.5	100.0	
	Missing	System	5	13.5		
	Total		37	100.0		
6 Probation/parole	Valid	1.43	1	1.9	2.1	2.1
		1.60	1	1.9	2.1	4.3
		1.80	2	3.8	4.3	8.5
		2.00	8	15.4	17.0	25.5
		2.14	6	11.5	12.8	38.3
		2.17	2	3.8	4.3	42.6
		2.20	3	5.8	6.4	48.9
		2.25	1	1.9	2.1	51.1
		2.29	4	7.7	8.5	59.6
		2.43	2	3.8	4.3	63.8
		2.57	5	9.6	10.6	74.5
		2.67	1	1.9	2.1	76.6
		2.71	1	1.9	2.1	78.7
		2.80	3	5.8	6.4	85.1
		2.86	1	1.9	2.1	87.2
		3.00	6	11.5	12.8	100.0
		Total	47	90.4	100.0	
	Missing	System	5	9.6		
	Total		52	100.0		
7 Pretrial	Valid	1.75	1	3.3	3.7	3.7
		2.14	3	10.0	11.1	14.8
		2.20	1	3.3	3.7	18.5
		2.29	2	6.7	7.4	25.9
		2.40	1	3.3	3.7	29.6
		2.43	4	13.3	14.8	44.4
		2.50	1	3.3	3.7	48.1
		2.57	1	3.3	3.7	51.9
		2.60	1	3.3	3.7	55.6
		2.71	1	3.3	3.7	59.3
		2.86	1	3.3	3.7	63.0
		3.00	9	30.0	33.3	96.3

		3.29	1	3.3	3.7	100.0
		Total	27	90.0	100.0	
	Missing	System	3	10.0		
	Total		30	100.0		
8 Defense attorneys	Valid	1.00	1	5.0	5.0	5.0
		1.33	1	5.0	5.0	10.0
		1.40	1	5.0	5.0	15.0
		1.71	2	10.0	10.0	25.0
		1.75	2	10.0	10.0	35.0
		1.83	1	5.0	5.0	40.0
		2.00	4	20.0	20.0	60.0
		2.14	1	5.0	5.0	65.0
		2.20	1	5.0	5.0	70.0
		2.29	1	5.0	5.0	75.0
		2.40	2	10.0	10.0	85.0
		2.43	1	5.0	5.0	90.0
		2.57	1	5.0	5.0	95.0
		3.00	1	5.0	5.0	100.0
		Total	20	100.0	100.0	

Macro

RQ8 Wave 1: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	6	1.2	1.5	1.5
	1.25	1	.2	.2	1.7
	1.29	1	.2	.2	2.0
	1.33	3	.6	.7	2.7
	1.40	2	.4	.5	3.2
	1.43	2	.4	.5	3.7
	1.50	2	.4	.5	4.2
	1.57	3	.6	.7	4.9
	1.60	1	.2	.2	5.2
	1.67	5	1.0	1.2	6.4
	1.71	5	1.0	1.2	7.6

	1.75	3	.6	.7	8.4
	1.80	5	1.0	1.2	9.6
	1.83	7	1.4	1.7	11.3
	1.86	11	2.2	2.7	14.0
	2.00	49	9.8	12.1	26.1
	2.14	16	3.2	3.9	30.0
	2.17	8	1.6	2.0	32.0
	2.20	18	3.6	4.4	36.5
	2.25	8	1.6	2.0	38.4
	2.29	16	3.2	3.9	42.4
	2.33	24	4.8	5.9	48.3
	2.40	15	3.0	3.7	52.0
	2.43	14	2.8	3.4	55.4
	2.50	39	7.8	9.6	65.0
	2.57	12	2.4	3.0	68.0
	2.60	12	2.4	3.0	70.9
	2.67	24	4.8	5.9	76.8
	2.71	13	2.6	3.2	80.0
	2.75	10	2.0	2.5	82.5
	2.80	5	1.0	1.2	83.7
	2.83	4	.8	1.0	84.7
	2.86	1	.2	.2	85.0
	3.00	46	9.2	11.3	96.3
	3.14	1	.2	.2	96.6
	3.17	2	.4	.5	97.0
	3.29	1	.2	.2	97.3
	3.33	5	1.0	1.2	98.5
	3.43	2	.4	.5	99.0
	3.50	1	.2	.2	99.3
	3.57	1	.2	.2	99.5
	4.00	2	.4	.5	100.0
	Total	406	81.0	100.0	
Missing	System	95	19.0		
Total		501	100.0		

RQ8 Wave 2: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	.7	.8	.8
	1.14	1	.3	.4	1.3
	1.20	1	.3	.4	1.7
	1.33	2	.7	.8	2.5
	1.40	1	.3	.4	2.9
	1.43	2	.7	.8	3.8
	1.60	3	1.0	1.3	5.0
	1.67	1	.3	.4	5.5
	1.71	3	1.0	1.3	6.7
	1.75	3	1.0	1.3	8.0
	1.80	3	1.0	1.3	9.2
	1.83	2	.7	.8	10.1
	1.86	6	2.1	2.5	12.6
	2.00	34	11.9	14.3	26.9
	2.14	21	7.3	8.8	35.7
	2.17	6	2.1	2.5	38.2
	2.20	10	3.5	4.2	42.4
	2.25	5	1.7	2.1	44.5
	2.29	13	4.5	5.5	50.0
	2.33	6	2.1	2.5	52.5
	2.40	11	3.8	4.6	57.1
	2.43	14	4.9	5.9	63.0
	2.50	9	3.1	3.8	66.8
	2.57	14	4.9	5.9	72.7
	2.60	5	1.7	2.1	74.8
	2.67	8	2.8	3.4	78.2
	2.71	6	2.1	2.5	80.7
	2.75	2	.7	.8	81.5
	2.80	4	1.4	1.7	83.2
	2.83	2	.7	.8	84.0
	2.86	3	1.0	1.3	85.3
	3.00	28	9.8	11.8	97.1
	3.17	1	.3	.4	97.5

	3.29	2	.7	.8	98.3
	3.33	2	.7	.8	99.2
	3.80	1	.3	.4	99.6
	4.00	1	.3	.4	100.0
	Total	238	83.2	100.0	
Missing	System	48	16.8		
Total		286	100.0		

Research Question 9

Micro

RQ9 Wave 1: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	.6	.6	.6
	1.33	1	.6	.6	1.2
	1.50	2	1.2	1.2	2.5
	1.60	1	.6	.6	3.1
	1.67	3	1.7	1.8	4.9
	1.75	1	.6	.6	5.5
	1.83	2	1.2	1.2	6.7
	2.00	3	1.7	1.8	8.6
	2.17	4	2.3	2.5	11.0
	2.20	1	.6	.6	11.7
	2.25	1	.6	.6	12.3
	2.33	5	2.9	3.1	15.3
	2.50	3	1.7	1.8	17.2
	2.67	5	2.9	3.1	20.2
	2.80	1	.6	.6	20.9
	2.83	14	8.1	8.6	29.4
	3.00	49	28.5	30.1	59.5
	3.17	18	10.5	11.0	70.6
	3.33	3	1.7	1.8	72.4
	3.50	3	1.7	1.8	74.2
	3.67	4	2.3	2.5	76.7
	3.75	1	.6	.6	77.3

	3.83	16	9.3	9.8	87.1
	4.00	21	12.2	12.9	100.0
	Total	163	94.8	100.0	
Missing	System	9	5.2		
Total		172	100.0		

RQ9 Wave 2: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.50	2	1.2	1.3	1.3
	1.67	2	1.2	1.3	2.6
	1.80	1	.6	.6	3.2
	1.83	3	1.7	1.9	5.2
	2.00	7	4.1	4.5	9.7
	2.17	6	3.5	3.9	13.5
	2.33	7	4.1	4.5	18.1
	2.50	5	2.9	3.2	21.3
	2.60	1	.6	.6	21.9
	2.67	7	4.1	4.5	26.5
	2.75	1	.6	.6	27.1
	2.80	2	1.2	1.3	28.4
	2.83	14	8.1	9.0	37.4
	3.00	35	20.3	22.6	60.0
	3.17	15	8.7	9.7	69.7
	3.20	1	.6	.6	70.3
	3.33	8	4.7	5.2	75.5
	3.50	7	4.1	4.5	80.0
	3.67	9	5.2	5.8	85.8
	3.83	7	4.1	4.5	90.3
	4.00	15	8.7	9.7	100.0
	Total	155	90.1	100.0	
Missing	System	17	9.9		
Total		172	100.0		

Meso

RQ9 Wave 1: Evidence-based practices

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.00	2	1.0	1.2	1.2
		1.33	6	3.1	3.7	4.9
		1.40	1	.5	.6	5.5
		1.50	8	4.1	4.9	10.4
		1.60	1	.5	.6	11.0
		1.67	9	4.6	5.5	16.5
		1.83	8	4.1	4.9	21.3
		2.00	11	5.6	6.7	28.0
		2.17	12	6.2	7.3	35.4
		2.20	5	2.6	3.0	38.4
		2.33	7	3.6	4.3	42.7
		2.40	1	.5	.6	43.3
		2.50	10	5.1	6.1	49.4
		2.60	2	1.0	1.2	50.6
		2.67	12	6.2	7.3	57.9
		2.80	1	.5	.6	58.5
		2.83	8	4.1	4.9	63.4
		3.00	33	16.9	20.1	83.5
		3.17	8	4.1	4.9	88.4
		3.25	1	.5	.6	89.0
		3.33	4	2.1	2.4	91.5
		3.50	3	1.5	1.8	93.3
		3.67	1	.5	.6	93.9
		3.83	5	2.6	3.0	97.0
		4.00	5	2.6	3.0	100.0
		Total	164	84.1	100.0	
	Missing	System	31	15.9		
	Total		195	100.0		
2 Courts	Valid	1.75	1	2.0	2.3	2.3
		1.80	1	2.0	2.3	4.5
		2.00	4	8.0	9.1	13.6
		2.17	2	4.0	4.5	18.2

		2.20	1	2.0	2.3	20.5
		2.25	1	2.0	2.3	22.7
		2.67	1	2.0	2.3	25.0
		2.83	4	8.0	9.1	34.1
		3.00	8	16.0	18.2	52.3
		3.17	4	8.0	9.1	61.4
		3.33	1	2.0	2.3	63.6
		3.50	2	4.0	4.5	68.2
		3.67	1	2.0	2.3	70.5
		3.83	7	14.0	15.9	86.4
		4.00	6	12.0	13.6	100.0
		Total	44	88.0	100.0	
	Missing	System	6	12.0		
	Total		50	100.0		
4 Non-Criminal Justice	Valid	2.33	1	2.3	2.4	2.4
		2.83	1	2.3	2.4	4.8
		3.00	12	27.3	28.6	33.3
		3.17	6	13.6	14.3	47.6
		3.33	2	4.5	4.8	52.4
		3.40	2	4.5	4.8	57.1
		3.50	1	2.3	2.4	59.5
		3.67	4	9.1	9.5	69.0
		3.75	1	2.3	2.4	71.4
		3.83	6	13.6	14.3	85.7
		4.00	6	13.6	14.3	100.0
		Total	42	95.5	100.0	
	Missing	System	2	4.5		
	Total		44	100.0		
5 Law Enforcement	Valid	1.33	1	1.6	1.8	1.8
		1.40	1	1.6	1.8	3.6
		1.50	1	1.6	1.8	5.5
		1.67	5	8.2	9.1	14.5
		1.83	1	1.6	1.8	16.4
		2.00	2	3.3	3.6	20.0
		2.17	1	1.6	1.8	21.8

		2.20	2	3.3	3.6	25.5
		2.33	5	8.2	9.1	34.5
		2.50	5	8.2	9.1	43.6
		2.60	2	3.3	3.6	47.3
		2.67	3	4.9	5.5	52.7
		2.83	7	11.5	12.7	65.5
		3.00	18	29.5	32.7	98.2
		3.17	1	1.6	1.8	100.0
		Total	55	90.2	100.0	
	Missing	System	6	9.8		
	Total		61	100.0		
6 Probation/parole	Valid	1.67	1	1.5	1.6	1.6
		2.00	1	1.5	1.6	3.2
		2.17	1	1.5	1.6	4.8
		2.20	1	1.5	1.6	6.5
		2.33	2	3.1	3.2	9.7
		2.40	1	1.5	1.6	11.3
		2.50	1	1.5	1.6	12.9
		2.67	2	3.1	3.2	16.1
		2.80	1	1.5	1.6	17.7
		2.83	4	6.2	6.5	24.2
		3.00	20	30.8	32.3	56.5
		3.17	8	12.3	12.9	69.4
		3.33	1	1.5	1.6	71.0
		3.50	1	1.5	1.6	72.6
		3.67	1	1.5	1.6	74.2
		3.83	5	7.7	8.1	82.3
		4.00	11	16.9	17.7	100.0
		Total	62	95.4	100.0	
	Missing	System	3	4.6		
	Total		65	100.0		
7 Pretrial	Valid	1.60	1	3.0	3.3	3.3
		1.80	1	3.0	3.3	6.7
		2.00	1	3.0	3.3	10.0
		2.33	1	3.0	3.3	13.3

