The Virtual Court: Streaming Justice

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Abstract

The Sheriff of Nirvana County aspired to introduce video arraignment as a solution to address overcrowded holding jails prior to arraignments and to reduce expenses in his billion-dollar law enforcement budget. The Sheriff's disengaged leadership style has caused the other law enforcement agencies to rethink the partnership, despite his bold vision to shape public policy utilizing video technology. To get the project back on track, the agencies hired me as a consultant to develop a plan to help the team move forward. To accomplish this goal, I will use course theories to overcome the challenges of integrating a video arraignment process in the criminal justice system. The purpose of this paper is to demonstrate how I am applying analytical tools and theoretical frameworks from my doctoral program to help law enforcement agencies in Nirvana County adopt video arraignment as another option to the current method of busing inmates to courtrooms for arraignment. The process of selecting and applying analytical tools such as the SPELIT Matrix (Schmieder-Ramirez & Mallette, 2007) and Higgins' (2005) 8-S Change Model from coursework proved to be a good approach of using academic theories to solve a real-world problem. However, relying entirely on academic models to address complex organizational situations would be inadequate because change agents will still need to understand the weakness of each framework and be amenable to adopt strategies amidst changing environmental conditions.

Chapter 1 – Introduction

The convergence of expanded telecommunication networks, increased broadband capabilities, and faster software algorithms have resulted in video technologies that have altered the way people access information using various devices. For example, the evolution in video technology has allowed Netflix to offer streaming contents over the internet and empowered the world to consume entertainment at an affordable cost, an indulgence that was previously not available to the masses. Adopting this innovation, Netflix disrupted Blockbuster's core customers by offering a higher quality product at a lower price and a wider selection of content on-demand, eventually putting Blockbuster out of business (Davis & Higgins, 2013).

Today, businesses and citizens take for granted conveniences and products that didn't exist a decade ago. Video technology such as Skype and Zoom enables businesses to expand globally through virtual workplace arrangements. The possibilities to advance growth and productivity without regard for geographical boundaries were inconceivable decades ago. However, such innovations also raise citizens' expectations of their local government to provide greater public service and enhance transparency.

Most recently, cities on the east coast have hyped up the efficiencies of using video technology to save millions of dollars in transportation expenses by not having to move inmates from the jails to the courts for arraignments (McMillan, 2010). To contend with rising law enforcement costs, Sheriff Smith (Sheriff), chief of police of the largest county in the eastern part of the nation, envisioned moving into the twenty-first century by deploying video arraignment under his jurisdiction in an effort to ease overcrowded court holding cells, reduce costs, and mitigate security risks. Although this is a commendable goal, incorporating video technology in the arraignment process in his County of Nirvana would mean having to get the District

Attorney, Public Defender, and the Presiding Judge, all three elected officials, to agree to a new process. To launch such an ambitious undertaking, the Sherriff has employed the services of a consultant to help with the coordination, development, and implementation of a new video arraignment process for use in the courts.

Background

The national trend toward the use of video arraignment in the United States has been facilitated by a Supreme Court opinion that opened the door for magistrates to employ video arraignment in the courtroom for felonies and misdemeanors (Raburn-Remfry, 2012). For decades, court appearances through video communication have been recognized as a viable alternative and in some reported cases, an improvement over transporting inmates to court for their hearings (McMillan, 2010). Although the primary motivation in converting to a virtual court from the traditional model is the expectation of significant savings, video arraignment advocates cited other advantages such as relieving the overcrowding conditions in court holding areas and improving safety for civilians, law enforcement personnel, and inmates (Cotter, 1995).

With such promising possibilities, an in-depth study to evaluate the financial viability of video arraignments was conducted in the Pennsylvania courts in 2003. The analysis showed that $32 million had been saved since video conferencing was introduced, and the initial infrastructure investment was recovered in less than five months through savings from not having to transport inmates to the courts for arraignments (Shastri, 2004). Within the same study, a survey of police, district attorneys and court administrators found that the average time to arraign a detainee using videoconferencing was 1.8 hours compared to 6.3 hours for a face-to-face arraignment, an astounding 350 percent improvement. With such compelling statistics, other states have begun to develop plans to adopt video arraignment in their courts (Bridenback,

2016). The Sheriff, believing that video technology could be used to improve his strained

budget, has enlisted the help of other law enforcement agencies to incorporate a video

arraignment process to reduce expenses. While the Sheriff viewed video arraignment as an

opportunity to lower expenses, both the District Attorney and Public Defender were reluctant

about using video technology in courtrooms because they were unsure of the additional

investment that would be required and the cost-benefit implications. To alleviate the concerns of

his law enforcement partners, the Sheriff shared his transportation budget with the team and

identified saving opportunities from the daily logistics of moving inmates to the courts.

The Sheriff's Court Transportation Division (Bureau) in Nirvana County spends

approximately $200 million a year to manage a complex transportation program that requires the

need for special safety protocols before, during, and for returned bus trips. To execute the

program, the Bureau uses a fleet of 200 buses that must be specially outfitted with separate

seating and cage areas to maintain a secure and safe environment for both deputies and inmates

during transport. In addition, the buses require large and secure areas, including entryways with

truck bays to securely load and unload inmates. The logistical challenge to execute the

movement of inmates involves not just substantial capital expenses such as buses, but also high

staffing costs due to the high requirements of safety standards imposed by the State.

The daily busing logistics involve a complex three-step process that begins each evening

at 6 pm and ending the following morning at 5 am. First, the court produces a report at 6 pm

showing inmates that are scheduled for next-day hearings. This information is matched with a

bus loading report, which is used to remove inmates from their cells the next day. Second,

during the removal process, officers are required to gather, search, and segregate inmates into

different categories as part of the massive daily movement of transferring inmates to the court

holding cells where they await their court hearings. These safety measures require large spaces which are expensive to construct and maintain to meet safety and security standards. Third, once the safety protocols are verified, a final bus roster is then prepared listing each inmate with a court destination. The inmates are chained before boarding, and the deputies verify each inmate against that day's bus roster as they enter the bus. Although transporting inmates between jails and court holding areas is where the likelihood of violence is highest, the number of outbursts that involved inmates inside a courtroom and court holding cells has steadily increased.

Setting

In 2018, two unrelated events pressured the District Attorney, Public Defender, and the Presiding Judge to develop a video arraignment program for use in Nirvana County courtrooms. First, an incident occurred when an inmate witness was violently attacked by other inmates during a routine transport to the court. That same day, the District Attorney issued a special statement calling for reforms in the transportation process, alluding to the potential problem of co-mingling inmate witnesses with other prisoners during transport and at transfer points, which leaves vulnerable inmates exposed to violent encounters. The Sheriff countered the criticism by recommending the adoption of videoconference for court appearances for vulnerable inmates, such as inmate witnesses. Shortly after, a local newspaper noted that courtroom outbursts and brawls requiring restraint by force have trended higher over the last three years.

