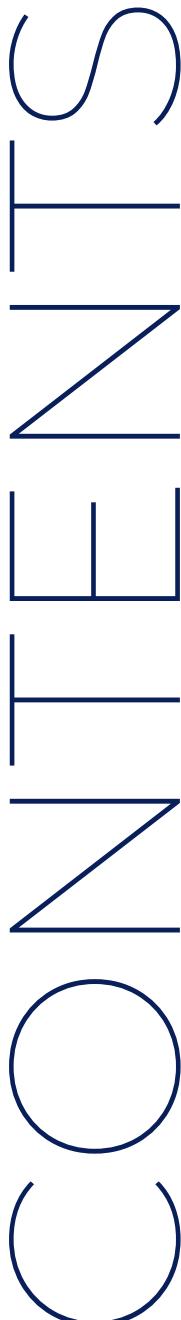

The Impact of Armory Relocations on Recruiting and Retention in the Pennsylvania Army National Guard: A Statistical Analysis

Matthew Groff



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EXECUTIVE SUMMARY

Overview

This study investigates the impact of armory placement on recruiting and retention within Pennsylvania Army National Guard units. The study leveraged data from the Director's Personnel Readiness Overview (DPRO), the Force Management System (FMSWeb), and U.S. Census Bureau sources. The researcher cleaned, combined, and analyzed this data using quantitative methods including bivariate correlations and comparisons of means to answer four primary research questions:

- Where are armories located across Pennsylvania and what was the composition of tenant units from 2012 to 2023?
- To what extent have unit composition demographic changes mirrored community demographic changes?
- Did any units demonstrate statistically significant strength patterns over the last twelve years, and did they align with armory movements?
- From what distances have units been drawing members and has this changed with armory relocations?

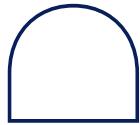
Key Findings

- 01 Short-term negative correlations were observed between armory movements and unit strength, however **long-term positive correlations indicate strategic benefits to these moves.**
- 02 Soldiers' commuting distances to drill at armories increased over time, peaking at 58 miles this past year. **2023 was the first year that commute distance negatively correlated with unit strength.**
- 03 **Philadelphia is the only county in which units don't closely align with county demographics.**
- 04 **Asians are under-represented in units.** All other demographics tend to correlate with county trends.

Key Recommendations

- 01 Senior leaders should continue to **evaluate the potential long-term benefits and risks** of armory movements, recognizing that there will potentially be short-term negative impacts.
- 02 Senior leaders should **develop targeted recruitment strategies** tailored to geographic and demographic factors, especially in Philadelphia.
- 03 Senior leaders should **address the challenges of increased commuting distances** for soldiers, especially following armory relocations.

In the Pennsylvania Army National Guard (PAARNG), as in the rest of the United States Army, recruiting and retention is a top priority.



Recognizing that the strength of the force hinges upon the ability to attract and retain talented personnel, strategic decisions regarding placement of armories, recruitment strategies, and retention initiatives hold profound significance for the PAARNG's ability to fulfill mission obligations.



Armory placement serves as a linchpin in recruitment and retention efforts in the National Guard, directly influencing soldiers' access to training facilities, logistical support, and community engagement opportunities. Moreover, the geographic proximity of units to potential recruits and the commuting distances for existing members are important factors in attracting and retaining personnel. Therefore, gaining insights into how armory placement impacts recruiting, and retention outcomes is essential for senior leaders as they chart the course for the PAARNG's future readiness.



This study provides empirical insights into the relationships between armory placement, unit composition, and recruitment and retention dynamics within the PAARNG. This study uncovers patterns, trends, and correlations that can help inform strategic decision-making processes by leveraging historical data and conducting quantitative analysis.



Armed with a deeper understanding of these dynamics, senior leaders can make better informed decisions regarding unit movements, resource allocation, and recruitment strategies. By aligning armory placement strategies and recruitment and retention goals, the PAARNG can optimize organizational effectiveness, enhance unit readiness, and uphold its commitment to maintaining a skilled, diverse, and resilient force. Ultimately, this study serves as a critical background for senior leaders as they strive to ensure the force remains capable, adaptive, and mission-ready in fulfilling its obligations to the Commonwealth and nation.

EVALUATION GOALS & QUESTIONS

This study aims to determine whether armory placement has influenced recruiting and retention for units that experienced physical armory relocations. It analyzes unit locations and their member demographics over the last twelve years to assess the direct correlation between unit composition and the communities in which they are situated.

Additionally, the study compares the home of records of unit members to their assigned armory locations to see how soldier commuting distance has changed and ascertain how armory movements have impacted their commuting distances.

Finally, this study examines unit strength reports to assess whether armory movements have statistically significant effects on recruiting and retention efforts both in the short and longer terms. These objectives align with four primary research questions.

Armory Locations

Where are armories located across Pennsylvania and what was the composition of tenant units from 2012 to 2023?

Unit Demographics

To what extent have unit composition demographic changes mirrored community demographic changes?

Strength Patterns

Did any units demonstrate statistically significant strength patterns over the last twelve years, and did they align with armory movements?

Soldier Travel Distance

From what distances have units been drawing members and has this changed with armory relocations?

METHODOLOGY

This study used existing Soldier and unit data from the primary personnel management system of the United States Army, known as DPRO (Director's Personnel Readiness Overview). I pulled the initial data set from DPRO, comprising all soldiers in the PAARNG, their basic demographics, assigned unit, and distance traveled from home of record to their assigned unit from 2003-2023. I also used this initial data set to identify where armories were located during that time frame.

The initial data I pulled from DPRO only provided a means to determine how many soldiers were assigned to units each year, so to determine each unit's strength (the number of assigned personnel in a unit compared to the number of soldiers authorized in the unit), I used the US Army's Force Management System (FMSweb) to pull existing data on authorized strength for each unit.

I combined and cleaned the two initial data sets of over 280,000 unique data points to determine what percentage was usable for analysis. What I found through the cleaning process was that numerous unit identifiers have changed over the past twenty years, and the type of variables tracked by DPRO also changed. Because of how incomplete the data was prior to 2012, I determined that I could conduct a more refined analysis by only looking at the twelve years spanning 2012-2023.

The final data set I analyzed was comprised of personnel data from 66 unique units. These units had complete personnel data from 2012-2023 with no significant changes in reported data other than change of armory location.

To contextualize the demographic composition of these units, I compared unit demographic data with demographic data obtained from the American Community Survey (ACS) 5-year average datasets on the county level within Pennsylvania, sourced from the US Census Bureau.