		2.50	1	3.0	3.3	16.7
		2.67	2	6.1	6.7	23.3
		2.83	5	15.2	16.7	40.0
		3.00	8	24.2	26.7	66.7
		3.17	1	3.0	3.3	70.0
		3.33	1	3.0	3.3	73.3
		3.40	1	3.0	3.3	76.7
		3.50	2	6.1	6.7	83.3
		3.67	1	3.0	3.3	86.7
		3.83	3	9.1	10.0	96.7
		4.00	1	3.0	3.3	100.0
		Total	30	90.9	100.0	
	Missing	System	3	9.1		
	Total		33	100.0		
8 Defense attorneys	Valid	1.50	1	1.9	2.2	2.2
		1.83	1	1.9	2.2	4.4
		2.33	1	1.9	2.2	6.7
		2.40	1	1.9	2.2	8.9
		2.67	2	3.8	4.4	13.3
		2.83	1	1.9	2.2	15.6
		3.00	11	20.8	24.4	40.0
		3.17	5	9.4	11.1	51.1
		3.50	2	3.8	4.4	55.6
		3.67	3	5.7	6.7	62.2
		3.80	1	1.9	2.2	64.4
		3.83	4	7.5	8.9	73.3
		4.00	12	22.6	26.7	100.0
		Total	45	84.9	100.0	
	Missing	System	8	15.1		
	Total		53	100.0		

RQ9 Wave 2: Evidence-based practices

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.17	2	2.8	3.6	3.6
		1.20	1	1.4	1.8	5.4
		1.33	1	1.4	1.8	7.1

		1.50	4	5.6	7.1	14.3
		1.67	2	2.8	3.6	17.9
		1.80	1	1.4	1.8	19.6
		1.83	5	7.0	8.9	28.6
		2.00	3	4.2	5.4	33.9
		2.17	3	4.2	5.4	39.3
		2.33	3	4.2	5.4	44.6
		2.40	1	1.4	1.8	46.4
		2.50	3	4.2	5.4	51.8
		2.60	1	1.4	1.8	53.6
		2.67	1	1.4	1.8	55.4
		2.83	4	5.6	7.1	62.5
		3.00	15	21.1	26.8	89.3
		3.17	1	1.4	1.8	91.1
		3.33	1	1.4	1.8	92.9
		3.50	1	1.4	1.8	94.6
		3.67	1	1.4	1.8	96.4
		3.83	2	2.8	3.6	100.0
		Total	56	78.9	100.0	
	Missing	System	15	21.1		
	Total		71	100.0		
2 Courts	Valid	2.17	2	5.0	6.5	6.5
		2.33	1	2.5	3.2	9.7
		2.50	1	2.5	3.2	12.9
		2.67	5	12.5	16.1	29.0
		3.00	7	17.5	22.6	51.6
		3.17	4	10.0	12.9	64.5
		3.33	2	5.0	6.5	71.0
		3.67	2	5.0	6.5	77.4
		3.83	2	5.0	6.5	83.9
		4.00	5	12.5	16.1	100.0
		Total	31	77.5	100.0	
	Missing	System	9	22.5		
	Total		40	100.0		
4 Non-Criminal Justice	Valid	2.80	1	2.8	3.3	3.3

		2.83	5	13.9	16.7	20.0
		3.00	1	2.8	3.3	23.3
		3.17	3	8.3	10.0	33.3
		3.20	1	2.8	3.3	36.7
		3.33	2	5.6	6.7	43.3
		3.40	1	2.8	3.3	46.7
		3.50	2	5.6	6.7	53.3
		3.67	5	13.9	16.7	70.0
		3.83	1	2.8	3.3	73.3
		4.00	8	22.2	26.7	100.0
		Total	30	83.3	100.0	
	Missing	System	6	16.7		
	Total		36	100.0		
5 Law Enforcement	Valid	1.67	1	2.7	3.1	3.1
		2.00	4	10.8	12.5	15.6
		2.17	3	8.1	9.4	25.0
		2.33	3	8.1	9.4	34.4
		2.67	6	16.2	18.8	53.1
		2.80	1	2.7	3.1	56.3
		2.83	3	8.1	9.4	65.6
		3.00	8	21.6	25.0	90.6
		3.17	2	5.4	6.3	96.9
		3.20	1	2.7	3.1	100.0
		Total	32	86.5	100.0	
	Missing	System	5	13.5		
	Total		37	100.0		
6 Probation/parole	Valid	1.83	1	1.9	2.0	2.0
		2.00	1	1.9	2.0	4.1
		2.17	1	1.9	2.0	6.1
		2.33	2	3.8	4.1	10.2
		2.50	1	1.9	2.0	12.2
		2.67	1	1.9	2.0	14.3
		2.75	1	1.9	2.0	16.3
		2.83	8	15.4	16.3	32.7
		3.00	11	21.2	22.4	55.1

		3.17	8	15.4	16.3	71.4
		3.33	2	3.8	4.1	75.5
		3.50	3	5.8	6.1	81.6
		3.67	2	3.8	4.1	85.7
		3.83	2	3.8	4.1	89.8
		4.00	5	9.6	10.2	100.0
		Total	49	94.2	100.0	
	Missing	System	3	5.8		
	Total		52	100.0		
7 Pretrial	Valid	1.50	1	3.3	3.7	3.7
		2.00	2	6.7	7.4	11.1
		2.17	2	6.7	7.4	18.5
		2.33	1	3.3	3.7	22.2
		2.50	1	3.3	3.7	25.9
		2.60	1	3.3	3.7	29.6
		2.67	1	3.3	3.7	33.3
		2.83	1	3.3	3.7	37.0
		3.00	9	30.0	33.3	70.4
		3.17	2	6.7	7.4	77.8
		3.33	1	3.3	3.7	81.5
		3.67	1	3.3	3.7	85.2
		3.83	3	10.0	11.1	96.3
		4.00	1	3.3	3.7	100.0
		Total	27	90.0	100.0	
	Missing	System	3	10.0		
	Total		30	100.0		
8 Defense attorneys	Valid	2.33	1	5.0	5.0	5.0
		2.83	1	5.0	5.0	10.0
		3.00	6	30.0	30.0	40.0
		3.33	2	10.0	10.0	50.0
		3.50	3	15.0	15.0	65.0
		3.67	1	5.0	5.0	70.0
		3.83	2	10.0	10.0	80.0
		4.00	4	20.0	20.0	100.0
		Total	20	100.0	100.0	

Macro

RQ9 Wave 1: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	.4	.5	.5
	1.33	7	1.4	1.6	2.0
	1.40	2	.4	.5	2.5
	1.50	10	2.0	2.3	4.8
	1.60	2	.4	.5	5.2
	1.67	15	3.0	3.4	8.6
	1.75	1	.2	.2	8.8
	1.80	2	.4	.5	9.3
	1.83	10	2.0	2.3	11.5
	2.00	19	3.8	4.3	15.8
	2.17	16	3.2	3.6	19.5
	2.20	9	1.8	2.0	21.5
	2.25	1	.2	.2	21.7
	2.33	17	3.4	3.8	25.6
	2.40	3	.6	.7	26.2
	2.50	17	3.4	3.8	30.1
	2.60	4	.8	.9	31.0
	2.67	22	4.4	5.0	36.0
	2.80	2	.4	.5	36.4
	2.83	30	6.0	6.8	43.2
	3.00	110	22.0	24.9	68.1
	3.17	33	6.6	7.5	75.6
	3.25	1	.2	.2	75.8
	3.33	9	1.8	2.0	77.8
	3.40	3	.6	.7	78.5
	3.50	11	2.2	2.5	81.0
	3.67	11	2.2	2.5	83.5
	3.75	1	.2	.2	83.7
	3.80	1	.2	.2	83.9
	3.83	30	6.0	6.8	90.7
	4.00	41	8.2	9.3	100.0
	Total	442	88.2	100.0	

Missing	System	59	11.8		
Total		501	100.0		

RQ9 Wave 2: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.17	2	.7	.8	.8
	1.20	1	.3	.4	1.2
	1.33	1	.3	.4	1.6
	1.50	5	1.7	2.0	3.7
	1.67	3	1.0	1.2	4.9
	1.80	1	.3	.4	5.3
	1.83	6	2.1	2.4	7.8
	2.00	10	3.5	4.1	11.8
	2.17	11	3.8	4.5	16.3
	2.33	11	3.8	4.5	20.8
	2.40	1	.3	.4	21.2
	2.50	6	2.1	2.4	23.7
	2.60	2	.7	.8	24.5
	2.67	14	4.9	5.7	30.2
	2.75	1	.3	.4	30.6
	2.80	2	.7	.8	31.4
	2.83	22	7.7	9.0	40.4
	3.00	57	19.9	23.3	63.7
	3.17	20	7.0	8.2	71.8
	3.20	2	.7	.8	72.7
	3.33	10	3.5	4.1	76.7
	3.40	1	.3	.4	77.1
	3.50	9	3.1	3.7	80.8
	3.67	12	4.2	4.9	85.7
	3.83	12	4.2	4.9	90.6
	4.00	23	8.0	9.4	100.0
	Total	245	85.7	100.0	
Missing	System	41	14.3		
Total		286	100.0		

Travis County

Research Question 3

Micro

RQ3 Wave 1: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.89	1	1.0	1.1	1.1
	2.00	2	2.1	2.3	3.4
	2.10	1	1.0	1.1	4.5
	2.10	1	1.0	1.1	5.7
	2.23	1	1.0	1.1	6.8
	2.25	1	1.0	1.1	8.0
	2.26	2	2.1	2.3	10.2
	2.28	1	1.0	1.1	11.4
	2.29	1	1.0	1.1	12.5
	2.29	1	1.0	1.1	13.6
	2.33	1	1.0	1.1	14.8
	2.34	1	1.0	1.1	15.9
	2.37	1	1.0	1.1	17.0
	2.38	1	1.0	1.1	18.2
	2.41	1	1.0	1.1	19.3
	2.42	1	1.0	1.1	20.5
	2.44	1	1.0	1.1	21.6
	2.44	1	1.0	1.1	22.7
	2.46	1	1.0	1.1	23.9
	2.48	1	1.0	1.1	25.0
	2.51	1	1.0	1.1	26.1
	2.52	1	1.0	1.1	27.3
	2.58	2	2.1	2.3	29.5
	2.58	3	3.1	3.4	33.0
	2.58	1	1.0	1.1	34.1
	2.59	1	1.0	1.1	35.2
	2.59	1	1.0	1.1	36.4
	2.61	1	1.0	1.1	37.5
	2.62	1	1.0	1.1	38.6
	2.64	1	1.0	1.1	39.8

2.66	1	1.0	1.1	40.9
2.66	1	1.0	1.1	42.0
2.67	3	3.1	3.4	45.5
2.68	2	2.1	2.3	47.7
2.68	1	1.0	1.1	48.9
2.69	2	2.1	2.3	51.1
2.71	1	1.0	1.1	52.3
2.72	1	1.0	1.1	53.4
2.73	1	1.0	1.1	54.5
2.74	1	1.0	1.1	55.7
2.74	1	1.0	1.1	56.8
2.76	1	1.0	1.1	58.0
2.76	1	1.0	1.1	59.1
2.79	1	1.0	1.1	60.2
2.81	1	1.0	1.1	61.4
2.81	1	1.0	1.1	62.5
2.82	1	1.0	1.1	63.6
2.86	1	1.0	1.1	64.8
2.87	1	1.0	1.1	65.9
2.87	1	1.0	1.1	67.0
2.87	1	1.0	1.1	68.2
2.88	1	1.0	1.1	69.3
2.88	2	2.1	2.3	71.6
2.89	1	1.0	1.1	72.7
2.92	1	1.0	1.1	73.9
2.95	1	1.0	1.1	75.0
2.95	1	1.0	1.1	76.1
2.95	2	2.1	2.3	78.4
3.00	11	11.3	12.5	90.9
3.04	1	1.0	1.1	92.0
3.09	1	1.0	1.1	93.2
3.10	1	1.0	1.1	94.3
3.13	1	1.0	1.1	95.5
3.24	1	1.0	1.1	96.6
3.29	1	1.0	1.1	97.7
3.33	1	1.0	1.1	98.9