The second incident occurred when a state Judge ruled in favor of a lawsuit filed by a civil rights group against Nirvana County for overcrowding conditions in the courts' holding cells. The court order required that Nirvana County must develop a plan to ease the overcapacity situation in the court's retention facilities. Together, these events led to the indisputable consideration for the use of video technology as a viable means to address the budget challenges,

safety issues, and overcrowded holding facilities in court buildings. The public took notice, and the criminal justice agencies took action.

In a press conference six months later, the Sheriff, District Attorney, Public Defender, and Presiding Judge publicly voiced their unequivocal support to introduce a pilot program to test the feasibility of adopting videoconferencing as an added option to the conventional system of transporting inmates from the jails to their designated courts for arraignment. The Sheriff was to function as the project manager for the pilot program with designated senior managers from each jurisdiction serving as members of a newly created Project Oversight and Evaluation Committee (Committee). The pilot program was to be conducted over the course of a year, and the results would be used to determine whether the video arraignment could be added as a permanent option in Nirvana County's courts. Amidst the fanfare, the Sheriff, in his 2019 strategic plan, laid out the adoption of video technology with a focus on reducing transportation expenses as a platform for change.

Shortly after an auspicious beginning of the partnership, a myriad of problems started to threaten the collaborative efforts of all parties and frustrations began to grow. Despite the District Attorney's repeated request for a cost-benefit analysis to deploy video arraignment in the courtrooms, limited data from the Sheriff was made available to the Committee members, and when pressed, the Sheriff offered only rhetoric statements. Frustrated with not getting the needed information to make a policy change, the District Attorney stated that she is not willing to proceed unless more tangible information is made available. Immediately, the Public Defender openly expressed a preference for face-to-face consultations with defendants over video conferences because the process appears to impede a defendant's legal right to sufficient

representation. The Presiding Judge, who is the most fervent support of video arraignment, was also unhappy with the slow progress.

To make matters worse, the Sheriff's case management system is unable to communicate with the justice partners' systems. Thus, efforts to reduce the time for quicker transfer of information from one agency to another were not realized. Although the circumstances appeared catastrophic, all parties were hopeful that an amicable solution could be developed to restore the pilot program. The Committee agreed that an independent consultant should be brought in to investigate whether video arraignment would be a feasible option in Nirvana County, and develop a plan to get the pilot program back on track.

Purpose

The intent of this paper is to select and integrate theories and models from my doctoral program to solve a complex, real-world problem. To address this issue, I will be applying coursework principles and frameworks to analyze the criminal justice environment, examine the video arraignment process, reflect on my leadership fit for the job, select and implement an appropriate change strategy, develop measurable goals, and finally, present a method for evaluating the results against the measurable goals. Chapter 1 began with a Background description of the advances in video technology and the successes of cities that have integrated videoconferencing to derive savings in transporting inmates to the courts. This is followed by a narrative of the conditions and impetus that led to the Sherriff's motivation for using virtual arraignment in Nirvana County. In the next section, my role as a hired consultant to assist the Sheriff will be discussed.

My Role

I was hired by the Committee as a consultant on a one-year contract to analyze the

viability of integrating a video arraignment process and develop a plan for implementation. I

was selected by the Committee primary because of my successful track record of working with

law enforcement agencies and the trusting relationships that I have developed over the years with

each stakeholder group. The scope of work will involve helping the Committee identify barriers,

develop solutions to overcome obstacles, and create a plan for implementation.

Chapter 2 – Situational Analysis

I will be using the SPELIT Power Matrix (Schmieder-Ramirez and Mallette, 2007) to

examine the organizational barriers that are impeding the change process, followed by using the

Design for Six Sigma (DFSS) framework (Chowdhury, 2003) to assess the internal process

requirements for adopting video arraignment. I have chosen to use a two-step process because

changes in organizations are influenced by environmental drivers, internal processes, and

cultural behaviors (Scandura, 2018).

Organizational Analysis: SPELIT Power Matrix

The SPELIT model uses the social, political, environmental, legal, intercultural, and

technical components in an organization as its analytical lens (Schmieder-Ramirez & Mallette,

2007). While other models offered similar elements for analysis, I selected this model because it

uses Lewin's force-field analysis as the underlying principle for identifying forces that are

opposing change. Lewin (1939) hypothesizes that transformation will only occur if the driving

forces of changes are greater than the restraining forces, therefore shifting the equilibrium in a

static organization toward the positive. It is a utilitarian method for identifying and

understanding the constraints so a strategy can be developed to overcome such inhibiting forces. In the next section, I will apply Lewin's force-field approach to the six elements of SPELIT.

Social

The three elements for social analysis in the SPELIT model entailed an appraisal of an individual's level of self-awareness and its effects on others, the quality of relationships between staff, and the organization's orientation toward service (Schmieder-Ramirez & Mallette, 2007).

Awareness. The law enforcement team members are assertive and logical by professional training. In my meetings with this group, I observed a high degree of respect among team members. Each person understood his or her role, and it was apparent the members made decisions that were aligned with their organization's values. They were aware that the criminal justice system required that they worked cooperatively to protect both the victims and accused perpetrators. Because of the mutual understanding of the need to work together, they were cognizant of their own behaviors and the effect that their actions had on each other. The conversations were very respectful and honest, and all viewpoints were heard and discussed.

While the Committee members were cordial and respectful toward each other, the Committee members representing the District Attorney and the Public Defender grew impatient with the Sheriff's team, firmly requesting tangible data to justify the financial incentives to adopt video arraignment. It appeared that despite repeated appeals from team members, the Sheriff department still has not produced the data requested by Committee members. Even though the tone and interaction between members were tensed, their behaviors remained respectful and affable. The inability of the Sheriff to present credible data is an impeding force that affected the trust among Committee members.

Relationships. Trust is the foundation for all relationships and is best demonstrated through character and competent actions (Carucci, 2018). The Committee demonstrated a high level of respect and honestly toward each other. They listened to all viewpoints, and it was obvious that their history of working together have built positive dividends in their relationships.

Because of the tightly regulated legal setting and the compliant nature of the criminal justice system, the Committee operates in a high-trust environment in which they share information willingly and openly. From a macro perspective, while they are all focus on the systems, structures, and policies they have to function in, on a micro level, they are zealous in pursuing their missions despite the fact that the District Attorney and Public Attorney are on opposite ends during a trial. However, if the Sheriff does not fulfill his commitment to producing the tangible data requested for analysis, the strong trust will continue to diminish.

Service Orientation. This element of the social environment is related to an organization's altruistic purpose (Schmieder-Ramirez & Mallette, 2007). Arguably, a manager's most important responsibility is to coordinate resources that maximize results through a unified purpose (Kaplan. 2002). At the onset, the project's purpose was driven by the Sheriff's motivation to reduce costs that are inherent in the inmate transportation process using video technology. While this goal was the main impetus for the Sheriff, the District Attorney and Public Defender were more driven by the potential of video arraignment as a process to better serve their clients without infringing on the defendants' Constitutional rights, and the economic savings was just an auxiliary objective. They were willing partners as long as a financial breakeven scenario can be achieved with the potential savings. When the team is operating on divergent paths, it produces opposition to progress.