METHODOLOGY

I computed bivariate correlations to examine the relationships between variables of interest. Specifically, I interpreted the Pearson's correlation coefficient to assess the strength and direction of the relationships between unit strength, soldier commute distance, time since an armory relocation, racial demographics of units as well as county racial demographics. When variables displayed significant relationships, I then calculated the difference of means to compare group averages for added context. These comparisons typically looked at differences between units that experienced an armory movement and those that did not.

This study protects the privacy and confidentiality of Pennsylvania Army National Guard soldiers' information. I anonymized data on a government system prior to analysis to ensure individual privacy. The relevant authorities that oversee data access, specifically those within the Pennsylvania Army National Guard G1, approved the study.

Data	Source
<ul style="list-style-type: none">• Unique PAARNG units (UIC) and location (5-digit zip code)• Unit assigned personnel• Unit assigned personnel demographics (sex, race, travel distance)	Director's Personnel Readiness Overview (DPRO)
<ul style="list-style-type: none">• Unit authorized personnel	US Army Force Management System (FMSWeb)
<ul style="list-style-type: none">• County racial demographics	U.S. Census Bureau ACS (5-Year Average)

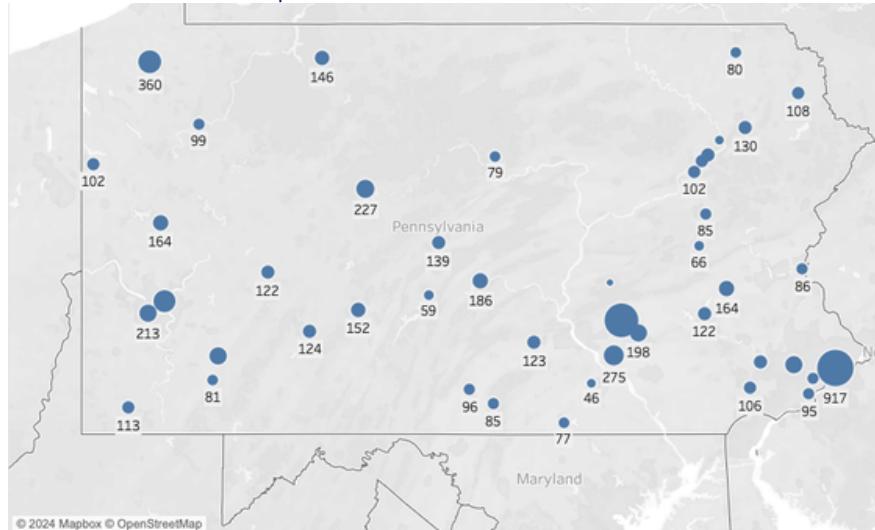
FINDINGS

Armory Placement

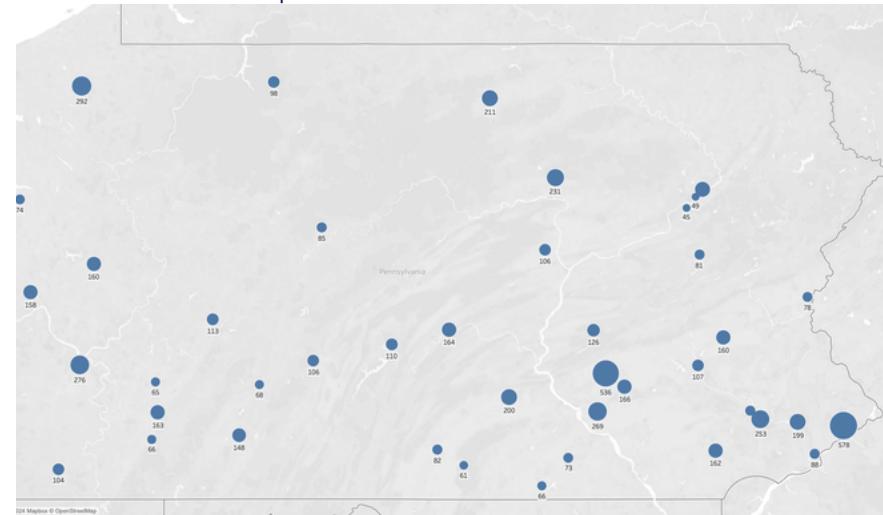
01 There was no significant change in areas served by armories over the last 12 years.

Although many units relocated armories over the time examined, the overall distribution of units throughout the State remained fairly constant. The maps below show the difference in distribution between 2012 and 2023. While there was slight consolidation of the northeastern part of the State, units remained clustered in Philadelphia, Lebanon, and Allegheny counties with a consistent placement of units covering the majority of the southern half of the State.

Distribution of Sampled Soldiers - 2012



Distribution of Sampled Soldiers - 2023

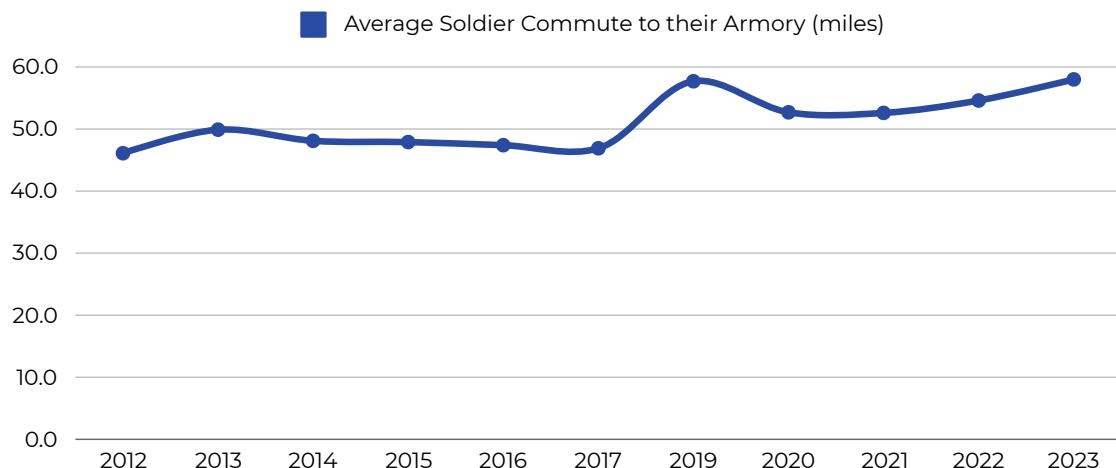


FINDINGS

Commute Distance

01 Commuting distance has increased and was negatively correlated with unit strength in 2023.

Soldiers are traveling further and further to get to drill, but there hasn't been a statistically significant correlation between that distance traveled and the strength of a unit until 2023.