	3.66	1	1.0	1.1	100.0
	Total	88	90.7	100.0	
Missing	System	9	9.3		
Total		97	100.0		

RQ3 Wave 2: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.13	1	1.0	1.1	1.1
	2.25	1	1.0	1.1	2.3
	2.26	1	1.0	1.1	3.4
	2.29	1	1.0	1.1	4.6
	2.31	1	1.0	1.1	5.7
	2.34	1	1.0	1.1	6.9
	2.35	1	1.0	1.1	8.0
	2.35	1	1.0	1.1	9.2
	2.38	1	1.0	1.1	10.3
	2.41	1	1.0	1.1	11.5
	2.44	1	1.0	1.1	12.6
	2.45	1	1.0	1.1	13.8
	2.46	1	1.0	1.1	14.9
	2.48	1	1.0	1.1	16.1
	2.48	1	1.0	1.1	17.2
	2.52	1	1.0	1.1	18.4
	2.53	1	1.0	1.1	19.5
	2.54	2	2.1	2.3	21.8
	2.54	1	1.0	1.1	23.0
	2.57	1	1.0	1.1	24.1
	2.57	1	1.0	1.1	25.3
	2.58	1	1.0	1.1	26.4
	2.60	2	2.1	2.3	28.7
	2.61	1	1.0	1.1	29.9
	2.63	1	1.0	1.1	31.0
	2.64	1	1.0	1.1	32.2
	2.64	2	2.1	2.3	34.5
	2.66	2	2.1	2.3	36.8
	2.67	2	2.1	2.3	39.1

2.68	1	1.0	1.1	40.2
2.69	2	2.1	2.3	42.5
2.70	1	1.0	1.1	43.7
2.70	1	1.0	1.1	44.8
2.72	2	2.1	2.3	47.1
2.72	1	1.0	1.1	48.3
2.73	1	1.0	1.1	49.4
2.74	1	1.0	1.1	50.6
2.76	1	1.0	1.1	51.7
2.77	1	1.0	1.1	52.9
2.77	1	1.0	1.1	54.0
2.78	1	1.0	1.1	55.2
2.78	1	1.0	1.1	56.3
2.80	1	1.0	1.1	57.5
2.81	1	1.0	1.1	58.6
2.82	1	1.0	1.1	59.8
2.83	1	1.0	1.1	60.9
2.84	1	1.0	1.1	62.1
2.86	1	1.0	1.1	63.2
2.86	1	1.0	1.1	64.4
2.87	1	1.0	1.1	65.5
2.89	1	1.0	1.1	66.7
2.89	2	2.1	2.3	69.0
2.90	1	1.0	1.1	70.1
2.92	1	1.0	1.1	71.3
2.95	1	1.0	1.1	72.4
2.95	1	1.0	1.1	73.6
3.00	11	11.3	12.6	86.2
3.04	1	1.0	1.1	87.4
3.05	1	1.0	1.1	88.5
3.06	1	1.0	1.1	89.7
3.09	1	1.0	1.1	90.8
3.09	1	1.0	1.1	92.0
3.10	1	1.0	1.1	93.1
3.11	1	1.0	1.1	94.3
3.11	1	1.0	1.1	95.4

	3.13	1	1.0	1.1	96.6
	3.17	1	1.0	1.1	97.7
	3.29	1	1.0	1.1	98.9
	3.47	1	1.0	1.1	100.0
	Total	87	89.7	100.0	
Missing	System	10	10.3		
Total		97	100.0		

Meso

RQ3 Wave 1: Hsia & Beyer's six requisites for system change

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.83	1	1.1	1.2	1.2
		2.00	3	3.2	3.7	4.9
		2.05	1	1.1	1.2	6.1
		2.10	1	1.1	1.2	7.3
		2.21	1	1.1	1.2	8.5
		2.22	1	1.1	1.2	9.8
		2.23	1	1.1	1.2	11.0
		2.25	1	1.1	1.2	12.2
		2.29	1	1.1	1.2	13.4
		2.33	1	1.1	1.2	14.6
		2.35	1	1.1	1.2	15.9
		2.36	1	1.1	1.2	17.1
		2.37	1	1.1	1.2	18.3
		2.38	1	1.1	1.2	19.5
		2.40	1	1.1	1.2	20.7
		2.42	1	1.1	1.2	22.0
		2.43	1	1.1	1.2	23.2
		2.44	1	1.1	1.2	24.4
		2.45	1	1.1	1.2	25.6
		2.46	1	1.1	1.2	26.8
		2.50	2	2.1	2.4	29.3
		2.52	1	1.1	1.2	30.5
		2.58	1	1.1	1.2	31.7
		2.58	1	1.1	1.2	32.9

	2.59	1	1.1	1.2	34.1
	2.60	1	1.1	1.2	35.4
	2.63	1	1.1	1.2	36.6
	2.66	1	1.1	1.2	37.8
	2.67	2	2.1	2.4	40.2
	2.68	1	1.1	1.2	41.5
	2.69	1	1.1	1.2	42.7
	2.69	1	1.1	1.2	43.9
	2.70	1	1.1	1.2	45.1
	2.71	1	1.1	1.2	46.3
	2.71	1	1.1	1.2	47.6
	2.72	1	1.1	1.2	48.8
	2.77	1	1.1	1.2	50.0
	2.79	1	1.1	1.2	51.2
	2.82	1	1.1	1.2	52.4
	2.85	1	1.1	1.2	53.7
	2.87	1	1.1	1.2	54.9
	2.87	1	1.1	1.2	56.1
	2.88	2	2.1	2.4	58.5
	2.88	2	2.1	2.4	61.0
	2.89	1	1.1	1.2	62.2
	2.89	1	1.1	1.2	63.4
	2.92	2	2.1	2.4	65.9
	2.92	1	1.1	1.2	67.1
	2.93	1	1.1	1.2	68.3
	2.94	1	1.1	1.2	69.5
	2.95	1	1.1	1.2	70.7
	2.97	1	1.1	1.2	72.0
	2.97	1	1.1	1.2	73.2
	3.00	9	9.5	11.0	84.1
	3.04	1	1.1	1.2	85.4
	3.08	1	1.1	1.2	86.6
	3.13	1	1.1	1.2	87.8
	3.13	1	1.1	1.2	89.0
	3.14	1	1.1	1.2	90.2

		3.14	1	1.1	1.2	91.5
		3.15	1	1.1	1.2	92.7
		3.22	1	1.1	1.2	93.9
		3.25	2	2.1	2.4	96.3
		3.29	1	1.1	1.2	97.6
		3.50	1	1.1	1.2	98.8
		3.66	1	1.1	1.2	100.0
		Total	82	86.3	100.0	
	Missing	System	13	13.7		
	Total		95	100.0		
2 Courts	Valid	2.27	1	4.5	5.3	5.3
		2.36	1	4.5	5.3	10.5
		2.42	1	4.5	5.3	15.8
		2.44	1	4.5	5.3	21.1
		2.48	1	4.5	5.3	26.3
		2.51	2	9.1	10.5	36.8
		2.59	1	4.5	5.3	42.1
		2.64	1	4.5	5.3	47.4
		2.68	1	4.5	5.3	52.6
		2.71	1	4.5	5.3	57.9
		2.76	1	4.5	5.3	63.2
		2.76	1	4.5	5.3	68.4
		2.81	1	4.5	5.3	73.7
		2.87	1	4.5	5.3	78.9
		2.95	1	4.5	5.3	84.2
		3.00	3	13.6	15.8	100.0
		Total	19	86.4	100.0	
	Missing	System	3	13.6		
	Total		22	100.0		
3 Other Criminal Justice Agency	Valid	1.89	1	5.9	6.3	6.3
		2.28	1	5.9	6.3	12.5
		2.29	1	5.9	6.3	18.8
		2.41	1	5.9	6.3	25.0
		2.58	1	5.9	6.3	31.3
		2.67	1	5.9	6.3	37.5

		2.68	1	5.9	6.3	43.8
		2.69	1	5.9	6.3	50.0
		2.73	1	5.9	6.3	56.3
		2.74	1	5.9	6.3	62.5
		2.81	1	5.9	6.3	68.8
		2.87	1	5.9	6.3	75.0
		2.89	1	5.9	6.3	81.3
		2.90	1	5.9	6.3	87.5
		3.00	1	5.9	6.3	93.8
		3.66	1	5.9	6.3	100.0
		Total	16	94.1	100.0	
	Missing	System	1	5.9		
	Total		17	100.0		
4 Non-Criminal Justice	Valid	2.00	1	4.3	4.3	4.3
		2.15	1	4.3	4.3	8.7
		2.23	1	4.3	4.3	13.0
		2.26	1	4.3	4.3	17.4
		2.26	1	4.3	4.3	21.7
		2.34	1	4.3	4.3	26.1
		2.38	1	4.3	4.3	30.4
		2.49	1	4.3	4.3	34.8
		2.50	1	4.3	4.3	39.1
		2.58	1	4.3	4.3	43.5
		2.58	1	4.3	4.3	47.8
		2.62	1	4.3	4.3	52.2
		2.74	1	4.3	4.3	56.5
		2.79	1	4.3	4.3	60.9
		2.81	1	4.3	4.3	65.2
		2.82	1	4.3	4.3	69.6
		2.84	1	4.3	4.3	73.9
		2.95	1	4.3	4.3	78.3
		2.95	1	4.3	4.3	82.6
		2.95	1	4.3	4.3	87.0
		3.00	1	4.3	4.3	91.3
		3.09	1	4.3	4.3	95.7

		3.33	1	4.3	4.3	100.0
		Total	23	100.0	100.0	
6 Probation/parole	Valid	2.11	1	11.1	12.5	12.5
		2.58	1	11.1	12.5	25.0
		2.61	1	11.1	12.5	37.5
		2.66	1	11.1	12.5	50.0
		2.74	1	11.1	12.5	62.5
		2.86	1	11.1	12.5	75.0
		3.00	1	11.1	12.5	87.5
		3.24	1	11.1	12.5	100.0
		Total	8	88.9	100.0	
	Missing	System	1	11.1		
	Total		9	100.0		
8 Defense attorneys	Valid	1.91	1	5.6	5.6	5.6
		2.00	1	5.6	5.6	11.1
		2.10	1	5.6	5.6	16.7
		2.23	1	5.6	5.6	22.2
		2.26	1	5.6	5.6	27.8
		2.37	1	5.6	5.6	33.3
		2.44	1	5.6	5.6	38.9
		2.58	1	5.6	5.6	44.4
		2.61	1	5.6	5.6	50.0
		2.67	3	16.7	16.7	66.7
		2.76	1	5.6	5.6	72.2
		2.80	1	5.6	5.6	77.8
		2.82	1	5.6	5.6	83.3
		2.88	1	5.6	5.6	88.9
		3.10	1	5.6	5.6	94.4
		3.82	1	5.6	5.6	100.0
		Total	18	100.0	100.0	

RQ3 Wave 2: Hsia & Beyer's six requisites for system change

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	2.35	1	2.8	3.1	3.1
		2.46	1	2.8	3.1	6.3
		2.48	1	2.8	3.1	9.4

		2.52	1	2.8	3.1	12.5
		2.53	1	2.8	3.1	15.6
		2.54	1	2.8	3.1	18.8
		2.57	1	2.8	3.1	21.9
		2.58	1	2.8	3.1	25.0
		2.60	1	2.8	3.1	28.1
		2.63	1	2.8	3.1	31.3
		2.64	1	2.8	3.1	34.4
		2.67	1	2.8	3.1	37.5
		2.72	1	2.8	3.1	40.6
		2.73	1	2.8	3.1	43.8
		2.80	1	2.8	3.1	46.9
		2.82	1	2.8	3.1	50.0
		2.84	1	2.8	3.1	53.1
		2.86	1	2.8	3.1	56.3
		2.89	1	2.8	3.1	59.4
		2.92	1	2.8	3.1	62.5
		3.00	6	16.7	18.8	81.3
		3.04	1	2.8	3.1	84.4
		3.05	1	2.8	3.1	87.5
		3.09	1	2.8	3.1	90.6
		3.09	1	2.8	3.1	93.8
		3.17	1	2.8	3.1	96.9
		3.29	1	2.8	3.1	100.0
		Total	32	88.9	100.0	
	Missing	System	4	11.1		
	Total		36	100.0		
2 Courts	Valid	2.25	1	6.7	8.3	8.3
		2.35	1	6.7	8.3	16.7
		2.44	1	6.7	8.3	25.0
		2.61	1	6.7	8.3	33.3
		2.61	1	6.7	8.3	41.7
		2.64	1	6.7	8.3	50.0
		2.77	1	6.7	8.3	58.3
		2.89	1	6.7	8.3	66.7