Political

   The utilization of power and influence to achieve organizational results is the underlying political principle in the SPELIT model (Schmieder-Ramirez & Mallette, 2007). Power plays a significant role in business, from managing how decisions are made to how employees communicate with one another. Five types of power that individuals can use to influence desired outcomes in organizations were described in the SPELIT framework as: expert power based on one's knowledge and skills; coercive power built on having the authority to punish another; reward power grounded on being able to offer things that are of value to someone; legitimate power rooted on having the ability to get a response due to relationship roles; and referent power based on inspiring emulation from others (Schmieder-Ramirez & Mallette, 2007). I will be using this framework to analyze the structural relationships and power conflicts within the Committee.

   Organizational Charts. The Committee members possessed all five of the powers that Schmieder-Ramirez & Mallette (2007) described within their own vertical organizations. Each agency's organizational structure is autocratic, and the decision-making process is top-down. This dictatorial form of hierarchy is expected considering that law enforcement agencies operate in a tightly regulated environment mandated by legal procedures. Although the command-and-control management style is the norm, the criminal justice process requires that each agency work cooperatively and horizontally across a system of law. The proposal to add video arraignment as an option substantially deviates from the traditional method of transporting inmates to the courts, and requires buy-in from all partner agencies. Even though the Public Defender has the smallest organization and budget size, they carried the same power and influence of their bigger counterparts. Because of this level playing field, no one agency was able to exert any influence over another, causing progress to stall.

Relationships. Effective relationships are based on trust and respect (Carucci, 2018).

The Sheriff is frustrated that both the District Attorney and Public Defender are not willing to

move forward at a quicker pace to reduce overcrowded court holding cells and lower

transportation costs. Appalled at the suggestion that they are not willing team players, the

District Attorney and Public Defender rebuked the Sheriff's implication and expounded on the

Sheriff's slow pace of presenting the data needed for a cost-benefit analysis to justify the new

program. Despite their divergent perspectives and ongoing disputes, all parties are willing to

continue meeting and working through their differences from years of relationships developed as

either proponents or adversaries. The attitude engendered by the Sheriff to remain status quo is

thwarting efforts by the Committee to move forward. .

Economical

The economic environment of SPELIT is grounded in the principle that organizations

allocate scarce resources through production and consumption transactions through a supplier-

customer relationship (Schmieder-Ramirez & Mallette, 2007). In the study of economics,

scarcity theorizes that companies make rational decisions to fulfill their needs and wants under

conditions of limited resources (Mell & Walker, 2014). In political reality, the scarcity theory

doesn't fully apply because of varying political interests vying for limited resources. Therefore,

in addition to the production and consumption factors, I will add an investment component to

bring more clarity to how the government allocates resources.

Production. Production is the process of turning resources into goods or services for

consumption (Mell & Walker, 2014). The responsibility of transporting inmates from the jails to

the courts falls under the responsibility of the Sherriff. For the last three years, the Sheriff spent

an average of $200 million a year in transportation expenses through its fleet of 200 buses. The

operation is funded with Saddleback State resources and tax revenues from Nirvana County's general fund account. However, the process of budgeting for transportation expenses is not an exact science. With crime trends going up year after year while State funding is diminishing, the Sheriff is operating under a lean budget. Other justice agencies are also functioning in tight budgets with limited funds to hire new staff or invest in technology. With video technology, the Sheriff saw an opportunity to reduce his transportation expenses through a virtual arraignment process. However, the change in process will also reflect a change in the cost structure of the existing process. Without at the minimum, a breakeven financial scenario for the other agencies, the pilot program is in danger of being dropped.

Consumption. Consumption is the use of goods or services by customers (Mell & Walker, 2014). Consumers in this scenario are the District Attorney and Public Defender because the District Attorney is spending resources prosecuting the defendants in court, while the Public Defender is defending indigent defenders who do not have the means to hire a private attorney for the defense. On the surface, it would appear beneficial for both the District Attorney and Public Defender to support video arraignment since a reduction in prisoners transported equates to fewer lawyers needed in the courtrooms. However, because in the government sector, fewer cases only mean that lawyers are now free to work on other administrative tasks, there are no real cost savings to them in the overall budget. Any financial gain is only measured in the concept of cost avoidance. This perception of inequitable sharing from huge potential transportation savings using video arraignment is causing the Committee partners to hesitate moving forward with the partnership. It is important to point out that the interrelationships between financial performance, overcrowded jails, and safety risks are all dependent on the number of prisoners who will choose video arraignment as an option. The more inmates opt for

video arraignment as an alternative, the potential for cost savings will increase, use of force incidents will decrease, and overcapacity of court jails will diminish.

Investment. To get started on designing a video arraignment system, investment is required in two areas: first, a one-time infrastructure investment; and second, ongoing annual maintenance expenses. Neither the District Attorney nor the Public Defender is willing to spend any resources upfront to get the pilot project going. Since the primary motivating factor in setting up a videoconferencing court for inmate appearances is the expectation of significant savings, both agencies believe that the Sheriff must pay for all the expenses needed to get the project moving. The conflict is exacerbated by the Sheriff's inability to present the data needed to determine the cost effectiveness of video arraignment other than the fact that other counties have reaped savings of millions of dollars using video technology in its arraignment courts.

Legal

The focus of the legal environmental analysis converges on the law and ethics that regulate behaviors in an organization (Schmieder-Ramirez & Mallette, 2007). Ethical behaviors are crucial to building trust, and no other profession demands a higher code of ethics than law enforcement agencies. The strict adherence to ethics and law practices serve as the foundation for an effective criminal enforcement system.

Law. The Committee members operate in a highly regulated environment dictated by Federal, State, and County laws. The deputy sheriffs, prosecuting attorneys, and public defenders are experts of the legal procedures in the criminal justice system and use professional judgment when determining whether there is sufficient evidence to arrest or charge an individual accused of a crime. Each step in the criminal justice process is dictated by law and followed

rigorously by law enforcement professionals since one deviation from the legislative process will mean that a criminal will be set free due to an administrative error.

Morality and Ethics. While morality and ethics are at times used interchangeably, morality refers to knowing the values of right and wrong, whereas ethics alludes to the generally accepted behaviors of society (Scandura, 2018). Since law enforcement agencies work for the benefit of society, they have to make sure that their values do not violate moral principles. Furthermore, they have to be certain that their behaviors are in conformance to the standards of society. Employees in each of these agencies go through an exhaustive background check and are sworn in under an oath of office affirmation, which is considered legally binding. Each agency in the criminal justice system has a code of ethics which are essentially outward expressions of how each agency will operate and serve the public.