In 2012, soldiers traveled an average distance of 46.1 miles from their home of record to their assigned armory. However, from 2019 to 2023, the average distance traveled surpassed 50 miles, reaching its peak in 2023 at 58.0 miles (25.8% increase).

A significant relationship exists between the distance soldiers travel to their armory in 2022 (from home of record) and the strength of a unit in 2023 ($r = -.30$, $p < .05$). This relationship is characterized by a moderate, negative correlation.

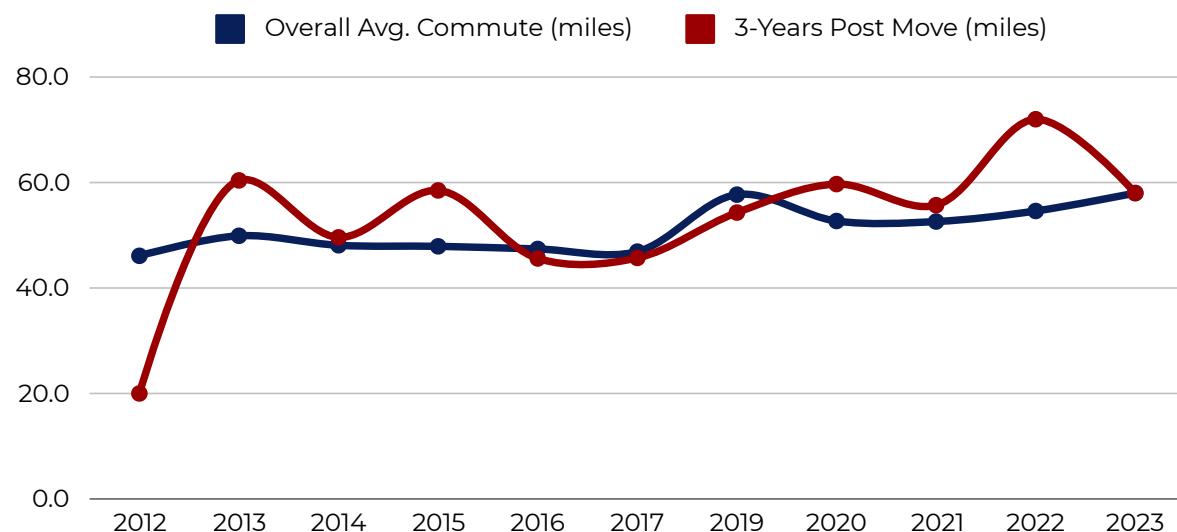
FINDINGS

Commute Distance

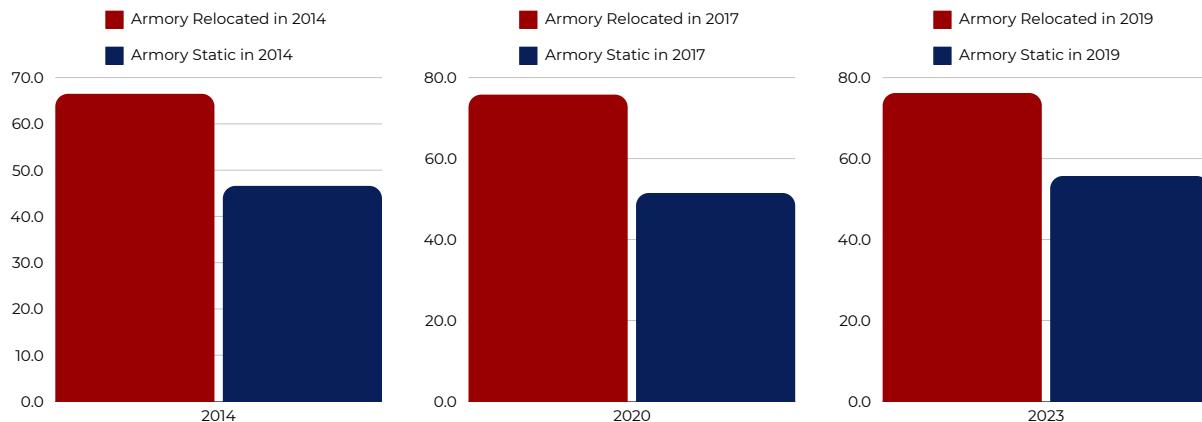
02 Armory relocations correlated with increased commuting distances.

Multiple significant relationships exist between the travel distances of soldiers and whether their unit underwent a relocation within the past three to five years.

Average Commutes of Units 3-Years After Armory Relocation



Comparisons of Average Commutes for Units that Relocated vs Remained Static



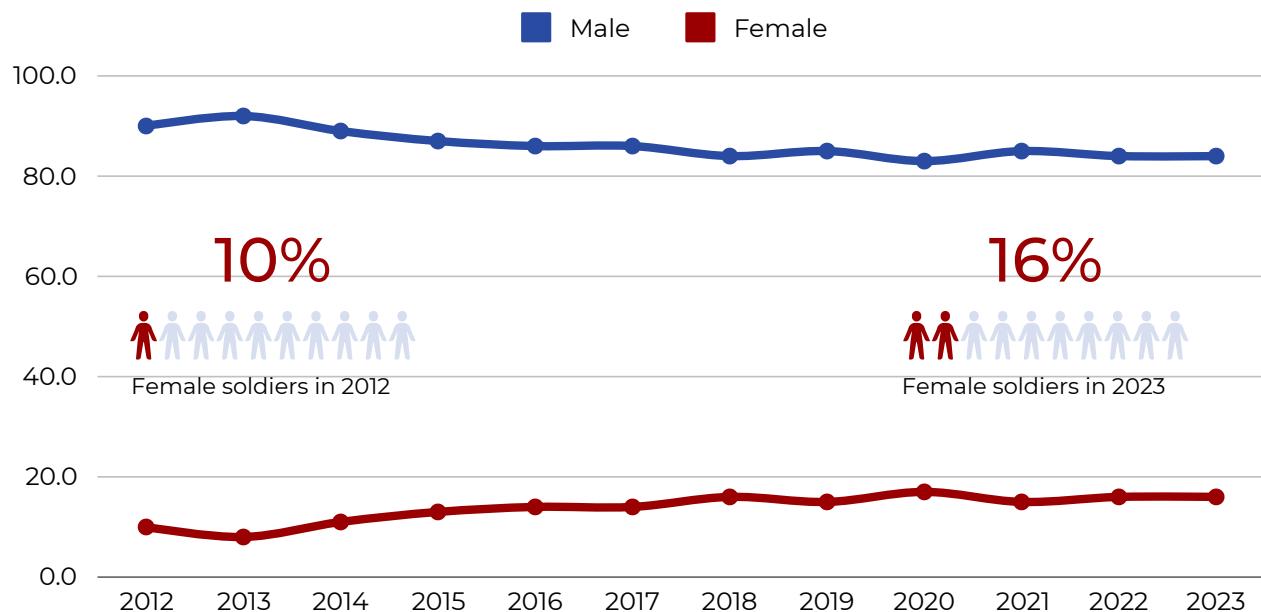
FINDINGS

Demographics

01 Female representation is slowly rising.

The units analyzed are predominately male with moderate increases from 2012 to 2023 in the average percentage of females (10% to 16%).