		2.90	1	6.7	8.3	75.0
		3.00	1	6.7	8.3	83.3
		3.11	1	6.7	8.3	91.7
		3.13	1	6.7	8.3	100.0
		Total	12	80.0	100.0	
	Missing	System	3	20.0		
	Total		15	100.0		
3 Other Criminal Justice Agency	Valid	2.29	1	6.7	7.7	7.7
		2.41	1	6.7	7.7	15.4
		2.48	1	6.7	7.7	23.1
		2.54	1	6.7	7.7	30.8
		2.66	1	6.7	7.7	38.5
		2.68	1	6.7	7.7	46.2
		2.69	1	6.7	7.7	53.8
		2.70	1	6.7	7.7	61.5
		2.72	1	6.7	7.7	69.2
		2.76	1	6.7	7.7	76.9
		2.81	1	6.7	7.7	84.6
		2.89	1	6.7	7.7	92.3
		3.47	1	6.7	7.7	100.0
		Total	13	86.7	100.0	
	Missing	System	2	13.3		
	Total		15	100.0		
4 Non-Criminal Justice	Valid	2.31	1	4.8	5.0	5.0
		2.40	1	4.8	5.0	10.0
		2.43	1	4.8	5.0	15.0
		2.54	1	4.8	5.0	20.0
		2.56	1	4.8	5.0	25.0
		2.60	1	4.8	5.0	30.0
		2.61	1	4.8	5.0	35.0
		2.66	1	4.8	5.0	40.0
		2.67	1	4.8	5.0	45.0
		2.69	1	4.8	5.0	50.0
		2.70	1	4.8	5.0	55.0
		2.72	1	4.8	5.0	60.0

		2.77	1	4.8	5.0	65.0
		2.78	1	4.8	5.0	70.0
		3.00	3	14.3	15.0	85.0
		3.06	1	4.8	5.0	90.0
		3.10	1	4.8	5.0	95.0
		3.11	1	4.8	5.0	100.0
		Total	20	95.2	100.0	
	Missing	System	1	4.8		
	Total		21	100.0		
6 Probation/parole	Valid	2.13	1	11.1	11.1	11.1
		2.26	1	11.1	11.1	22.2
		2.38	1	11.1	11.1	33.3
		2.38	1	11.1	11.1	44.4
		2.45	1	11.1	11.1	55.6
		2.64	1	11.1	11.1	66.7
		2.74	1	11.1	11.1	77.8
		2.83	1	11.1	11.1	88.9
		2.95	1	11.1	11.1	100.0
		Total	9	100.0	100.0	
8 Defense attorneys	Valid	1.00	1	6.3	6.7	6.7
		1.49	1	6.3	6.7	13.3
		2.00	1	6.3	6.7	20.0
		2.13	1	6.3	6.7	26.7
		2.29	1	6.3	6.7	33.3
		2.34	1	6.3	6.7	40.0
		2.57	1	6.3	6.7	46.7
		2.64	1	6.3	6.7	53.3
		2.70	1	6.3	6.7	60.0
		2.78	1	6.3	6.7	66.7
		2.86	1	6.3	6.7	73.3
		2.87	1	6.3	6.7	80.0
		2.95	1	6.3	6.7	86.7
		3.00	1	6.3	6.7	93.3
		3.03	1	6.3	6.7	100.0
		Total	15	93.8	100.0	

	Missing	System	1	6.3		
	Total		16	100.0		

Macro

RQ3 Wave 1: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.83	1	.5	.6	.6
	1.89	1	.5	.6	1.2
	1.91	1	.5	.6	1.8
	2.00	5	2.7	3.0	4.8
	2.05	1	.5	.6	5.4
	2.10	1	.5	.6	6.0
	2.10	1	.5	.6	6.6
	2.11	1	.5	.6	7.2
	2.15	1	.5	.6	7.8
	2.21	1	.5	.6	8.4
	2.22	1	.5	.6	9.0
	2.23	1	.5	.6	9.6
	2.23	2	1.1	1.2	10.8
	2.25	1	.5	.6	11.4
	2.26	1	.5	.6	12.0
	2.26	2	1.1	1.2	13.3
	2.27	1	.5	.6	13.9
	2.28	1	.5	.6	14.5
	2.29	1	.5	.6	15.1
	2.29	1	.5	.6	15.7
	2.33	1	.5	.6	16.3
	2.34	1	.5	.6	16.9
	2.35	1	.5	.6	17.5
	2.36	2	1.1	1.2	18.7
	2.37	1	.5	.6	19.3
	2.37	1	.5	.6	19.9
	2.38	1	.5	.6	20.5
	2.38	1	.5	.6	21.1
	2.40	1	.5	.6	21.7

2.41	1	.5	.6	22.3
2.42	2	1.1	1.2	23.5
2.43	1	.5	.6	24.1
2.44	1	.5	.6	24.7
2.44	2	1.1	1.2	25.9
2.45	1	.5	.6	26.5
2.46	1	.5	.6	27.1
2.48	1	.5	.6	27.7
2.49	1	.5	.6	28.3
2.50	3	1.6	1.8	30.1
2.51	2	1.1	1.2	31.3
2.52	1	.5	.6	31.9
2.58	2	1.1	1.2	33.1
2.58	3	1.6	1.8	34.9
2.58	2	1.1	1.2	36.1
2.59	1	.5	.6	36.7
2.59	1	.5	.6	37.3
2.60	1	.5	.6	38.0
2.61	1	.5	.6	38.6
2.61	1	.5	.6	39.2
2.62	1	.5	.6	39.8
2.63	1	.5	.6	40.4
2.64	1	.5	.6	41.0
2.66	1	.5	.6	41.6
2.66	1	.5	.6	42.2
2.67	6	3.3	3.6	45.8
2.68	2	1.1	1.2	47.0
2.68	1	.5	.6	47.6
2.69	1	.5	.6	48.2
2.69	2	1.1	1.2	49.4
2.70	1	.5	.6	50.0
2.71	1	.5	.6	50.6
2.71	1	.5	.6	51.2
2.71	1	.5	.6	51.8
2.72	1	.5	.6	52.4
2.73	1	.5	.6	53.0

2.74	2	1.1	1.2	54.2
2.74	1	.5	.6	54.8
2.76	1	.5	.6	55.4
2.76	1	.5	.6	56.0
2.76	1	.5	.6	56.6
2.77	1	.5	.6	57.2
2.79	1	.5	.6	57.8
2.79	1	.5	.6	58.4
2.80	1	.5	.6	59.0
2.81	1	.5	.6	59.6
2.81	1	.5	.6	60.2
2.81	1	.5	.6	60.8
2.82	1	.5	.6	61.4
2.82	1	.5	.6	62.0
2.82	1	.5	.6	62.7
2.84	1	.5	.6	63.3
2.85	1	.5	.6	63.9
2.86	1	.5	.6	64.5
2.87	1	.5	.6	65.1
2.87	1	.5	.6	65.7
2.87	2	1.1	1.2	66.9
2.88	1	.5	.6	67.5
2.88	2	1.1	1.2	68.7
2.88	2	1.1	1.2	69.9
2.89	1	.5	.6	70.5
2.89	1	.5	.6	71.1
2.89	1	.5	.6	71.7
2.90	1	.5	.6	72.3
2.92	2	1.1	1.2	73.5
2.92	1	.5	.6	74.1
2.93	1	.5	.6	74.7
2.94	1	.5	.6	75.3
2.95	1	.5	.6	75.9
2.95	1	.5	.6	76.5
2.95	1	.5	.6	77.1
2.95	2	1.1	1.2	78.3

	2.97	1	.5	.6	78.9
	2.97	1	.5	.6	79.5
	3.00	15	8.2	9.0	88.6
	3.04	1	.5	.6	89.2
	3.08	1	.5	.6	89.8
	3.09	1	.5	.6	90.4
	3.10	1	.5	.6	91.0
	3.13	1	.5	.6	91.6
	3.13	1	.5	.6	92.2
	3.14	1	.5	.6	92.8
	3.14	1	.5	.6	93.4
	3.15	1	.5	.6	94.0
	3.22	1	.5	.6	94.6
	3.24	1	.5	.6	95.2
	3.25	2	1.1	1.2	96.4
	3.29	1	.5	.6	97.0
	3.33	1	.5	.6	97.6
	3.50	1	.5	.6	98.2
	3.66	1	.5	.6	98.8
	3.66	1	.5	.6	99.4
	3.82	1	.5	.6	100.0
	Total	166	90.2	100.0	
Missing	System	18	9.8		
Total		184	100.0		

RQ3 Wave 2: Hsia & Beyer's six requisites for system change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	.9	1.0	1.0
	1.49	1	.9	1.0	2.0
	2.00	1	.9	1.0	3.0
	2.13	2	1.8	2.0	5.0
	2.25	1	.9	1.0	5.9
	2.26	1	.9	1.0	6.9
	2.29	1	.9	1.0	7.9
	2.29	1	.9	1.0	8.9
	2.31	1	.9	1.0	9.9

2.34	1	.9	1.0	10.9
2.35	1	.9	1.0	11.9
2.35	1	.9	1.0	12.9
2.38	1	.9	1.0	13.9
2.38	1	.9	1.0	14.9
2.40	1	.9	1.0	15.8
2.41	1	.9	1.0	16.8
2.43	1	.9	1.0	17.8
2.44	1	.9	1.0	18.8
2.45	1	.9	1.0	19.8
2.46	1	.9	1.0	20.8
2.48	1	.9	1.0	21.8
2.48	1	.9	1.0	22.8
2.52	1	.9	1.0	23.8
2.53	1	.9	1.0	24.8
2.54	2	1.8	2.0	26.7
2.54	1	.9	1.0	27.7
2.56	1	.9	1.0	28.7
2.57	1	.9	1.0	29.7
2.57	1	.9	1.0	30.7
2.58	1	.9	1.0	31.7
2.60	2	1.8	2.0	33.7
2.61	1	.9	1.0	34.7
2.61	1	.9	1.0	35.6
2.61	1	.9	1.0	36.6
2.63	1	.9	1.0	37.6
2.64	1	.9	1.0	38.6
2.64	2	1.8	2.0	40.6
2.64	1	.9	1.0	41.6
2.66	2	1.8	2.0	43.6
2.67	2	1.8	2.0	45.5
2.68	1	.9	1.0	46.5
2.69	2	1.8	2.0	48.5
2.70	1	.9	1.0	49.5
2.70	2	1.8	2.0	51.5
2.72	2	1.8	2.0	53.5

2.72	1	.9	1.0	54.5
2.73	1	.9	1.0	55.4
2.74	1	.9	1.0	56.4
2.76	1	.9	1.0	57.4
2.77	1	.9	1.0	58.4
2.77	1	.9	1.0	59.4
2.78	1	.9	1.0	60.4
2.78	1	.9	1.0	61.4
2.80	1	.9	1.0	62.4
2.81	1	.9	1.0	63.4
2.82	1	.9	1.0	64.4
2.83	1	.9	1.0	65.3
2.84	1	.9	1.0	66.3
2.86	1	.9	1.0	67.3
2.86	1	.9	1.0	68.3
2.87	1	.9	1.0	69.3
2.89	1	.9	1.0	70.3
2.89	2	1.8	2.0	72.3
2.90	1	.9	1.0	73.3
2.92	1	.9	1.0	74.3
2.95	1	.9	1.0	75.2
2.95	1	.9	1.0	76.2
3.00	11	9.8	10.9	87.1
3.03	1	.9	1.0	88.1
3.04	1	.9	1.0	89.1
3.05	1	.9	1.0	90.1
3.06	1	.9	1.0	91.1
3.09	1	.9	1.0	92.1
3.09	1	.9	1.0	93.1
3.10	1	.9	1.0	94.1
3.11	1	.9	1.0	95.0
3.11	1	.9	1.0	96.0
3.13	1	.9	1.0	97.0
3.17	1	.9	1.0	98.0
3.29	1	.9	1.0	99.0
3.47	1	.9	1.0	100.0

	Total	101	90.2	100.0	
Missing	System	11	9.8		
Total		112	100.0		

Research Question 6

Micro

RQ6 Wave 1: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	25	25.8	27.2	27.2
	1 Yes	67	69.1	72.8	100.0
	Total	92	94.8	100.0	
Missing	System	5	5.2		
Total		97	100.0		

RQ6 Wave 2: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	19	19.6	20.4	20.4
	1 Yes	74	76.3	79.6	100.0
	Total	93	95.9	100.0	
Missing	System	4	4.1		
Total		97	100.0		