Intercultural

The intercultural environment analysis of SPELIT appraises an organization's degree of diversity in the areas of accepting cultural differences and embracing ideas (Schmieder-Ramirez & Mallette, 2007). Within the criminal justice system, all the agencies have in their code of ethics a pledge to embrace diversity. The Sheriff, District Attorney, and Public Defender all have publicly stated goals to hire more women and people of color to their respective organizations, and a report from all departments showed a trend that supports this goal. Within the Committee, senior leadership is represented by a very diverse mix of gender and culture.

In addition to the diverse cultural representation of the Committee, its members accept divergent ideas because they have years of relationships working together and are zealous about upholding the law. Team members are not timid about speaking their mind and sharing their ideas openly. Even when they disagreed on a topic, they do it in a professional and respectful

way. No one talks over another, and ideas are thoroughly discussed, and different viewpoints are expressed without judgment.

Technological

The technological assessment of SPELIT focuses on leveraging technology to improve organizational efficiency and considering users' knowledge needs to operate new systems (Schmieder-Ramirez & Mallette, 2007). For a virtual arraignment process to work, it is imperative that a new system is created to ensure that all the agencies can interface and have access to the same files and information. The law mandates that after an arrest, a defendant must be arraigned to hear the charges against him or her within 48 hours from the time of arrest or the individual is released. Under the current process, deputy sheriffs make entries into an archaic enterprise system that stores basic information on arrestees that other law enforcement networks do not have the capability to interface with. All the evidence pertaining to an arrestee is kept in a folder and hand-delivered to the District Attorney's office for determining whether to file charges or not. At first glance, it appears that video arraignment would be the perfect solution to replace the labor-intensive and archaic paper distribution system. However, a review of the logistics of creating a digital process revealed three challenges.

First, a new system to replace the time-consuming process requiring large staff expenses will need to be developed on a universal platform so that all the agencies can access the same information on a real-time basis. Second, for a video court to work, separate rooms will also have to be built in the jails for the deputy Public Defenders to consult with the defendants who choose the video option. Finally, to stay within the 48-hour legal requirements, detainees who opted for video arraignment will need to inform the deputy public defender within the first 12 hours of the arrest, before the bus loading schedule for the next day is completed. This is a more

compressed timeframe than the traditional process in which prisoners are bused to the courts to hear the charges no later than 5 pm of the day before the 48-hour timeframe. Under the traditional process, this would also be the first time a deputy public defender would meet and confer with the defendant in person to enter a plea before a judge. In this scenario, the actual court arraignment may only take minutes, but it takes the better part of a day to pick up and transport an inmate to and from the court.

The capability of video arraignment over the traditional method of transporting inmates to the courts has the potential for immense savings and efficiencies. The three challenges revealed under the technological analysis can be overcome by a concerted effort. However, the proposed solutions involved expenses that the District Attorney and Public Defender are not willing to spend unless it is being paid for with perceived transportation savings. The Sheriff's failure to produce data for financial analysis continues to impede the progress of the pilot program.

Process Analysis: Design for Six Sigma Method (DFSS)

The second step of the Situational Analysis is to examine the challenges of integrating a new video arraignment process in the criminal justice system. Due to the complexity of the criminal justice protocols involving legal mandates, cross-functional collaboration, and procedural issues, the use of total quality management principles derived from either Kaizen, Lean Management, or Six Sigma was considered for improving the process at the operational level. While the idea behind Six Sigma is to trace all problems to their root causes and make systemic improvements in operations (Eckes, 2005), I chose DFSS as my framework for analysis because of its emphasis on identifying and understanding Committee stakeholders' needs in the planning phase of the design process (Chowdhury, 2003). To address the new process requirements

uncovered in the technological section, I will follow the five-step DFSS model of process evaluation: identify the needs of the stakeholders, defining the scope and generate ideas, developing the viable ideas further, optimizing the design functionality with financial considerations, and verifying that the design works properly (Chowdhury, 2003). There is also the need to consider protocols to deal with the lawful timing and information exchanges similar to that of the current, on-the-ground process, but now in a virtual dimension without compromising legal timeframes.

Identify. Step one begins by listening to the needs of the project partners and gain agreement on the process (Chowdhury, 2003). As the facilitator, my goal is to clarify the scope of the project, get buy-in from the partners, and also removed the organizational frictions that had disrupted the initial start. It is worth stressing that while the current conventional transportation process is labor-intensive, the new digital arraignment procedures are not a replacement for the traditional process but rather an option for the defendant. Thus, in this step, the goal is to concentrate on ensuring that all stakeholders understand this point.

Define. Step two involves generating as many ideas as possible without a judgmental attitude toward any single idea (Chowdhury, 2003). Taking an opportunity and develop it to maturity requires active participation. During this step, brainstorm sessions will be held individually with the members representing the District Attorney, Public Defender, and the Presiding Judge. The goal is to identify and fulfill as many of the customers' needs as efficiently as possible. For the District Attorney, the emphasis will be on creating the logistics necessary to have ample time to investigate the evidence, gather information, and file charges within the 48-hour time frame mandated by law. With the Public Defender, the focus will be on providing safe and private facilities at the jail to advise their clients of the arraignment option and receiving information for review from the District Attorney in an efficient and timely manner. It is

important to stress that under the traditional system of transportation, the Public Defender gets involved at the backend of the 48-hour timeframe, while under the video arraignment system, the deputy public defenders will now be involved in the front end of the procedure. Finally, for the Sheriff, the bus loading schedule has to be received as soon as available so they can plan for transportation logistics for the next day.

      Develop. Step three is to narrow ideas that have merit down to a manageable three to four and have an in-depth discussion to solve the problem (Chowdhury, 2003). Once the needs have been identified and project scope defined by stakeholders, the emphasis is to advance concepts that are deemed viable for further development. A process flow chart will be developed to map out all the steps from beginning to end to ensure the legal mandates are met without any legislative violations.

      Optimize. Step four is to make sure the design works properly and then strike a balance among cost, performance, and quality (Chowdhury, 2003). Taking the flow chart created in step three, the objective now is to test the functionality of the design and consider the economic viability of the process. While it is tempting for the District Attorney and Public Defender to try to build an infrastructure of the best quality to optimize performance without regard to costs, it is also important to ensure that any investments do not exceed the point where additional quality measures are unproductive in terms of return.

      Verify. Step five is to make sure the design works properly and ready for implementation (Chowdhury, 2003). In this last step, I will propose a pilot program to confirm that the optimized design in step four works. Once the design is verified, I will sanction the new procedures and institutionalized the process in writing for training and operational purposes.

With the official documents in writing, it will be easier to adjust and adapt processes in the future using the verified documents as the roadmap.