Sex of sampled units from 2012-2023



FINDINGS

Demographics

02 Asians are under-represented in units.

Asian populations in units are the only racial demographics that did not correlate with county trends over the last twelve years.

03 All other demographics correlate with counties.

The number of white soldiers in a unit correlated with county white population trends from 2012 to 2022 except for 2021 (r values ranging from .63 to .78 with all p values < .05). The associations were generally strong positive associations.

The number of black soldiers in a unit correlated with county black population trends from 2012 to 2022 except for 2020 (r values generally in the .66 range with p values all < .05). The associations were generally strong, positive associations. 2022 saw a weak association ($r = .284$, $p < .05$).

The number of Hispanic soldiers in a unit correlated with county Hispanic population trends from 2012 to 2018, as well as in 2021 (r values ranging from .30 to .45 with all p values < .01). The associations were generally moderate, positive associations.

The number of Asian soldiers in a unit had no significant correlation with county demographic trends.

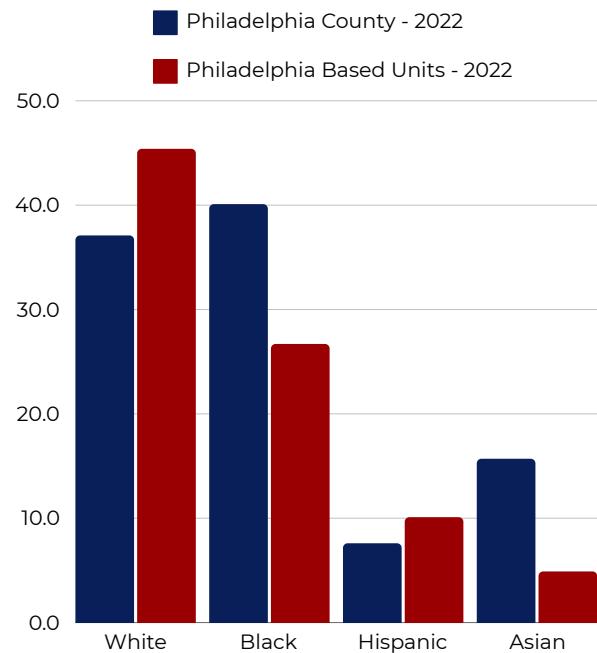
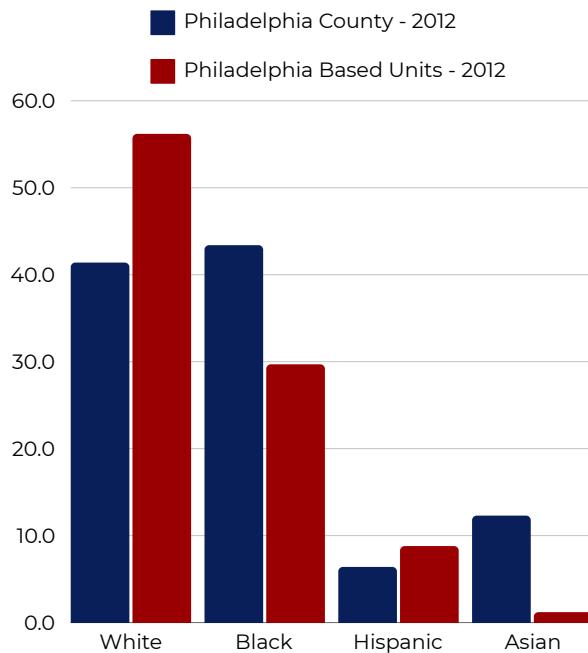
FINDINGS

Demographics

04 Philadelphia is the only county in which units don't closely align with county demographics.

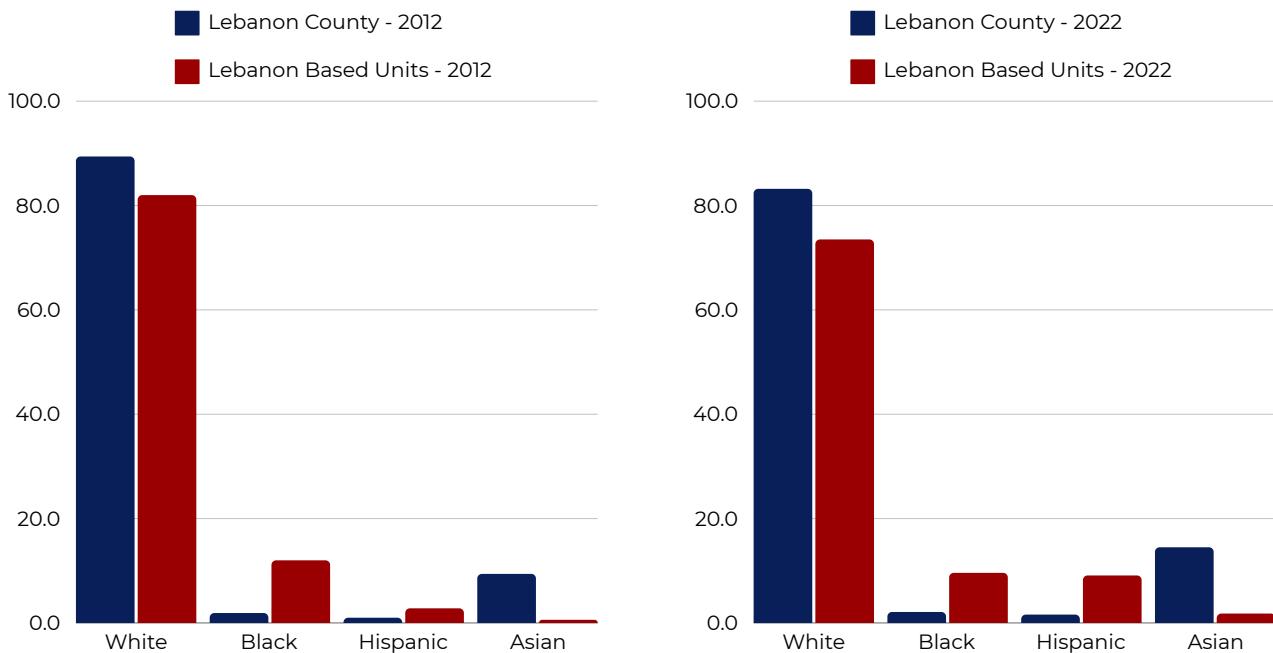
Rural counties as well as metropolitan counties such as Allegheny County all closely align with unit racial composition. Philadelphia-based units are consistently less diverse.