Meso

RQ6 Wave 1: Heard of Justice Reinvestment

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	0 No	68	71.6	73.1	73.1
		1 Yes	25	26.3	26.9	100.0
		Total	93	97.9	100.0	
	Missing	System	2	2.1		
	Total		95	100.0		
2 Courts	Valid	0 No	7	31.8	33.3	33.3
		1 Yes	14	63.6	66.7	100.0
		Total	21	95.5	100.0	
	Missing	System	1	4.5		
	Total		22	100.0		

3 Other Criminal Justice Agency	Valid	0 No	2	11.8	12.5	12.5
		1 Yes	14	82.4	87.5	100.0
		Total	16	94.1	100.0	
	Missing	System	1	5.9		
	Total		17	100.0		
4 Non-Criminal Justice	Valid	0 No	2	8.7	8.7	8.7
		1 Yes	21	91.3	91.3	100.0
		Total	23	100.0	100.0	
6 Probation/parole	Valid	0 No	2	22.2	25.0	25.0
		1 Yes	6	66.7	75.0	100.0
		Total	8	88.9	100.0	
	Missing	System	1	11.1		
	Total		9	100.0		
8 Defense attorneys	Valid	0 No	6	33.3	33.3	33.3
		1 Yes	12	66.7	66.7	100.0
		Total	18	100.0	100.0	

RQ6 Wave 2: Heard of Justice Reinvestment

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	0 No	13	36.1	37.1	37.1
		1 Yes	22	61.1	62.9	100.0
		Total	35	97.2	100.0	
	Missing	System	1	2.8		
	Total		36	100.0		
2 Courts	Valid	0 No	5	33.3	38.5	38.5
		1 Yes	8	53.3	61.5	100.0
		Total	13	86.7	100.0	
	Missing	System	2	13.3		
	Total		15	100.0		
3 Other Criminal Justice Agency	Valid	1 Yes	15	100.0	100.0	100.0
4 Non-Criminal Justice	Valid	0 No	2	9.5	9.5	9.5
		1 Yes	19	90.5	90.5	100.0
		Total	21	100.0	100.0	
6 Probation/parole	Valid	0 No	2	22.2	22.2	22.2

		1 Yes	7	77.8	77.8	100.0
		Total	9	100.0	100.0	
8 Defense attorneys	Valid	0 No	4	25.0	26.7	26.7
		1 Yes	11	68.8	73.3	100.0
		Total	15	93.8	100.0	
	Missing	System	1	6.3		
	Total		16	100.0		

Macro

RQ6 Wave 1: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	87	47.3	48.6	48.6
	1 Yes	92	50.0	51.4	100.0
	Total	179	97.3	100.0	
Missing	System	5	2.7		
Total		184	100.0		

RQ6 Wave 2: Heard of Justice Reinvestment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 No	26	23.2	24.1	24.1
	1 Yes	82	73.2	75.9	100.0
	Total	108	96.4	100.0	
Missing	System	4	3.6		
Total		112	100.0		

Research Question 7

Micro

RQ7 Wave 1: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.64	1	1.0	1.1	1.1
	1.71	1	1.0	1.1	2.2
	1.89	1	1.0	1.1	3.4
	2.00	2	2.1	2.2	5.6
	2.13	1	1.0	1.1	6.7

2.15	1	1.0	1.1	7.9
2.16	1	1.0	1.1	9.0
2.19	2	2.1	2.2	11.2
2.21	1	1.0	1.1	12.4
2.23	1	1.0	1.1	13.5
2.26	1	1.0	1.1	14.6
2.28	1	1.0	1.1	15.7
2.36	1	1.0	1.1	16.9
2.38	1	1.0	1.1	18.0
2.39	1	1.0	1.1	19.1
2.42	2	2.1	2.2	21.3
2.43	1	1.0	1.1	22.5
2.44	1	1.0	1.1	23.6
2.45	1	1.0	1.1	24.7
2.47	1	1.0	1.1	25.8
2.47	2	2.1	2.2	28.1
2.50	2	2.1	2.2	30.3
2.53	2	2.1	2.2	32.6
2.56	1	1.0	1.1	33.7
2.58	4	4.1	4.5	38.2
2.58	1	1.0	1.1	39.3
2.59	2	2.1	2.2	41.6
2.60	2	2.1	2.2	43.8
2.63	1	1.0	1.1	44.9
2.64	1	1.0	1.1	46.1
2.67	3	3.1	3.4	49.4
2.68	1	1.0	1.1	50.6
2.69	1	1.0	1.1	51.7
2.71	1	1.0	1.1	52.8
2.73	1	1.0	1.1	53.9
2.74	3	3.1	3.4	57.3
2.75	2	2.1	2.2	59.6
2.77	1	1.0	1.1	60.7
2.78	1	1.0	1.1	61.8
2.80	1	1.0	1.1	62.9
2.82	1	1.0	1.1	64.0

	2.83	2	2.1	2.2	66.3
	2.84	3	3.1	3.4	69.7
	2.89	1	1.0	1.1	70.8
	2.94	1	1.0	1.1	71.9
	3.00	17	17.5	19.1	91.0
	3.08	1	1.0	1.1	92.1
	3.31	1	1.0	1.1	93.3
	3.33	3	3.1	3.4	96.6
	3.37	1	1.0	1.1	97.8
	3.42	1	1.0	1.1	98.9
	3.63	1	1.0	1.1	100.0
	Total	89	91.8	100.0	
Missing	System	8	8.2		
Total		97	100.0		

RQ7 Wave 2: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.06	1	1.0	1.1	1.1
	2.07	1	1.0	1.1	2.3
	2.14	1	1.0	1.1	3.4
	2.15	1	1.0	1.1	4.5
	2.17	1	1.0	1.1	5.7
	2.19	1	1.0	1.1	6.8
	2.21	1	1.0	1.1	8.0
	2.25	1	1.0	1.1	9.1
	2.26	1	1.0	1.1	10.2
	2.27	1	1.0	1.1	11.4
	2.32	1	1.0	1.1	12.5
	2.33	1	1.0	1.1	13.6
	2.35	1	1.0	1.1	14.8
	2.37	1	1.0	1.1	15.9
	2.42	1	1.0	1.1	17.0
	2.44	2	2.1	2.3	19.3
	2.47	1	1.0	1.1	20.5
	2.50	4	4.1	4.5	25.0
	2.53	2	2.1	2.3	27.3

2.53	1	1.0	1.1	28.4
2.54	1	1.0	1.1	29.5
2.56	2	2.1	2.3	31.8
2.57	1	1.0	1.1	33.0
2.58	3	3.1	3.4	36.4
2.60	1	1.0	1.1	37.5
2.63	1	1.0	1.1	38.6
2.63	1	1.0	1.1	39.8
2.65	1	1.0	1.1	40.9
2.67	3	3.1	3.4	44.3
2.68	1	1.0	1.1	45.5
2.71	1	1.0	1.1	46.6
2.71	2	2.1	2.3	48.9
2.72	1	1.0	1.1	50.0
2.74	2	2.1	2.3	52.3
2.75	1	1.0	1.1	53.4
2.79	1	1.0	1.1	54.5
2.81	1	1.0	1.1	55.7
2.83	1	1.0	1.1	56.8
2.84	1	1.0	1.1	58.0
2.85	1	1.0	1.1	59.1
2.88	1	1.0	1.1	60.2
2.88	1	1.0	1.1	61.4
2.89	1	1.0	1.1	62.5
2.94	2	2.1	2.3	64.8
2.94	1	1.0	1.1	65.9
2.94	1	1.0	1.1	67.0
2.95	3	3.1	3.4	70.5
3.00	19	19.6	21.6	92.0
3.07	1	1.0	1.1	93.2
3.13	1	1.0	1.1	94.3
3.17	1	1.0	1.1	95.5
3.25	1	1.0	1.1	96.6
3.26	1	1.0	1.1	97.7
3.57	1	1.0	1.1	98.9
4.00	1	1.0	1.1	100.0

	Total	88	90.7	100.0	
Missing	System	9	9.3		
Total		97	100.0		

Meso

RQ7 Wave 1: Collaboration

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.50	1	1.1	1.3	1.3
		1.71	1	1.1	1.3	2.6
		1.94	1	1.1	1.3	3.9
		2.00	5	5.3	6.6	10.5
		2.11	1	1.1	1.3	11.8
		2.16	1	1.1	1.3	13.2
		2.19	1	1.1	1.3	14.5
		2.22	1	1.1	1.3	15.8
		2.23	1	1.1	1.3	17.1
		2.26	1	1.1	1.3	18.4
		2.33	2	2.1	2.6	21.1
		2.38	1	1.1	1.3	22.4
		2.42	1	1.1	1.3	23.7
		2.42	1	1.1	1.3	25.0
		2.45	1	1.1	1.3	26.3
		2.47	1	1.1	1.3	27.6
		2.50	1	1.1	1.3	28.9
		2.53	1	1.1	1.3	30.3
		2.54	2	2.1	2.6	32.9
		2.59	1	1.1	1.3	34.2
		2.60	1	1.1	1.3	35.5
		2.63	1	1.1	1.3	36.8
		2.65	1	1.1	1.3	38.2
		2.67	2	2.1	2.6	40.8
		2.68	1	1.1	1.3	42.1
		2.71	1	1.1	1.3	43.4
		2.72	2	2.1	2.6	46.1
		2.75	1	1.1	1.3	47.4

		2.80	3	3.2	3.9	51.3
		2.82	1	1.1	1.3	52.6
		2.83	3	3.2	3.9	56.6
		2.84	1	1.1	1.3	57.9
		2.88	1	1.1	1.3	59.2
		2.89	1	1.1	1.3	60.5
		2.92	1	1.1	1.3	61.8
		2.93	1	1.1	1.3	63.2
		2.94	1	1.1	1.3	64.5
		3.00	19	20.0	25.0	89.5
		3.08	1	1.1	1.3	90.8
		3.12	1	1.1	1.3	92.1
		3.21	1	1.1	1.3	93.4
		3.33	2	2.1	2.6	96.1
		3.67	1	1.1	1.3	97.4
		3.83	1	1.1	1.3	98.7
		4.00	1	1.1	1.3	100.0
		Total	76	80.0	100.0	
	Missing	System	19	20.0		
	Total		95	100.0		
2 Courts	Valid	2.08	1	4.5	5.3	5.3
		2.13	1	4.5	5.3	10.5
		2.28	2	9.1	10.5	21.1
		2.33	1	4.5	5.3	26.3
		2.47	1	4.5	5.3	31.6
		2.50	2	9.1	10.5	42.1
		2.58	2	9.1	10.5	52.6
		2.60	1	4.5	5.3	57.9
		2.64	1	4.5	5.3	63.2
		2.73	1	4.5	5.3	68.4
		2.74	1	4.5	5.3	73.7
		2.77	1	4.5	5.3	78.9
		2.80	1	4.5	5.3	84.2
		3.00	3	13.6	15.8	100.0
		Total	19	86.4	100.0	

	Missing	System	3	13.6		
	Total		22	100.0		
3 Other Criminal Justice Agency	Valid	2.00	1	5.9	5.9	5.9
		2.19	1	5.9	5.9	11.8
		2.33	1	5.9	5.9	17.6
		2.39	1	5.9	5.9	23.5
		2.42	1	5.9	5.9	29.4
		2.56	1	5.9	5.9	35.3
		2.58	1	5.9	5.9	41.2
		2.59	1	5.9	5.9	47.1
		2.67	1	5.9	5.9	52.9
		2.82	1	5.9	5.9	58.8
		2.83	1	5.9	5.9	64.7
		2.84	1	5.9	5.9	70.6
		3.00	4	23.5	23.5	94.1
		3.63	1	5.9	5.9	100.0
		Total	17	100.0	100.0	
4 Non-Criminal Justice	Valid	1.64	1	4.3	4.3	4.3
		1.89	1	4.3	4.3	8.7
		1.89	1	4.3	4.3	13.0
		2.00	1	4.3	4.3	17.4
		2.15	1	4.3	4.3	21.7
		2.36	1	4.3	4.3	26.1
		2.43	1	4.3	4.3	30.4
		2.50	1	4.3	4.3	34.8
		2.53	1	4.3	4.3	39.1
		2.67	2	8.7	8.7	47.8
		2.74	1	4.3	4.3	52.2
		2.75	1	4.3	4.3	56.5
		2.78	1	4.3	4.3	60.9
		2.83	3	13.0	13.0	73.9
		2.84	1	4.3	4.3	78.3
		2.89	1	4.3	4.3	82.6
		2.94	1	4.3	4.3	87.0
		3.00	2	8.7	8.7	95.7