Chapter 3 - Problem Statement

The hands-off leadership style of the Sheriff failed to attune to the needs of the stakeholders, resulting in poor execution of strategies, delayed of project progress, and threatening to derail the pilot video arraignment program. Within a vertical organizational structure, top-down delegation is the main management tool for getting things done. However, in a matrix organization, leaders must take on a new integrative role that exhibits commitments throughout a change process (Hesselbein, Goldsmith, and Beckhard, 1996). Even though the Sheriff created a compelling vision, he divorced himself completely from the implementation process. The troubling start can be traced back to the lack of response to the repeated appeals from the Committee partners to conduct an economic evaluation of the video arraignment using tangible data. The patronizing rhetoric and limited action from the Sheriff caused the District Attorney and the Public Defender to reconsider their partnership to incorporate video arraignment as an added option in the criminal justice procedures, thus causing both parties to retrench from the pilot program. Even though the Sheriff created a compelling vision, his lack of engagement did not mobilize action.

A leader must be at the forefront formulating and executing strategies to ensure that systems and process all work in synchronicity in meeting stakeholders' needs (Hesselbein, Goldsmith, & Beckhard, 1996). With the Sheriff content to sit on the sidelines and no emergent leader to take control of the situation, the team was left to flounder and bicker. Consequently, without discernable leadership, this state of flux resulted in performance uncertainty and dispute (Scandura, 2018). Without a credible leader to mediate the conflicts and get the project back on

track, the Committee began to waver in their support to reassess the merit of their collaborative

efforts to move forward in this partnership. Scandura (2018) asserts that in the absence of goal

conformity, individuals will begin to wield dominance driven by a need for direction, clarity, and

control. The void in leadership, exhibited by the Sherriff's disengagement to provide data for

analysis, illustrated the root cause of the discords, and these opposing conflicts further resulted in

relational conflicts and disparate performance expectations.

Hoping to salvage the cooperative efforts to forge ahead with the pilot program, a new

covenant was signed by Committee members representing each law enforcement agency. In the

new contract, the needs and performance expectations of each agency were delineated in the

revised interdepartmental agreement. Under this arrangement, the Committee agreed to move

forward to test the viability to adopt a video arraignment system for use in the criminal justice

procedures as long as there is a breakeven economic scenario for each of the partners and the

condition that a defendant's rights will not be compromised in each step of the process. This was

an important milestone because, for the first time in the process, a collective common

understanding of shared values and the zeal in which the partners championed those values were

understood by the Sheriff, thus resulting in a more effective Committee culture needed to address

the problems (Scandura, 2018). With the root causes identified, I will be doing a self-appraisal

of my strengths and weaknesses to determine my leadership fit for the assignment.

Chapter 4 – Self-Appraisal and Organizational Fit

Self-awareness has been cited by many researchers (Goleman, 2004; George, Sims,

McLean & Mayer, 2007; and Scandura, 2018) as one of the most important skills for leaders to

develop. Effective leadership requires a keen understanding of oneself in relation to his or her

operational environment (Schmieder-Ramirez & Mallette, 2007). This adeptness to discern

one's own moods as well the feelings of others, and the ability to apply this recognition to manage behaviors in relationships, are high predictors for leadership success (Goleman, 2004). Self-awareness, a foundational element of Emotional Intelligence (EI) can be learned and developed (Scandura, 2018). The best outcome of self-awareness is to identify what makes an individual effective, be more of it, and adjust behaviors and tendencies which limit effectiveness (V. Caesar, personal communication, August 11, 2017). Accordingly, to improve upon my self-awareness I will use the Myers Briggs Type Indicator (Hirsh and Kummerow, 1998), and DiSC Behavioral Assessment Profile (TTI Success Insights, 2010) to assess my natural personality type and leadership style, and use the results to help me identify the traits that would be most optimal in the context of the criminal justice environment, and conversely, be cognizant of the blind spots that would diminish my effectiveness.

Myers-Briggs Type Indicator (MBTI). The MBTI assessment is a useful instrument to help people understanding themselves and make the most of their talents to more effectively interact with others. At the heart of the method is the classification of four preferences of opposite groupings into 16 personality types (Nahavandi, Denhardt, Denhardt, & Aristigueta, 2015). The four contradictory pairs are: Energized by people-Extraversion (E), or information-Introversion (I); Processed information through facts-Sensing (S), or through possibilities-Intuition (I); Deciding on the basis of logic-Thinking (T), or values (F); and Lifestyle that is well-structured-Judgment (J), or flexible-Perception (P) (Hirsh and Kummerow, 1998).

An MBTI assessment that I completed during the orientation of my doctoral program classified me as an ESTJ personality type, suggesting that I derive energy from being around people (E), prefer dealing with facts over unknowns (S), make decisions based on logic as opposed to beliefs (T), and favor a more structured-lifestyle over an unplanned agenda (J) (Hirsh

and Kummerow, 1998). Furthermore, ESTJ leaders are described as someone who takes charge quickly and gets to the core of the situation directly (Hirsh and Kummerow, 1998). However, considering that law enforcement officers are all assertive individuals, it will be best to consider all sides before deciding to take action. As far as work style preferences, ESTJ leaders are most effective in roles where they are asked to organize work process, mobilizing people to achieve project goals, and monitor results toward set milestones (Hirsh and Kummerow, 1998). Within the criminal justice environment, members work in a highly regulated and compliant environment and seek clarity of roles and procedures over possibilities. This fits in with an ESTJ leader's partiality of using power and position to get things done, and style preference of using facts and logic to make decisions that affect the team.

Success is optimized when a leader can best leverage his or her leadership strengths to fit the context of the operating environment (Northhouse, 2016). With a clear understanding that I will be stepping into a contentious environment with many conflicting points of view and underlying interpersonal conflicts, I will adopt an integrative mindset (Scandura, 2018) to seek diverse viewpoints and pursue compromising solutions that are amicable to all members. An integrative leader with a cross-systems view of an organization will stand a better change of building effective interdepartmental teams (Kouzes and Posner, 2012).

DiSC Behavioral Assessment Profile (DiSC). The DiSC instrument is a tool that uses two principles of opposing preferences to assess four personality behaviors. The first principle notes that while some people are outgoing, others are more reserved; the second tenet observes that some people are more people-oriented while others are task-oriented (TTI Success Insights, 2010). Using these two opposing pairs, DiSC expresses four major personality traits using Dominant (D), Inspiring (I), Supportive (S), and Cautious (C) to represent behavioral tendencies

(TTI Success Insights, 2010). The Dominant individual is outgoing and focused on getting things done quickly; the Inspiring person is people-oriented and energized by those he or she interacts with; the Supportive one is someone who fosters relationships by supporting others; and the Cautious person is a task-oriented person who emphasizes accuracy and consistent information (TTI Success Insights, 2010).

My DisC profile indicates that I am enthusiastic, persuasive, optimistic and outgoing (TTI Success Insights, 2017). In addition, my results noted that I excel at negotiating conflicts between people and has the ability to solve problems in a complex environment. These skills will serve me well as I begin working with the Committee to develop the protocols of a new arraignment process using the latest advancement in video technology and communication networks. However, similar to the MBTI assessment outcome, my natural problem-solving style is to attack problems immediately without seeking first to understand the various viewpoints of the people involved (TTI Success Insights, 2010). Understanding this weakness will help me develop my EI further, allowing me to adapt myself to work more effectively with others (Goleman, 2004).