Racial demographics of Philadelphia-based units compared to County demographics

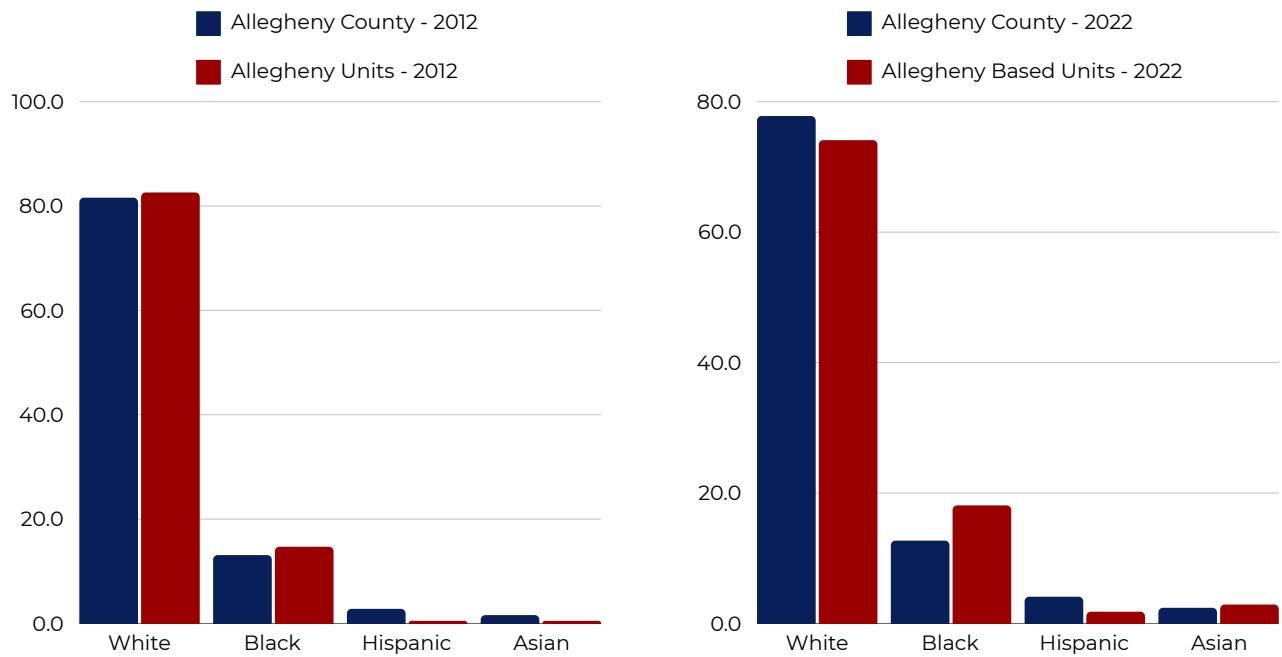


FINDINGS - DEMOGRAPHICS

Racial demographics of Lebanon-based units compared to County demographics



Racial demographics of Allegheny-based units compared to County demographics

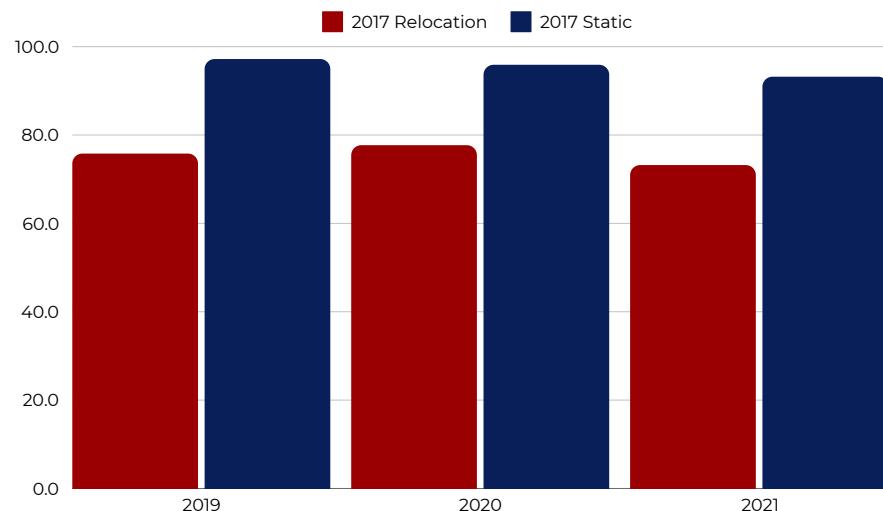


FINDINGS

Strength Patterns

01 Units that relocated in 2017 exhibited short-term negative strength patterns.

2017 Armory Relocation Impacts to Units Strength



2017 was the first time armory relocations showed a statistically significant negative correlation with unit strength patterns. Those correlations weren't seen until a year later (2019) and continued through 2021 (r values all = $-.25$, $p < .05$). The associations were low to moderate associations. Unit strength in 2022 and 2023 did not correlate with the move. This shows that there appears to be a short-term immediately negative impact to unit strength, but after five years that impact isn't felt anymore.

Three units moved armory locations in 2017: PGRB0, PGRD0, and ZFXB0. PGRB0 relocated 126 soldiers from New Milford, PA (Susquehanna County) to Williamsport, PA (Lycoming County). PGRD0 relocated 79 soldiers from Pittston, PA (Luzerne County) to New Milford, PA. Finally, ZFXB0 moved 80 soldiers from Philadelphia, PA to Elizabethtown, PA.