		3.37	1	4.3	4.3	100.0
		Total	23	100.0	100.0	
6 Probation/parole	Valid	1.88	1	11.1	11.1	11.1
		2.21	1	11.1	11.1	22.2
		2.47	1	11.1	11.1	33.3
		2.58	1	11.1	11.1	44.4
		2.67	1	11.1	11.1	55.6
		2.69	1	11.1	11.1	66.7
		2.74	1	11.1	11.1	77.8
		3.00	1	11.1	11.1	88.9
		3.42	1	11.1	11.1	100.0
		Total	9	100.0	100.0	
8 Defense attorneys	Valid	1.42	1	5.6	5.9	5.9
		2.00	1	5.6	5.9	11.8
		2.22	1	5.6	5.9	17.6
		2.44	1	5.6	5.9	23.5
		2.50	2	11.1	11.8	35.3
		2.53	1	5.6	5.9	41.2
		2.58	1	5.6	5.9	47.1
		2.59	1	5.6	5.9	52.9
		2.80	1	5.6	5.9	58.8
		3.00	4	22.2	23.5	82.4
		3.31	1	5.6	5.9	88.2
		3.33	1	5.6	5.9	94.1
		4.00	1	5.6	5.9	100.0
		Total	17	94.4	100.0	
	Missing	System	1	5.6		
	Total		18	100.0		

RQ7 Wave 2: Collaboration

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	2.25	1	2.8	3.1	3.1
		2.27	1	2.8	3.1	6.3
		2.33	1	2.8	3.1	9.4

		2.35	1	2.8	3.1	12.5
		2.47	1	2.8	3.1	15.6
		2.50	1	2.8	3.1	18.8
		2.53	2	5.6	6.3	25.0
		2.54	1	2.8	3.1	28.1
		2.57	1	2.8	3.1	31.3
		2.58	1	2.8	3.1	34.4
		2.63	1	2.8	3.1	37.5
		2.67	2	5.6	6.3	43.8
		2.68	1	2.8	3.1	46.9
		2.71	1	2.8	3.1	50.0
		2.74	1	2.8	3.1	53.1
		2.83	1	2.8	3.1	56.3
		2.89	1	2.8	3.1	59.4
		2.94	1	2.8	3.1	62.5
		2.95	1	2.8	3.1	65.6
		3.00	10	27.8	31.3	96.9
		3.26	1	2.8	3.1	100.0
		Total	32	88.9	100.0	
	Missing	System	4	11.1		
	Total		36	100.0		
2 Courts	Valid	2.06	1	6.7	7.7	7.7
		2.07	1	6.7	7.7	15.4
		2.50	1	6.7	7.7	23.1
		2.58	1	6.7	7.7	30.8
		2.67	1	6.7	7.7	38.5
		2.71	1	6.7	7.7	46.2
		2.73	1	6.7	7.7	53.8
		2.84	1	6.7	7.7	61.5
		3.00	2	13.3	15.4	76.9
		3.13	1	6.7	7.7	84.6
		3.57	1	6.7	7.7	92.3
		4.00	1	6.7	7.7	100.0
		Total	13	86.7	100.0	
	Missing	System	2	13.3		

	Total		15	100.0		
3 Other Criminal Justice Agency	Valid	2.19	1	6.7	7.7	7.7
		2.26	1	6.7	7.7	15.4
		2.44	1	6.7	7.7	23.1
		2.53	1	6.7	7.7	30.8
		2.60	1	6.7	7.7	38.5
		2.71	1	6.7	7.7	46.2
		2.72	1	6.7	7.7	53.8
		2.74	1	6.7	7.7	61.5
		2.88	1	6.7	7.7	69.2
		2.94	1	6.7	7.7	76.9
		2.94	1	6.7	7.7	84.6
		3.00	1	6.7	7.7	92.3
		3.25	1	6.7	7.7	100.0
		Total	13	86.7	100.0	
	Missing	System	2	13.3		
	Total		15	100.0		
4 Non-Criminal Justice	Valid	2.00	1	4.8	5.0	5.0
		2.15	1	4.8	5.0	10.0
		2.17	1	4.8	5.0	15.0
		2.20	1	4.8	5.0	20.0
		2.28	1	4.8	5.0	25.0
		2.50	1	4.8	5.0	30.0
		2.56	1	4.8	5.0	35.0
		2.58	1	4.8	5.0	40.0
		2.62	1	4.8	5.0	45.0
		2.63	1	4.8	5.0	50.0
		2.75	1	4.8	5.0	55.0
		2.79	1	4.8	5.0	60.0
		2.81	1	4.8	5.0	65.0
		2.88	1	4.8	5.0	70.0
		2.95	1	4.8	5.0	75.0
		3.00	3	14.3	15.0	90.0
		3.07	1	4.8	5.0	95.0
		3.17	1	4.8	5.0	100.0

		Total	20	95.2	100.0	
	Missing	System	1	4.8		
	Total		21	100.0		
6 Probation/parole	Valid	1.62	1	11.1	11.1	11.1
		2.08	1	11.1	11.1	22.2
		2.21	1	11.1	11.1	33.3
		2.37	1	11.1	11.1	44.4
		2.42	1	11.1	11.1	55.6
		2.50	1	11.1	11.1	66.7
		2.56	1	11.1	11.1	77.8
		2.94	1	11.1	11.1	88.9
		2.95	1	11.1	11.1	100.0
		Total	9	100.0	100.0	
8 Defense attorneys	Valid	1.56	1	6.3	7.1	7.1
		2.00	1	6.3	7.1	14.3
		2.14	1	6.3	7.1	21.4
		2.32	1	6.3	7.1	28.6
		2.33	2	12.5	14.3	42.9
		2.44	1	6.3	7.1	50.0
		2.65	1	6.3	7.1	57.1
		2.85	1	6.3	7.1	64.3
		3.00	4	25.0	28.6	92.9
		3.29	1	6.3	7.1	100.0
		Total	14	87.5	100.0	
	Missing	System	2	12.5		
	Total		16	100.0		

Macro

RQ7 Wave 1: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.42	1	.5	.6	.6
	1.50	1	.5	.6	1.2
	1.64	1	.5	.6	1.9
	1.71	1	.5	.6	2.5
	1.88	1	.5	.6	3.1

1.89	1	.5	.6	3.7
1.89	1	.5	.6	4.3
1.94	1	.5	.6	5.0
2.00	8	4.3	5.0	9.9
2.08	1	.5	.6	10.6
2.11	1	.5	.6	11.2
2.13	1	.5	.6	11.8
2.15	1	.5	.6	12.4
2.16	1	.5	.6	13.0
2.19	2	1.1	1.2	14.3
2.21	1	.5	.6	14.9
2.22	2	1.1	1.2	16.1
2.23	1	.5	.6	16.8
2.26	1	.5	.6	17.4
2.28	2	1.1	1.2	18.6
2.33	4	2.2	2.5	21.1
2.36	1	.5	.6	21.7
2.38	1	.5	.6	22.4
2.39	1	.5	.6	23.0
2.42	1	.5	.6	23.6
2.42	2	1.1	1.2	24.8
2.43	1	.5	.6	25.5
2.44	1	.5	.6	26.1
2.45	1	.5	.6	26.7
2.47	1	.5	.6	27.3
2.47	2	1.1	1.2	28.6
2.50	6	3.3	3.7	32.3
2.53	2	1.1	1.2	33.5
2.53	1	.5	.6	34.2
2.54	2	1.1	1.2	35.4
2.56	1	.5	.6	36.0
2.58	4	2.2	2.5	38.5
2.58	1	.5	.6	39.1
2.59	3	1.6	1.9	41.0
2.60	2	1.1	1.2	42.2
2.63	1	.5	.6	42.9

	2.64	1	.5	.6	43.5
	2.65	1	.5	.6	44.1
	2.67	6	3.3	3.7	47.8
	2.68	1	.5	.6	48.4
	2.69	1	.5	.6	49.1
	2.71	1	.5	.6	49.7
	2.72	2	1.1	1.2	50.9
	2.73	1	.5	.6	51.6
	2.74	3	1.6	1.9	53.4
	2.75	2	1.1	1.2	54.7
	2.77	1	.5	.6	55.3
	2.78	1	.5	.6	55.9
	2.80	5	2.7	3.1	59.0
	2.82	2	1.1	1.2	60.2
	2.83	7	3.8	4.3	64.6
	2.84	3	1.6	1.9	66.5
	2.88	1	.5	.6	67.1
	2.89	2	1.1	1.2	68.3
	2.92	1	.5	.6	68.9
	2.93	1	.5	.6	69.6
	2.94	1	.5	.6	70.2
	2.94	1	.5	.6	70.8
	3.00	33	17.9	20.5	91.3
	3.08	1	.5	.6	91.9
	3.12	1	.5	.6	92.5
	3.21	1	.5	.6	93.2
	3.31	1	.5	.6	93.8
	3.33	3	1.6	1.9	95.7
	3.37	1	.5	.6	96.3
	3.42	1	.5	.6	96.9
	3.63	1	.5	.6	97.5
	3.67	1	.5	.6	98.1
	3.83	1	.5	.6	98.8
	4.00	2	1.1	1.2	100.0
	Total	161	87.5	100.0	
Missing	System	23	12.5		

Total		184	100.0		

RQ7 Wave 2: Collaboration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.56	1	.9	1.0	1.0
	1.62	1	.9	1.0	2.0
	2.00	2	1.8	2.0	4.0
	2.06	1	.9	1.0	5.0
	2.07	1	.9	1.0	5.9
	2.08	1	.9	1.0	6.9
	2.14	1	.9	1.0	7.9
	2.15	1	.9	1.0	8.9
	2.17	1	.9	1.0	9.9
	2.19	1	.9	1.0	10.9
	2.20	1	.9	1.0	11.9
	2.21	1	.9	1.0	12.9
	2.25	1	.9	1.0	13.9
	2.26	1	.9	1.0	14.9
	2.27	1	.9	1.0	15.8
	2.28	1	.9	1.0	16.8
	2.32	1	.9	1.0	17.8
	2.33	3	2.7	3.0	20.8
	2.35	1	.9	1.0	21.8
	2.37	1	.9	1.0	22.8
	2.42	1	.9	1.0	23.8
	2.44	2	1.8	2.0	25.7
	2.47	1	.9	1.0	26.7
	2.50	4	3.6	4.0	30.7
	2.53	2	1.8	2.0	32.7
	2.53	1	.9	1.0	33.7
	2.54	1	.9	1.0	34.7
	2.56	2	1.8	2.0	36.6
	2.57	1	.9	1.0	37.6
	2.58	3	2.7	3.0	40.6
	2.60	1	.9	1.0	41.6
	2.62	1	.9	1.0	42.6

	2.63	1	.9	1.0	43.6
	2.63	1	.9	1.0	44.6
	2.65	1	.9	1.0	45.5
	2.67	3	2.7	3.0	48.5
	2.68	1	.9	1.0	49.5
	2.71	1	.9	1.0	50.5
	2.71	2	1.8	2.0	52.5
	2.72	1	.9	1.0	53.5
	2.73	1	.9	1.0	54.5
	2.74	2	1.8	2.0	56.4
	2.75	1	.9	1.0	57.4
	2.79	1	.9	1.0	58.4
	2.81	1	.9	1.0	59.4
	2.83	1	.9	1.0	60.4
	2.84	1	.9	1.0	61.4
	2.85	1	.9	1.0	62.4
	2.88	1	.9	1.0	63.4
	2.88	1	.9	1.0	64.4
	2.89	1	.9	1.0	65.3
	2.94	2	1.8	2.0	67.3
	2.94	1	.9	1.0	68.3
	2.94	1	.9	1.0	69.3
	2.95	3	2.7	3.0	72.3
	3.00	20	17.9	19.8	92.1
	3.07	1	.9	1.0	93.1
	3.13	1	.9	1.0	94.1
	3.17	1	.9	1.0	95.0
	3.25	1	.9	1.0	96.0
	3.26	1	.9	1.0	97.0
	3.29	1	.9	1.0	98.0
	3.57	1	.9	1.0	99.0
	4.00	1	.9	1.0	100.0
	Total	101	90.2	100.0	
Missing	System	11	9.8		
Total		112	100.0		