The final point I want to make is that while each leadership styles has its own advantages and liabilities, the foundation of any successful working relationships is dependent on the level of trust among team members (Scandura, 2018). I will strive to build relational trust using the characteristics of the authentic leadership framework by being open to diverse viewpoints, and aligning my actions to my words (George, Sims, McLean & Mayer, 2007; Scandura, 2018). Next, I will choose a change implementation model from my doctoral coursework to guide me in meeting this leadership challenge.

Chapter 5 – Leading Change: Higgin's 8-S Model

The Sheriff's aspiration to move into the twenty-first century using video technology was a worthwhile one, but his inability to lead a cross-functional team to move his aspiration to action revealed a weakness in strategy execution. In the analysis section, it was discovered the change was impeded the three restraining forces. First, the need to build a data-driven culture since one of the expectations of the pilot program involved an economic analysis to justify the new cost structure for resource allocation. Second, while video technology is the impetus for moving toward a more efficient process, the pressure to conform to legal mandates and meet the needs of all stakeholders made the new protocols more intricate. Third, since the Committee operates in a cross-functional environment, the vertical power that resides in traditional hierarchies must be replaced by a shared-power culture that emphasizes integrative solutions. All these challenges are further exacerbated by the inherent frictions that exist in a large and bureaucratic government such as Nirvana County. Considering the leadership challenges ahead, I needed a change model that will help guide me in overcoming the process and cross-functional obstacles described.

I selected Higgins's 8-S Model of Change (Higgins, 2005) for its approach to leading and executing strategy in a complex, cross-departmental environment. While the 8-S Model of Change is perhaps best known for its representation of a modified version of McKinsey 7-S Model (Peters and Waterman, 2012), the differences go beyond just the symbolic replacement of Skills with reSources (Resources), and the addition of the Strategic Performance factor (Higgins, 2005). While both models places high importance on aligning disparate activities with strategy, McKinsey's 7-S Model (Peters and Waterman, 2012) concentrates more on the analytical and soft skills that are required in complex change situations, and the 8-s Model (Higgins, 2005) emphasizes building cross-functional competencies needed to breakdown the silos that impede

progress in organizations. According to Higgins (2005), there are eight factors in the change process that should be considered. They are the Strategy, Structure, Systems, Style, Staff, reSource (Resource), Shared Values, and Strategic Performance elements which I will describe in the following section.

Strategy Factor. According to Higgins (2005), changes in strategy require a realignment of structures, systems, resources, staffing, style of leadership, shared cultural values, and strategic metrics. In examining the strategy of the Committee, it was revealed in the SPELIT analysis that while the District Attorney, Public Defender, and Presiding Judge all shared the Sheriff's vision of reducing transportation expenses with video technology, the lack of strategic execution to produce data for analysis nearly unsettled the entire project. While there is continued cooperation from the Committee, a strategy for executing the vision must be developed to get the pilot project back on track.

I will start by leading the Committee through a team exercise to reaffirm the purpose of the pilot project to test the viability of integrating the option of a new video arraignment program. Since there is already consensus on the vision of the project, the goal in this step is to bring a sense of practicality to the vision, so that the lofty aspiration seems attainable. To create a path for executing the vision, I will form three cross-functional teams to address the gaps in financial analysis, technological system development, and process redesign identified in the Analysis section. I will also enlist the help of an Information Technology (IT) specialist and financial analyst from the Chief Executive Officer (CEO) to assist with systems development and economic analysis. The Committee will convene once every two weeks with the sub-Committee groups reporting back with status updates. The new role of the Committee leadership team will be to ask clarifying questions and support the task forces by helping them remove

barriers through political influences or securing resources. This way of breaking down the large restraining forces into smaller pieces by assigning one large problem to each unit to solve will help to keep the Committee on task and moving forward appropriately.

Structural Factor. Higgins (2005) shares the view that structure reflects the way a group is organized based on authority, coordination, and communication. While all the individual law enforcement agencies are organized in an autocratic, top-down, hierarchical structure, the Committee is made up of senior leaders representing the Sheriff, District Attorney, Public Defender, and Presiding Judge, in a matrix organization with equal authority and decision-making power. Although the Sheriff was anointed project manager of the Committee, his reluctance to get involved deeply in the process left the Committee without a real leader.

To fill the leadership vacuum, I will create an organizational chart based more on a project management model underlined by shared-leadership and power across the agency partners. I will be the leader at the top of the matrix organizational chart, the senior Committee leaders as the executive team in the second layer, and the three cross-functional groups at the supporting level reporting to the leadership team. This framework will help promote structural harmony and build an interdisciplinary approach to sharing ideas.

Systems and Process Factor. Higgins (2005) describes the third factor as the coordination of systems and processes that make it possible for an organization to implement daily activities. As found in the DFSS Analysis section, it was found that the move to add video arraignment is a complex process that requires a great deal of cooperation and interdependency among team members. This emphasis on building a more collaborative approach for interacting among functional teams deviates from the traditional vertically-focused function. Each step in the criminal justice system has to comply with statutory impositions and requires specialized

expertise to carry out. The philosophy of treating another unit as an internal customer to promote interdepartmental collaboration and relationships is a fundamental principle of DFSS (Chowdhury, 2003).

I will work with the three micro-teams to develop the systems and processes to support the pilot project. The first group will cover two mandates involving data management. The first outcome is to quickly develop a software program to access inmate data from the Sheriff's database for analysis and calculation. The second output is to build the specifications of a new centralized database system so that all the member agencies can access and report data on a real-time basis. This new database system will have all the features of a modern case management system and will reside under the Sheriff's department since the criminal justice protocols begin with an arrest by a deputy Sheriff. The second team will be charged with creating the protocols for facilitating the video arraignment process including the needs of all the stakeholders without violating legal mandates such as filing charges within the 48-hour timeframe after initial arrest of an arrestee. Finally, once the first team can access data from the Sheriff's database, the third team will be responsible for performing the economic analysis of the potential transportation savings by going to a digital process. This team is also accountable for developing the financial requirements for developing a centralized database system that is accessible by all the enforcement agencies.

Style. The Style factor assesses a leader's relationship with subordinates and behaviors exhibited toward them (Higgins, 2005). By the nature of the profession, criminal justice agencies operate in organizations dominated by rank, and authoritarian-type of communications. In this type of organization, relationships between manager and subordinates are purely transactional, employing formal authority to obtain results using a reward-penalty system.

(Northhouse, 2015). While the Sheriff created a noteworthy vision of a virtual court system using video technology, his autocratic style of leadership which worked in a vertical hierarchy did not transcend in a horizontal structure where cross-departmental cooperation is required.