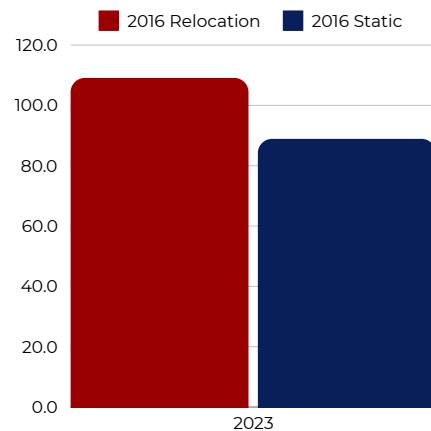
FINDINGS

Strength Patterns

02 Units that were relocated in 2016 are beginning to show long-term, positive strength patterns.

2016 was the first time armory relocations showed a statistically significant positive correlation with unit strength patterns. Those correlations weren't seen until seven years later ($r = .24, p = .05$). The association is a low, positive one.

2016 Armory Relocation Impacts to Units Strength



03 Unit strength patterns that correlate with overall PAARNG strength tend to not relocate as much.

Out of the sampled UIC's, 30.3% exhibited a positive correlation with overall PAARNG strength trends, while only 4.5% displayed a negative correlation. The remaining sampled UIC's did not show any significant correlation with the overall strength trends of the PAARNG.

Interestingly, among the UIC's that demonstrated statistically significant correlations with overall PAARNG strength trends, 80% did not undergo any armory movement throughout the 12-year period examined, and 90% experienced one or less.

LIMITATIONS

This study cannot determine causality. Although the longitudinal nature of the study provided valuable insights into trends over time, many external factors potentially impacted strength over the last twelve years, such as mobilizations, regionalized employment trends, and modernization of units. Future analysis can better account for these factors, as this study's scope did not allow for it.

The external validity of this study may be impacted by regional demographics, geographic considerations, and the size of the state being examined. Pennsylvania can pull recruits from multiple states in close proximity and has good access to multiple major metropolitan areas outside of the state (e.g. New York, Baltimore, and Washington, D.C.). The state consistently boasts one of the largest National Guard forces in the country, which enhances the amount of data available for conducting such a large-scale analysis. Other states looking to conduct strength analysis of this magnitude may not have enough Unit Identification Codes (UICs) and corresponding data to draw significant conclusions.

Data collection beyond twelve years is inherently difficult due to changes in records management. The initial design of this study involved pulling data from the last twenty years; however, incompleteness of data in DPRO and changing UICs made it too difficult to draw significant conclusions without significantly more effort in the data collection phase. The availability of digitized data and custom reporting available for state-level access in DPRO thus limits this type of study.

RECOMMENDATIONS

Action Items

01

Senior leaders should continue to evaluate the potential long-term benefits of armory relocations, recognizing there will be short-term negative impacts.

While short-term disruptions may occur, this study indicates that units often experience increased strength several years post-relocation. Leaders should therefore carefully evaluate the potential long-term benefits of armory movements in terms of recruitment, retention, and operational effectiveness before making decisions.

02

Senior leaders should develop targeted recruitment strategies tailored to geographic and demographic factors, especially in Philadelphia.

Given the influence of armory locations on recruitment and retention, leaders should adjust their recruitment efforts to target specific geographic areas and demographic groups to ensure a diverse and resilient force. This may involve enhancing engagement in urban centers such as Philadelphia to better align unit demographics with community demographics.

03

Senior leaders should address the challenges of increased commuting distances for Soldiers, especially following armory relocations.

Longer travel distances may impact soldier retention, so leaders should explore options to mitigate these challenges. This can include transportation assistance, implementing hybrid work opportunities for administrative tasks, and more lenient split unit training assembly (SUTA) policies to alleviate the burden of travel on soldiers and improve retention rates.

RECOMMENDATIONS

Future Research

01

Impact of travel distance on individual retention.

Senior leaders should conduct additional analysis on travel distance impacts on retention. Examining retention rates of individuals who consistently commute over fifty miles, the types of units that historically commute the longest, and their strength trends good places to start diving deeper.

02

Conditions surrounding armory relocations in 2017.

Senior leaders should look closer at the conditions surrounding armory movements in 2017 because that's the first year this study identified significant strength pattern correlation. Things for leaders to consider when looking deeper at those moves are 1) mobilizations that affected units involved in armory movements, 2) broader economic conditions, and 3) any other significant events occurring within the PAARNG that year.

03

Impact of mobilizations on strength trends.

This analysis does not consider mobilizations. When a unit mobilizes, their unit strength typically surges to nearly 100% on paper. Once that unit returns there is typically an exodus of unit members as people separate, retire, take promotions in other units, and other actions that were put off supporting the mobilization. Future research could A) look at how that specifically impacts strength trends and/or B) isolate mobilizing units strength anomalies and smooth the trends to get a more accurate picture of interested variables other than mobilizations.

APPENDIX 1

COMMUTE DATA ANALYSIS

VARIABLES:

- YEAR_D = AVG DISTANCE TRAVELED OF UNITS
- YEAR_S = AVG UNIT STRENGTH

DESCRIPTIVE STATISTICS

	N	Range	Minimum	Maximum	Mean	Std. Deviation
2012_D	66	90.4	17.5	107.9	46.1	17.9
2013_D	66	81.6	22.3	103.9	49.9	18.1
2014_D	66	136.3	19.1	155.3	48.1	21.9
2015_D	66	80.1	16.9	97.0	47.9	16.9
2016_D	66	94.9	22.0	116.9	47.4	16.2
2017_D	66	62.8	18.0	80.8	46.9	15.4
2019_D	66	342.3	24.2	366.5	57.7	44.4
2020_D	63	123.5	21.2	144.7	52.7	20.6
2021_D	44	74.0	21.4	95.4	52.6	16.0
2022_D	60	110.3	13.0	123.3	54.6	17.4
2023_D	63	151.7	8.0	159.7	58.0	22.8
Valid N (listwise)	41					

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BIVARIATE CORRELATION TEST

		2012_D	2012_S	2013_D	2013_S	2014_D	2014_S	2015_D	2015_S	2016_D	2016_S	2017_D
2012_D	Pearson Correlation	1										
	Sig. (2-tailed)											
	N	66										
2012_S	Pearson Correlation	-0.032	1									
	Sig. (2-tailed)	0.801										
	N	66	66									
2013_D	Pearson Correlation	.614**	-0.049	1								
	Sig. (2-tailed)	0.000	0.694									
	N	66	66	66								
2013_S	Pearson Correlation	0.054	.830**	0.040	1							
	Sig. (2-tailed)	0.664	0.000	0.749								
	N	66	66	66	66							
2014_D	Pearson Correlation	.571**	0.002	.522**	0.029	1						
	Sig. (2-tailed)	0.000	0.987	0.000	0.815							
	N	66	66	66	66	66						
2014_S	Pearson Correlation	0.227	.443**	0.121	.511**	0.144	1					
	Sig. (2-tailed)	0.067	0.000	0.333	0.000	0.247						
	N	66	66	66	66	66	66					
2015_D	Pearson Correlation	.512**	-0.033	.504**	-0.022	.611**	0.127	1				
	Sig. (2-tailed)	0.000	0.791	0.000	0.860	0.000	0.311					
	N	66	66	66	66	66	66	66				
2015_S	Pearson Correlation	0.180	.476**	0.105	.521**	0.121	.971**	0.103	1			
	Sig. (2-tailed)	0.149	0.000	0.402	0.000	0.334	0.000	0.410				
	N	66	66	66	66	66	66	66	66			