Research Question 8

Micro

RQ8 Wave 1: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.1	2.6	2.6
	1.40	1	1.0	1.3	3.8
	1.57	1	1.0	1.3	5.1
	1.60	1	1.0	1.3	6.4
	1.67	4	4.1	5.1	11.5
	1.71	3	3.1	3.8	15.4
	1.80	1	1.0	1.3	16.7
	1.86	4	4.1	5.1	21.8
	2.00	8	8.2	10.3	32.1
	2.14	8	8.2	10.3	42.3
	2.17	2	2.1	2.6	44.9
	2.20	3	3.1	3.8	48.7
	2.25	1	1.0	1.3	50.0
	2.29	6	6.2	7.7	57.7
	2.33	1	1.0	1.3	59.0
	2.40	2	2.1	2.6	61.5
	2.50	8	8.2	10.3	71.8
	2.57	1	1.0	1.3	73.1
	2.60	4	4.1	5.1	78.2
	2.67	4	4.1	5.1	83.3
	2.71	1	1.0	1.3	84.6
	2.83	1	1.0	1.3	85.9
	2.86	1	1.0	1.3	87.2
	3.00	9	9.3	11.5	98.7
	3.33	1	1.0	1.3	100.0
	Total	78	80.4	100.0	
Missing	System	19	19.6		
Total		97	100.0		

RQ8 Wave 2: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.1	2.6	2.6
	1.60	1	1.0	1.3	3.8
	1.67	1	1.0	1.3	5.1
	1.71	1	1.0	1.3	6.4
	1.80	1	1.0	1.3	7.7
	1.83	1	1.0	1.3	9.0
	1.86	1	1.0	1.3	10.3
	2.00	12	12.4	15.4	25.6
	2.14	1	1.0	1.3	26.9
	2.17	3	3.1	3.8	30.8
	2.20	4	4.1	5.1	35.9
	2.25	2	2.1	2.6	38.5
	2.29	7	7.2	9.0	47.4
	2.33	3	3.1	3.8	51.3
	2.40	1	1.0	1.3	52.6
	2.43	5	5.2	6.4	59.0
	2.50	4	4.1	5.1	64.1
	2.57	2	2.1	2.6	66.7
	2.60	4	4.1	5.1	71.8
	2.67	4	4.1	5.1	76.9
	2.71	1	1.0	1.3	78.2
	2.75	1	1.0	1.3	79.5
	2.80	2	2.1	2.6	82.1
	2.83	2	2.1	2.6	84.6
	2.86	2	2.1	2.6	87.2
	3.00	7	7.2	9.0	96.2
	3.14	1	1.0	1.3	97.4
	3.25	1	1.0	1.3	98.7
	3.50	1	1.0	1.3	100.0
	Total	78	80.4	100.0	
Missing	System	19	19.6		

RQ8 Wave 2: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	2.1	2.6	2.6
	1.60	1	1.0	1.3	3.8
	1.67	1	1.0	1.3	5.1
	1.71	1	1.0	1.3	6.4
	1.80	1	1.0	1.3	7.7
	1.83	1	1.0	1.3	9.0
	1.86	1	1.0	1.3	10.3
	2.00	12	12.4	15.4	25.6
	2.14	1	1.0	1.3	26.9
	2.17	3	3.1	3.8	30.8
	2.20	4	4.1	5.1	35.9
	2.25	2	2.1	2.6	38.5
	2.29	7	7.2	9.0	47.4
	2.33	3	3.1	3.8	51.3
	2.40	1	1.0	1.3	52.6
	2.43	5	5.2	6.4	59.0
	2.50	4	4.1	5.1	64.1
	2.57	2	2.1	2.6	66.7
	2.60	4	4.1	5.1	71.8
	2.67	4	4.1	5.1	76.9
	2.71	1	1.0	1.3	78.2
	2.75	1	1.0	1.3	79.5
	2.80	2	2.1	2.6	82.1
	2.83	2	2.1	2.6	84.6
	2.86	2	2.1	2.6	87.2
	3.00	7	7.2	9.0	96.2
	3.14	1	1.0	1.3	97.4
	3.25	1	1.0	1.3	98.7
	3.50	1	1.0	1.3	100.0
	Total	78	80.4	100.0	
Missing	System	19	19.6		
Total		97	100.0		

Meso

RQ8 Wave 1: Data

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.00	1	1.1	1.5	1.5
		1.40	1	1.1	1.5	3.0
		1.67	3	3.2	4.5	7.6
		1.80	1	1.1	1.5	9.1
		2.00	9	9.5	13.6	22.7
		2.14	3	3.2	4.5	27.3
		2.17	1	1.1	1.5	28.8
		2.20	1	1.1	1.5	30.3
		2.25	1	1.1	1.5	31.8
		2.29	1	1.1	1.5	33.3
		2.33	3	3.2	4.5	37.9
		2.40	3	3.2	4.5	42.4
		2.50	6	6.3	9.1	51.5
		2.57	2	2.1	3.0	54.5
		2.60	3	3.2	4.5	59.1
		2.67	3	3.2	4.5	63.6
		2.71	3	3.2	4.5	68.2
		2.86	1	1.1	1.5	69.7
		3.00	16	16.8	24.2	93.9
		3.17	1	1.1	1.5	95.5
		3.33	2	2.1	3.0	98.5
		3.50	1	1.1	1.5	100.0
		Total	66	69.5	100.0	
	Missing	System	29	30.5		
	Total		95	100.0		
2 Courts	Valid	1.00	1	4.5	5.6	5.6
		1.40	1	4.5	5.6	11.1
		1.67	1	4.5	5.6	16.7
		1.71	2	9.1	11.1	27.8
		1.86	1	4.5	5.6	33.3
		2.00	1	4.5	5.6	38.9
		2.14	3	13.6	16.7	55.6

		2.20	1	4.5	5.6	61.1
		2.29	1	4.5	5.6	66.7
		2.33	1	4.5	5.6	72.2
		2.50	1	4.5	5.6	77.8
		2.60	1	4.5	5.6	83.3
		2.67	1	4.5	5.6	88.9
		3.00	2	9.1	11.1	100.0
		Total	18	81.8	100.0	
	Missing	System	4	18.2		
	Total		22	100.0		
3 Other Criminal Justice Agency	Valid	1.71	1	5.9	6.7	6.7
		1.80	1	5.9	6.7	13.3
		1.86	2	11.8	13.3	26.7
		2.00	2	11.8	13.3	40.0
		2.14	2	11.8	13.3	53.3
		2.17	1	5.9	6.7	60.0
		2.29	3	17.6	20.0	80.0
		2.67	1	5.9	6.7	86.7
		2.83	1	5.9	6.7	93.3
		3.00	1	5.9	6.7	100.0
		Total	15	88.2	100.0	
	Missing	System	2	11.8		
	Total		17	100.0		
4 Non-Criminal Justice	Valid	1.40	1	4.3	4.8	4.8
		1.57	1	4.3	4.8	9.5
		1.60	1	4.3	4.8	14.3
		1.67	2	8.7	9.5	23.8
		1.71	1	4.3	4.8	28.6
		2.00	3	13.0	14.3	42.9
		2.14	3	13.0	14.3	57.1
		2.29	1	4.3	4.8	61.9
		2.40	1	4.3	4.8	66.7
		2.43	1	4.3	4.8	71.4
		2.50	2	8.7	9.5	81.0
		2.60	1	4.3	4.8	85.7

		2.67	2	8.7	9.5	95.2
		2.83	1	4.3	4.8	100.0
		Total	21	91.3	100.0	
	Missing	System	2	8.7		
	Total		23	100.0		
6 Probation/parole	Valid	1.43	1	11.1	12.5	12.5
		1.86	1	11.1	12.5	25.0
		2.17	1	11.1	12.5	37.5
		2.29	2	22.2	25.0	62.5
		2.50	1	11.1	12.5	75.0
		3.00	2	22.2	25.0	100.0
		Total	8	88.9	100.0	
	Missing	System	1	11.1		
	Total		9	100.0		
8 Defense attorneys	Valid	1.00	1	5.6	7.7	7.7
		1.33	1	5.6	7.7	15.4
		1.67	1	5.6	7.7	23.1
		1.71	2	11.1	15.4	38.5
		1.86	1	5.6	7.7	46.2
		2.00	1	5.6	7.7	53.8
		2.14	1	5.6	7.7	61.5
		2.20	1	5.6	7.7	69.2
		2.40	1	5.6	7.7	76.9
		2.50	1	5.6	7.7	84.6
		2.60	1	5.6	7.7	92.3
		3.00	1	5.6	7.7	100.0
		Total	13	72.2	100.0	
	Missing	System	5	27.8		
	Total		18	100.0		

RQ8 Wave 2: Data

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.86	1	2.8	3.8	3.8
		2.14	1	2.8	3.8	7.7
		2.20	1	2.8	3.8	11.5
		2.25	2	5.6	7.7	19.2

		2.29	4	11.1	15.4	34.6
		2.40	1	2.8	3.8	38.5
		2.50	2	5.6	7.7	46.2
		2.57	1	2.8	3.8	50.0
		2.60	1	2.8	3.8	53.8
		2.67	1	2.8	3.8	57.7
		2.71	1	2.8	3.8	61.5
		2.80	1	2.8	3.8	65.4
		2.83	1	2.8	3.8	69.2
		2.86	1	2.8	3.8	73.1
		3.00	6	16.7	23.1	96.2
		3.25	1	2.8	3.8	100.0
		Total	26	72.2	100.0	
	Missing	System	10	27.8		
	Total		36	100.0		
2 Courts	Valid	1.00	1	6.7	8.3	8.3
		2.00	4	26.7	33.3	41.7
		2.14	1	6.7	8.3	50.0
		2.20	1	6.7	8.3	58.3
		2.29	1	6.7	8.3	66.7
		2.33	1	6.7	8.3	75.0
		2.60	1	6.7	8.3	83.3
		2.80	1	6.7	8.3	91.7
		3.00	1	6.7	8.3	100.0
		Total	12	80.0	100.0	
	Missing	System	3	20.0		
	Total		15	100.0		
3 Other Criminal Justice Agency	Valid	1.00	1	6.7	7.7	7.7
		2.00	5	33.3	38.5	46.2
		2.17	2	13.3	15.4	61.5
		2.20	1	6.7	7.7	69.2
		2.29	1	6.7	7.7	76.9
		2.43	1	6.7	7.7	84.6
		2.57	1	6.7	7.7	92.3
		2.83	1	6.7	7.7	100.0

		Total	13	86.7	100.0	
	Missing	System	2	13.3		
	Total		15	100.0		
4 Non Criminal Justice	Valid	1.60	1	4.8	5.3	5.3
		1.67	1	4.8	5.3	10.5
		1.71	1	4.8	5.3	15.8
		1.75	1	4.8	5.3	21.1
		1.80	1	4.8	5.3	26.3
		2.00	2	9.5	10.5	36.8
		2.17	2	9.5	10.5	47.4
		2.20	1	4.8	5.3	52.6
		2.33	2	9.5	10.5	63.2
		2.43	1	4.8	5.3	68.4
		2.50	2	9.5	10.5	78.9
		2.67	2	9.5	10.5	89.5
		3.14	1	4.8	5.3	94.7
		3.50	1	4.8	5.3	100.0
		Total	19	90.5	100.0	
	Missing	System	2	9.5		
	Total		21	100.0		
6 Probation/parole	Valid	1.83	2	22.2	22.2	22.2
		2.29	1	11.1	11.1	33.3
		2.43	3	33.3	33.3	66.7
		2.60	1	11.1	11.1	77.8
		2.86	1	11.1	11.1	88.9
		3.00	1	11.1	11.1	100.0
		Total	9	100.0	100.0	
8 Defense attorneys	Valid	1.00	1	6.3	9.1	9.1
		1.50	1	6.3	9.1	18.2
		2.00	2	12.5	18.2	36.4
		2.17	1	6.3	9.1	45.5
		2.20	1	6.3	9.1	54.5
		2.50	1	6.3	9.1	63.6
		2.60	1	6.3	9.1	72.7
		2.67	1	6.3	9.1	81.8

		2.75	1	6.3	9.1	90.9
		3.50	1	6.3	9.1	100.0
		Total	11	68.8	100.0	
	Missing	System	5	31.3		
	Total		16	100.0		

Macro

RQ8 Wave 1: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	3	1.6	2.1	2.1
	1.33	1	.5	.7	2.8
	1.40	3	1.6	2.1	5.0
	1.43	1	.5	.7	5.7
	1.57	1	.5	.7	6.4
	1.60	1	.5	.7	7.1
	1.67	7	3.8	5.0	12.1
	1.71	6	3.3	4.3	16.3
	1.80	2	1.1	1.4	17.7
	1.86	5	2.7	3.5	21.3
	2.00	16	8.7	11.3	32.6
	2.14	12	6.5	8.5	41.1
	2.17	3	1.6	2.1	43.3
	2.20	3	1.6	2.1	45.4
	2.25	1	.5	.7	46.1
	2.29	8	4.3	5.7	51.8
	2.33	4	2.2	2.8	54.6
	2.40	5	2.7	3.5	58.2
	2.43	1	.5	.7	58.9
	2.50	11	6.0	7.8	66.7
	2.57	2	1.1	1.4	68.1
	2.60	6	3.3	4.3	72.3
	2.67	7	3.8	5.0	77.3
	2.71	3	1.6	2.1	79.4
	2.83	2	1.1	1.4	80.9
	2.86	1	.5	.7	81.6