To move from a transactional style of leadership to a consensus-oriented style requires a structure that encourages cooperation and systems that promotes collaboration. I have removed in the Structure section the traditional organization that is vertically-focused and replaced it with a matrix organization that emphasizes teamwork and relationships. The new organization also formally placed all the Committee leaders representing each agency as the executive members on the same level under me, therefore alleviating the carry-over tensions and empowering them to work together toward solving the problem.

Staff. This factor describes the human assets in an organization that can support and execute the strategy (Higgins, 2005). The mixture of staff in the criminal process consists of rank and file staff in the Sheriff Department, and lawyers in the offices of the District Attorney, Public Defender, and Presiding Judge. While they are experts in applying legislative knowledge to carry out the steps to enforce, defend, or administer the law to compel justice, they are not deft at designing technology-based systems and conducting business analysis. To overcome this skill gap, I have added in the Strategy section an IT expert and financial specialist to provide the expertise needed to mediate the conflicts that were arising from the pilot project.

reSources (Resource). This measures the availability of resources an organization has to adequately carry out its strategy (Higgins, 2005). In reviewing the best change model to fit the context of the situation, the inclusion of resources was one of the major reasons why I selected this framework. The other compelling reason was the model's focus on strategy execution in a cross-functional environment. Nirvana County departments have been operating in constraint

budgets in the past five years. The inability of the Sheriff to produce the tangible data needed for financial analysis created mistrust among other agencies since the idea of fewer inmates being transported to courtrooms for arraignment would translate to reduced transportation expenses was a fundamental principle for moving forward with a pilot video arraignment program. To recover from the lack of perceived transparency and bring financial clarity, I have added financial experts to help facilitate a greater understanding of the different economic scenarios.

Shared Values. Similar to corporate culture, this refers to the shared assumptions that influence the behaviors of employees (Higgins, 2005). Leaders exhibit patterns of behaviors that others follow (Hesselbein, F., Goldsmith, M., & Beckhard, R, 1996). With the Sheriff's hands-off leadership style, his subordinates demonstrated the desire to remain status quo, and soon this behavior was demonstrated by all stakeholders. In strong oppositions to the Sheriff's disengaged approach, the District Attorney remained steadfast that paper systems and processes are more dependable than transmitting digital files through servers, while he Public Defender reacted by stating that a virtual court would compromise the right of the defendants to legal representation.

To change the culture of the Committee, an integrative and action-oriented leadership style is necessary to break up the stalemate. I have formed a team to map out the process simulating the paper process in a virtual world. The result of this new process will show that all the steps can be accomplished electronically while complying with legal mandates. However, I will need to secure the endorsement of the new process from the Presiding Judge to legitimize the digital protocols. From previous discussions with the Presiding Judge, he is very much in favor of incorporating video arraignment in his courts as long as there are no investment outlays and ongoing expenses from his budget. This is the reason why the outcome of the financial analysis is paramount to the success of moving this project forward.

Strategic Performance. This factor was added by Higgins (2005) to bring cohesive direction to the 8-S model and to emphasize the criticality of performance measurements in a change process. Appendix A shows a graphical diagram of the seven factors working in alignment to achieve Strategic Performance.

To establish the Strategic Performance factors, the need to integrate the financial measures, new process metrics, customer satisfaction indicators, and sustainable learning outcomes, are essential for this pilot project to be successful. To accomplish this challenge, I will follow the Balance Scorecard framework (Kaplan, 2002) in the next section to assist with developing key strategic goals and measure progress towards performance targets.

Chapter 6 – Development of Project Goals: Balanced Scorecard

After analyzing the organizational environment using the SPELIT elements, examining the new arraignment process using the SFSS model, appraising my leadership strengths and weaknesses through both the MBTI and DisC assessment instruments for environmental fit, and implementing the 8-S Change Model, the next logical step would be to develop goals to augment the Strategic Performance factor from the 8-S Model. I have selected the Balanced Scorecard (BSC) framework for guidance with the development of project goals. Once the strategic goals are developed, it will be used to focus the team on project direction and allocation of resources.

The BSC framework takes into account internal metrics combined with the short-term, monetary measures to provide a more holistic view of a company (Kaplan & Norton, 2003). The four interdependent measures of a business include: (1) financial perspective, which reflects bottom-line results, (2) customer perspective, which values how satisfied customers are with a product or service, (3) internal process perspective, which involves identifying the key processes a firm must do well to add value to their customers, (4) and learning and growth perspective,

which strives to improve performance by developing employees and process efficiencies (Kaplan, 2002). For this process, I will coordinate with Committee leaders to develop agreements on performance targets in the four areas under this framework, which will then become the basis for marshaling activities in the pilot program.

Financial Goal. By June 30, 2022, reduce transportation expenses in the Sheriff Department by 10% over the prior year. To meet this goal, I will mobilize one of the teams to gather and analyze all the expenses that contribute to transporting inmates to the courts including labor, fuel, and other related capital expenses. A cost-benefit analysis will then be used to weigh projected annual savings against the initial investment and ongoing maintenance expenses. Because it is not possible to forecast the number of inmates who would voluntarily use video arraignment, I will use a three-year average to establish a baseline for future analysis. For example, the budget for transporting inmates is approximately $200 million a year. Using a fleet of 200 buses in the current system, the costs worked out to be roughly $1 million per bus. A 10 percent savings would equate to nearly $20 million a year, or 20 fewer buses, enough to pay for all the infrastructure investments and ongoing operating expenses.

Customer Goal. By June 30, 2021, reduce the number of use-of-force incidents in which officers have to restraint inmate outbursts in the court by 25%. One of the main goals for video arraignment is to reduce the risk to safety officers and civilians in court when prisoners act out in violence. Reducing the number of inmates having to be transported to the courts will directly impact this risk measure.

Internal Process Goal. By December 30, 2019, identify all the system requirements and establish a pilot program to test the new protocols and systems to ensure it is operating with 100 percent reliability before going live on March 30, 2020. It was demonstrated in the Analysis

section that the process of video arraignment requires new systems and protocols. I will work with the Committee to develop criteria for a new database system for collecting, storing, transmitting, and reporting data, thus giving members the capability to access and transfer information in a digital platform. A pilot program will be established to test run the digital process to identify gaps in the new protocols and develop solutions in time to institutionalize the process for a formal launch by the first quarter of the year 2020.

Learning and Growth Goal. Finally, the goal in this step is to build a culture of learning grounded in a shared commitment to help each other grow in knowledge, competence, and performance (Schwartz, 2018). It is imperative that Committee leaders hold periodic management meetings to develop cross-functional capabilities. I will set up monthly meetings involving all Committee members to review performance against forecasts, share lessons learned, and encourage new ideas. When Committee members engage in meaningful discussions, work through conflicts, and employ systems-thinking to look beyond just their own fiefdoms, they are becoming a growing organization (Senge, 2006).