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		2012_D	2012_S	2013_D	2013_S	2014_D	2014_S	2015_D	2015_S	2016_D	2016_S	2017_D	2017_S	2018_S	2019_D	2019_S	2020_D
2016_D	Pearson Correlation	.247*	0.015	.274*	-0.025	.287*	-0.173	.552**	-0.200	1							
	Sig. (2-tailed)	0.045	0.906	0.026	0.841	0.019	0.165	0.000	0.107								
	N	66	66	66	66	66	66	66	66	66	66						
2016_S	Pearson Correlation	-0.032	.713**	-0.141	.531**	-0.080	.428**	-0.050	.510**	-0.099	1						
	Sig. (2-tailed)	0.799	0.000	0.260	0.000	0.524	0.000	0.690	0.000	0.427							
	N	66	66	66	66	66	66	66	66	66	66						
2017_D	Pearson Correlation	.368**	-0.028	.336**	-0.009	.394**	0.095	.589**	0.051	.684**	0.026	1					
	Sig. (2-tailed)	0.002	0.821	0.006	0.945	0.001	0.446	0.000	0.684	0.000	0.834						
	N	66	66	66	66	66	66	66	66	66	66						
2017_S	Pearson Correlation	0.059	.604**	-0.002	.577**	0.002	.370**	-0.155	.364**	-0.029	.678**	0.033	1				
	Sig. (2-tailed)	0.636	0.000	0.989	0.000	0.987	0.002	0.215	0.003	0.817	0.000	0.793					
	N	66	66	66	66	66	66	66	66	66	66	66					
2018_S	Pearson Correlation	.282*	0.203	0.113	0.198	0.042	0.152	0.005	0.104	0.082	0.222	0.087	.482**	1			
	Sig. (2-tailed)	0.022	0.101	0.364	0.110	0.740	0.224	0.970	0.404	0.511	0.074	0.489	0.000				
	N	66	66	66	66	66	66	66	66	66	66	66					
2019_D	Pearson Correlation	-0.028	-0.012	0.053	-0.011	0.118	-0.034	0.216	-0.049	.275*	-0.145	0.059	-0.185	-0.039	1		
	Sig. (2-tailed)	0.822	0.924	0.671	0.931	0.344	0.787	0.082	0.693	0.026	0.247	0.637	0.137	0.759			
	N	66	66	66	66	66	66	66	66	66	66	66	66	66			
2019_S	Pearson Correlation	0.204	0.117	0.022	0.076	0.083	0.056	0.061	-0.007	0.099	0.139	0.118	.302*	.806**	0.078	1	
	Sig. (2-tailed)	0.100	0.348	0.859	0.543	0.506	0.653	0.627	0.957	0.428	0.267	0.345	0.014	0.000	0.534		
	N	66	66	66	66	66	66	66	66	66	66	66	66	66			
2020_D	Pearson Correlation	0.232	0.025	.264*	0.060	.527**	-0.059	.406**	-0.077	.365**	-0.043	.449**	0.063	-0.037	0.183	-0.116	1
	Sig. (2-tailed)	0.068	0.846	0.036	0.641	0.000	0.648	0.001	0.547	0.003	0.740	0.000	0.624	0.774	0.151	0.364	
	N	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	

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		2012_D	2012_S	2013_D	2013_S	2014_D	2014_S	2015_D	2015_S	2016_D	2016_S	2017_D	2017_S	2018_S	2019_D	2019_S	2020_D	2020_S	2021_D	2021_S	2022_D	2022_S	2023_D	2023_S				
2020_S	Pearson Correlation	0.186	0.211	-0.042	0.205	0.052	0.133	-0.038	0.096	0.004	0.188	-0.065	.346**	.765**	-0.003	.858**	-0.203	1										
	Sig. (2-tailed)	0.135	0.089	0.739	0.098	0.678	0.286	0.762	0.442	0.972	0.131	0.604	0.004	0.000	0.982	0.000	0.111											
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	63	66										
2021_D	Pearson Correlation	0.266	0.061	0.196	0.129	0.297	-0.035	.433**	-0.180	.484**	-0.008	.504**	-0.104	0.005	0.155	0.111	.484**	-0.051	1									
	Sig. (2-tailed)	0.081	0.692	0.203	0.403	0.050	0.822	0.003	0.243	0.001	0.959	0.000	0.503	0.974	0.316	0.472	0.001	0.743										
	N	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44	44									
2021_S	Pearson Correlation	.256*	0.197	0.027	0.145	0.051	0.172	0.031	0.176	0.043	0.214	0.028	.333**	.660**	-.287*	.713**	-0.245	.791**	-0.025	1								
	Sig. (2-tailed)	0.038	0.112	0.831	0.246	0.686	0.168	0.807	0.157	0.735	0.084	0.827	0.006	0.000	0.019	0.000	0.053	0.000	0.872									
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	63	66	44	66								
2022_D	Pearson Correlation	0.050	-0.063	0.087	-0.132	0.148	-0.138	.331**	-0.183	.596**	-0.092	.469**	-0.027	-0.031	0.115	-0.044	.403**	-0.239	.529**	-0.204	1							
	Sig. (2-tailed)	0.702	0.630	0.509	0.313	0.259	0.292	0.010	0.162	0.000	0.485	0.000	0.837	0.815	0.383	0.740	0.002	0.066	0.000	0.119								
	N	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	57	60	42	60	60							
2022_S	Pearson Correlation	.245*	0.196	0.207	.246*	0.131	0.151	0.062	0.134	0.022	0.149	0.014	.323**	.643**	-0.152	.631**	-0.067	.731**	-0.022	.789**	-0.239	1						
	Sig. (2-tailed)	0.047	0.115	0.096	0.046	0.294	0.226	0.624	0.283	0.862	0.233	0.910	0.008	0.000	0.223	0.000	0.604	0.000	0.886	0.000	0.066							
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	63	66	44	66	60	66						
2023_D	Pearson Correlation	-0.086	0.060	0.049	0.003	0.036	-0.155	.260*	-0.178	.569**	-0.183	.273*	-0.119	-0.026	.264*	-0.054	.302*	-0.161	.441**	-0.175	.781**	-0.219	1					
	Sig. (2-tailed)	0.503	0.638	0.701	0.983	0.781	0.226	0.040	0.162	0.000	0.152	0.030	0.354	0.838	0.036	0.676	0.019	0.207	0.004	0.170	0.000	0.085						
	N	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	60	63	41	63	59	63	63					
2023_S	Pearson Correlation	0.054	0.126	0.089	0.073	0.157	0.087	0.007	0.129	0.049	0.033	-0.117	0.194	.449**	0.067	.468**	-0.103	.510**	-0.221	.659**	-.257*	.635**	-0.007	1				
	Sig. (2-tailed)	0.664	0.314	0.475	0.560	0.208	0.488	0.953	0.304	0.698	0.795	0.349	0.118	0.000	0.594	0.000	0.424	0.000	0.150	0.000	0.048	0.000	0.959					
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	63	66	44	66	60	66	63	66				