	3.00	22	12.0	15.6	97.2
	3.17	1	.5	.7	97.9
	3.33	2	1.1	1.4	99.3
	3.50	1	.5	.7	100.0
	Total	141	76.6	100.0	
Missing	System	43	23.4		
Total		184	100.0		

RQ8 Wave 2: Data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	3	2.7	3.3	3.3
	1.50	1	.9	1.1	4.4
	1.60	1	.9	1.1	5.6
	1.67	1	.9	1.1	6.7
	1.71	1	.9	1.1	7.8
	1.75	1	.9	1.1	8.9
	1.80	1	.9	1.1	10.0
	1.83	2	1.8	2.2	12.2
	1.86	1	.9	1.1	13.3
	2.00	13	11.6	14.4	27.8
	2.14	2	1.8	2.2	30.0
	2.17	5	4.5	5.6	35.6
	2.20	5	4.5	5.6	41.1
	2.25	2	1.8	2.2	43.3
	2.29	7	6.3	7.8	51.1
	2.33	3	2.7	3.3	54.4
	2.40	1	.9	1.1	55.6
	2.43	5	4.5	5.6	61.1
	2.50	5	4.5	5.6	66.7
	2.57	2	1.8	2.2	68.9
	2.60	4	3.6	4.4	73.3
	2.67	4	3.6	4.4	77.8
	2.71	1	.9	1.1	78.9
	2.75	1	.9	1.1	80.0
	2.80	2	1.8	2.2	82.2
	2.83	2	1.8	2.2	84.4

	2.86	2	1.8	2.2	86.7
	3.00	8	7.1	8.9	95.6
	3.14	1	.9	1.1	96.7
	3.25	1	.9	1.1	97.8
	3.50	2	1.8	2.2	100.0
	Total	90	80.4	100.0	
Missing	System	22	19.6		
Total		112	100.0		

Research Question 9

Micro

RQ9 Wave 1: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	1	1.0	1.1	1.1
	1.60	1	1.0	1.1	2.2
	1.83	1	1.0	1.1	3.3
	2.00	4	4.1	4.3	7.6
	2.33	3	3.1	3.3	10.9
	2.50	2	2.1	2.2	13.0
	2.60	1	1.0	1.1	14.1
	2.67	3	3.1	3.3	17.4
	2.80	2	2.1	2.2	19.6
	2.83	2	2.1	2.2	21.7
	3.00	27	27.8	29.3	51.1
	3.17	14	14.4	15.2	66.3
	3.25	1	1.0	1.1	67.4
	3.33	1	1.0	1.1	68.5
	3.50	1	1.0	1.1	69.6
	3.67	3	3.1	3.3	72.8
	3.83	6	6.2	6.5	79.3
	4.00	19	19.6	20.7	100.0
	Total	92	94.8	100.0	
Missing	System	5	5.2		
Total		97	100.0		

RQ9 Wave 2: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.33	1	1.0	1.2	1.2
	1.40	1	1.0	1.2	2.4
	1.80	1	1.0	1.2	3.6
	2.17	2	2.1	2.4	6.0
	2.33	2	2.1	2.4	8.4
	2.50	5	5.2	6.0	14.5
	2.67	4	4.1	4.8	19.3
	2.83	10	10.3	12.0	31.3
	3.00	21	21.6	25.3	56.6
	3.17	7	7.2	8.4	65.1
	3.25	3	3.1	3.6	68.7
	3.33	4	4.1	4.8	73.5
	3.50	3	3.1	3.6	77.1
	3.60	1	1.0	1.2	78.3
	3.67	4	4.1	4.8	83.1
	3.83	6	6.2	7.2	90.4
	4.00	8	8.2	9.6	100.0
	Total	83	85.6	100.0	
Missing	System	14	14.4		
Total		97	100.0		

Meso

RQ9 Wave 1: Evidence-based practices

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.00	2	2.1	2.5	2.5
		1.60	2	2.1	2.5	5.0
		1.83	3	3.2	3.8	8.8
		2.00	8	8.4	10.0	18.8
		2.17	1	1.1	1.3	20.0
		2.20	1	1.1	1.3	21.3
		2.33	2	2.1	2.5	23.8
		2.50	5	5.3	6.3	30.0

		2.60	1	1.1	1.3	31.3
		2.67	3	3.2	3.8	35.0
		2.80	2	2.1	2.5	37.5
		2.83	9	9.5	11.3	48.8
		3.00	23	24.2	28.8	77.5
		3.17	8	8.4	10.0	87.5
		3.40	1	1.1	1.3	88.8
		3.83	4	4.2	5.0	93.8
		4.00	5	5.3	6.3	100.0
		Total	80	84.2	100.0	
	Missing	System	15	15.8		
	Total		95	100.0		
2 Courts	Valid	2.50	1	4.5	5.6	5.6
		2.67	1	4.5	5.6	11.1
		2.83	1	4.5	5.6	16.7
		3.00	7	31.8	38.9	55.6
		3.20	1	4.5	5.6	61.1
		3.67	1	4.5	5.6	66.7
		3.83	2	9.1	11.1	77.8
		4.00	4	18.2	22.2	100.0
		Total	18	81.8	100.0	
	Missing	System	4	18.2		
	Total		22	100.0		
3 Other Criminal Justice Agency	Valid	2.67	1	5.9	5.9	5.9
		3.00	7	41.2	41.2	47.1
		3.17	2	11.8	11.8	58.8
		3.67	1	5.9	5.9	64.7
		3.83	1	5.9	5.9	70.6
		4.00	5	29.4	29.4	100.0
		Total	17	100.0	100.0	
4 Non Criminal Justice	Valid	2.17	1	4.3	4.5	4.5
		2.33	1	4.3	4.5	9.1
		3.00	4	17.4	18.2	27.3
		3.17	3	13.0	13.6	40.9
		3.25	1	4.3	4.5	45.5

		3.50	1	4.3	4.5	50.0
		3.67	2	8.7	9.1	59.1
		3.83	2	8.7	9.1	68.2
		4.00	7	30.4	31.8	100.0
		Total	22	95.7	100.0	
	Missing	System	1	4.3		
	Total		23	100.0		
6 Probation/parole	Valid	3.00	2	22.2	22.2	22.2
		3.17	2	22.2	22.2	44.4
		3.33	1	11.1	11.1	55.6
		3.67	1	11.1	11.1	66.7
		3.83	1	11.1	11.1	77.8
		4.00	2	22.2	22.2	100.0
		Total	9	100.0	100.0	
8 Defense attorneys	Valid	3.00	2	11.1	11.8	11.8
		3.17	4	22.2	23.5	35.3
		3.50	1	5.6	5.9	41.2
		3.67	2	11.1	11.8	52.9
		3.83	4	22.2	23.5	76.5
		4.00	4	22.2	23.5	100.0
		Total	17	94.4	100.0	
	Missing	System	1	5.6		
	Total		18	100.0		

RQ9 Wave 2: Evidence-based practices

Sphere_1 Sphere_1: Sphere of Action in X County			Frequency	Percent	Valid Percent	Cumulative Percent
1 Jail	Valid	1.33	1	2.8	3.4	3.4
		1.40	1	2.8	3.4	6.9
		2.17	2	5.6	6.9	13.8
		2.33	2	5.6	6.9	20.7
		2.50	4	11.1	13.8	34.5
		2.67	3	8.3	10.3	44.8
		2.83	6	16.7	20.7	65.5
		3.00	4	11.1	13.8	79.3
		3.17	1	2.8	3.4	82.8

		3.25	1	2.8	3.4	86.2
		3.33	1	2.8	3.4	89.7
		3.50	1	2.8	3.4	93.1
		3.83	1	2.8	3.4	96.6
		4.00	1	2.8	3.4	100.0
		Total	29	80.6	100.0	
	Missing	System	7	19.4		
	Total		36	100.0		
2 Courts	Valid	1.80	1	6.7	8.3	8.3
		2.83	2	13.3	16.7	25.0
		3.00	5	33.3	41.7	66.7
		3.33	1	6.7	8.3	75.0
		3.67	2	13.3	16.7	91.7
		4.00	1	6.7	8.3	100.0
		Total	12	80.0	100.0	
	Missing	System	3	20.0		
	Total		15	100.0		
3 Other Criminal Justice Agency	Valid	2.83	1	6.7	7.7	7.7
		3.00	7	46.7	53.8	61.5
		3.17	2	13.3	15.4	76.9
		3.83	2	13.3	15.4	92.3
		4.00	1	6.7	7.7	100.0
		Total	13	86.7	100.0	
	Missing	System	2	13.3		
	Total		15	100.0		
4 Non Criminal Justice	Valid	2.67	1	4.8	5.3	5.3
		2.83	1	4.8	5.3	10.5
		3.00	3	14.3	15.8	26.3
		3.17	2	9.5	10.5	36.8
		3.25	2	9.5	10.5	47.4
		3.33	1	4.8	5.3	52.6
		3.50	1	4.8	5.3	57.9
		3.60	1	4.8	5.3	63.2
		3.83	1	4.8	5.3	68.4
		4.00	6	28.6	31.6	100.0

		Total	19	90.5	100.0	
	Missing	System	2	9.5		
	Total		21	100.0		
6 Probation/parole	Valid	3.00	2	22.2	22.2	22.2
		3.17	1	11.1	11.1	33.3
		3.33	2	22.2	22.2	55.6
		3.50	1	11.1	11.1	66.7
		3.67	1	11.1	11.1	77.8
		3.83	1	11.1	11.1	88.9
		4.00	1	11.1	11.1	100.0
		Total	9	100.0	100.0	
8 Defense attorneys	Valid	2.50	1	6.3	7.1	7.1
		2.83	1	6.3	7.1	14.3
		3.00	1	6.3	7.1	21.4
		3.17	1	6.3	7.1	28.6
		3.33	2	12.5	14.3	42.9
		3.67	1	6.3	7.1	50.0
		3.83	4	25.0	28.6	78.6
		4.00	3	18.8	21.4	100.0
		Total	14	87.5	100.0	
	Missing	System	2	12.5		
	Total		16	100.0		

Macro

RQ9 Wave 1: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	1.1	1.2	1.2
	1.60	2	1.1	1.2	2.5
	1.83	3	1.6	1.8	4.3
	2.00	8	4.3	4.9	9.2
	2.17	2	1.1	1.2	10.4
	2.20	1	.5	.6	11.0
	2.33	3	1.6	1.8	12.9
	2.50	6	3.3	3.7	16.6
	2.60	1	.5	.6	17.2

	2.67	5	2.7	3.1	20.2
	2.80	2	1.1	1.2	21.5
	2.83	10	5.4	6.1	27.6
	3.00	45	24.5	27.6	55.2
	3.17	19	10.3	11.7	66.9
	3.20	1	.5	.6	67.5
	3.25	1	.5	.6	68.1
	3.33	1	.5	.6	68.7
	3.40	1	.5	.6	69.3
	3.50	2	1.1	1.2	70.6
	3.67	7	3.8	4.3	74.8
	3.83	14	7.6	8.6	83.4
	4.00	27	14.7	16.6	100.0
	Total	163	88.6	100.0	
Missing	System	21	11.4		
Total		184	100.0		

RQ9 Wave 2: Evidence-based practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.33	1	.9	1.0	1.0
	1.40	1	.9	1.0	2.1
	1.80	1	.9	1.0	3.1
	2.17	2	1.8	2.1	5.2
	2.33	2	1.8	2.1	7.3
	2.50	5	4.5	5.2	12.5
	2.67	4	3.6	4.2	16.7
	2.83	11	9.8	11.5	28.1
	3.00	22	19.6	22.9	51.0
	3.17	7	6.3	7.3	58.3
	3.25	3	2.7	3.1	61.5
	3.33	7	6.3	7.3	68.8
	3.50	3	2.7	3.1	71.9
	3.60	1	.9	1.0	72.9
	3.67	4	3.6	4.2	77.1
	3.83	9	8.0	9.4	86.5
	4.00	13	11.6	13.5	100.0

	Total	96	85.7	100.0	
Missing	System	16	14.3		
Total		112	100.0		

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