Chapter 7 – Evaluation of Effectiveness: Kirkpatrick's Model for Evaluation

In a behemoth like Los Angeles County, organizational culture inhibits innovation and agility (Scandura, 2018). To develop and implement a new program in a large organization require a new mindset and acquisition of skills. According to Kirkpatrick (1994), there are four main steps in the evaluation process that should be considered. They are the Reaction, Learning, Behavior, and Results phases as presented below. I will enlist the help of a Human Resource expert in Nirvana County to assist with deploying this model to evaluate the strategic goals set in the Balance Scorecard section. It is worth noting that Steps 1-3 contributes to the Customer,

Internal Process, and Growth goals of the Balanced Scorecard, while Step 4 directly correlates directly with the financial measure.

Reaction. This is an important step given that the pilot program is a new process that required cross-functional collaboration and efforts. Rather than doing surveys, confidential interviews will be conducted to assess the stakeholders' level of satisfaction with the experience.

Learning. According to Kirkpatrick (1994), the learning phase focuses on improvements between the before and after the result. I do not advocate using a test to validate the learning outcomes of the participants. Similar to step one above, I believe it is more important to meet with the stakeholders to validate whether the process work and brainstorm on how the process can be improved. As indicated in the Balance Scorecard section, I will be conducting ongoing meetings to develop a learning culture and sustain changes made.

Behavior. Whereas in step 2, the measurement is on the degree of acquisition of knowledge, this step focuses on the application of learned knowledge on the job (Kirkpatrick, 1994). There will be rigorous testing before the video arraignment system goes live. It is important that all the deficiencies in the system are corrected during the testing process. I will secure commitments from all the stakeholders before the system goes into full effect.

Results. Irrespective of the changes in reaction, learning, and behavior, in the eyes of the stakeholders, none are more important than meeting the financial goals developed in the Balanced Scorecard section, specifically, the objective of using projected transportation savings to offset the investment and ongoing expenses used to adopt the video arraignment program.

Chapter 8 – Conclusion

Driven by the advancements in video technology, courtrooms around the country have integrated video arraignment as an option in the criminal justice system with the expectation of reaping huge savings from not having to transport inmates to courts under the traditional process. Confronted with a legal mandate to relief overcrowded holding cells in court facilities and the pressure to reduce expenses in his billion-dollar budget, the Sheriff of Nirvana County spearheaded a pilot program to adopt videoconferencing as an option in lieu of transporting prisoners to the court for arraignments. Although other justice partners initially supported his aspiration, the Sheriff's hands-off, disengaged style did not transcend into inspired action. The situation was made even more difficult in an environment of strong-will individuals where cross-functional teamwork is necessary for successful execution. After a tumultuous start, tensions among team members were at an all-time high, and the group was considering abandoning the pilot program. As a last-ditch effort to salvage the project, the team has agreed to hire me as a consultant to identify the barriers and create a plan to get the pilot program back on track.

I turned to the theories and frameworks from my doctoral program to guide me through the change process. I started with a situational analysis focused first on the organizational level using the SPELIT matrix and then evaluated the arraignment process with the DFSS framework. The analysis revealed that the forces resisting the change initiative were in the areas of technology development, economic analysis, and cross-functional processes. I got to the root cause of the problem by examining in depth the forces impeding the change. Utilizing Higgins' 8-S Model as the foundation for change, I developed a plan to overcome the restraining forces and implemented the steps necessary to get the pilot program back on track . In the next step, project goals were developed using the Balanced Scorecard approach of linking both financial goals with other internal measures to provide direction and mobilize actions toward meeting

those objectives. Lastly, Kirkpatrick's (1994) Four-Level Model was used to evaluate the effectiveness of meeting the project goals.

The change implementation plan is working, and the Committee is embracing the changes. The video arraignment process is in the testing phase, the design for a new centralized database is nearly complete, and a software program designed by the IT staff is able to extract data from the Sheriff's antiquated system for financial analysis. My consultant contract was extended for another year to assist with the implementation of the pilot program. In reflection, the experience of selecting and applying academic theories and models was extremely helpful in developing a roadmap for thinking through the steps required to solve a complex problem. However, it is important to note that while academic frameworks are a useful approach to solving problems, leaders need to understand the limitation of each model and be flexible enough to adapt strategies to changing environmental conditions.

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Appendix A – Higgins (2005) 8-S Model of Change
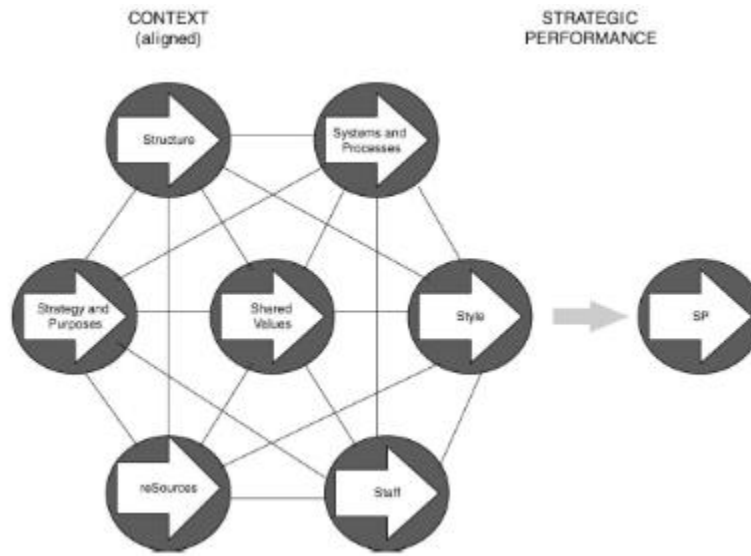
Appendix B – Pepperdine EDOL Courses Taken

Term	Course	Professor

Fall 2017

EDOL 724: Ethical Leadership and Cultural Proficiency	Dr. Vance Caesar
EDOL 755: Virtual Learning and Collaboration	Dr. Linda Polin
EDOL 759: Law and Dispute Resolution	Dr. Gregory McNair

Spring 2018

EDOL 700	Leadership Theory and Practice	Dr. Farzin Madjidi
EDOL 765	Organizational Change, Innovation & Creativity	Dr. Kfir Mordechay
EDOL 767	Qualitative Research Design & Analysis	Dr. Ebony Cain

Summer 2018

EDOL 754A	Global Economics and Public Policy	Dr. June Schmieder-Ramirez
EDOL 754B	Global Leadership, Education & Policy Experience	Dr. June Schmieder-Ramirez
EDOL 766	Quantitative Research Methods & Descript Study	Dr. Kay Davis

Fall 2018

EDOL 763	Learning Design, cognition & Evaluation	Dr. Mark Allen
EDOL 714	Organizational Behavior, Theory & Design	Dr. Ebony Cain
EDOL 734	Inferential Statistics	Dr. Cameron Sublett
EDOL 764A	Consultancy Project 1	Dr. Ronald Stephens

Spring 2019

EDOL 787: Comprehensive Examination Seminar	Dr. James DellaNeve
EDOL 764B	Consultancy Project 2	Dr. Andrew Harvey