APPENDIX 1

COMMUTE DATA ANALYSIS

VARIABLES:

- YEAR_D = AVG distance traveled by soldiers to an armory in that given year
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BIVARIATE CORRELATION TEST

	2012_L	1_2012	2_2012	3_2012	2012_D	2013_L	1_2013	2_2013	3_2013	2013_D
2012_D	Pearson Correlation	0.234	0.073	.318**	-0.182	--				
	Sig. (2-tailed)	0.058	0.559	0.009	0.143					
	N	66	66	66	66	66				
2014_D	Pearson Correlation	0.107	0.026	.243*	-0.048	.571**	0.012	0.107	0.026	.243* .522**
	Sig. (2-tailed)	0.392	0.835	0.049	0.701	0.000	0.922	0.392	0.835	0.049 0.000
	N	66	66	66	66	66	66	66	66	66
	Sig. (2-tailed)	0.553	0.453	0.397	0.059	0.002	0.299	0.553	0.453	0.397 0.006
	N	66	66	66	66	66	66	66	66	66
2019_D	Pearson Correlation	-0.057	.294*	-0.048	.869**	-0.028	-0.071	-0.057	.294*	-0.048 0.053
	Sig. (2-tailed)	0.649	0.016	0.699	0.000	0.822	0.569	0.649	0.016	0.699 0.671
	N	66	66	66	66	66	66	66	66	66
2020_D	Pearson Correlation	0.087	0.195	0.094	-0.074	0.232	0.006	0.087	0.195	0.094 .264*
	Sig. (2-tailed)	0.497	0.125	0.465	0.564	0.068	0.960	0.497	0.125	0.465 0.036
	N	63	63	63	63	63	63	63	63	63
2022_D	Pearson Correlation	-0.084	-0.111	-0.011	-0.118	0.050	0.020	-0.084	-0.111	-0.011 0.087
	Sig. (2-tailed)	0.522	0.399	0.931	0.371	0.702	0.880	0.522	0.399	0.931 0.509
	N	60	60	60	60	60	60	60	60	60
2023_D	Pearson Correlation	-0.118	0.029	-0.037	0.130	-0.086	0.000	-0.118	0.029	-0.037 0.049
	Sig. (2-tailed)	0.358	0.822	0.776	0.312	0.503	0.998	0.358	0.822	0.776 0.701
	N	63	63	63	63	63	63	63	63	63

APPENDIX 1

COMMUTE DATA ANALYSIS

VARIABLES:

- YEAR_D = AVG distance traveled by soldiers to an armory in that given year
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BIVARIATE CORRELATION TEST

		2014_L	1_2014	2_2014	3_2014	2014_D	2015_L	1_2015	2_2015	3_2015	2015_D
2014_D	Pearson Correlation	-0.070	0.012	0.107	0.026	--					
	Sig. (2-tailed)	0.579	0.922	0.392	0.835						
	N	66	66	66	66	66					
2019_D	Sig. (2-tailed)	0.825	0.299	0.553	0.453	0.001	0.961	0.825	0.299	0.553	0.000
	N	66	66	66	66	66	66	66	66	66	66
	Pearson Correlation	-0.071	-0.071	-0.057	.294*	0.118	0.001	-0.071	-0.071	-0.057	0.216
2020_D	Sig. (2-tailed)	0.572	0.569	0.649	0.016	0.344	0.993	0.572	0.569	0.649	0.082
	N	66	66	66	66	66	66	66	66	66	66
	Pearson Correlation	0.195	0.006	0.087	0.195	.527**	0.088	0.195	0.006	0.087	.406**
2022_D	Sig. (2-tailed)	0.125	0.960	0.497	0.125	0.000	0.493	0.125	0.960	0.497	0.001
	N	63	63	63	63	63	63	63	63	63	63
	Pearson Correlation	-0.015	0.020	-0.084	-0.111	0.148	0.148	-0.015	0.020	-0.084	.331**
2023_D	Sig. (2-tailed)	0.910	0.880	0.522	0.399	0.259	0.259	0.910	0.880	0.522	0.010
	N	60	60	60	60	60	60	60	60	60	60
	Pearson Correlation	-0.070	0.000	-0.118	0.029	0.036	0.133	-0.070	0.000	-0.118	.260*
	Sig. (2-tailed)	0.583	0.998	0.358	0.822	0.781	0.297	0.583	0.998	0.358	0.040
	N	63	63	63	63	63	63	63	63	63	63

APPENDIX 1

COMMUTE DATA ANALYSIS

VARIABLES:

- YEAR_D = AVG distance traveled by soldiers to an armory in that given year
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BIVARIATE CORRELATION TEST

		2016_L	1_2016	2_2016	3_2016	2016_D	2017_L	1_2017	2_2017	3_2017	2017_D
2019_D	Sig. (2-tailed)	0.589	0.961	0.825	0.299	0.000	0.374	0.589	0.961	0.825	
	N	66	66	66	66	66	66	66	66	66	66
	Pearson Correlation	-0.017	0.001	-0.071	-0.071	.275*	-0.018	-0.017	0.001	-0.071	0.059
2020_D	Sig. (2-tailed)	0.891	0.993	0.572	0.569	0.026	0.887	0.891	0.993	0.572	0.637
	N	66	66	66	66	66	66	66	66	66	66
	Pearson Correlation	0.077	0.088	0.195	0.006	.365**	.253*	0.077	0.088	0.195	.449**
2022_D	Sig. (2-tailed)	0.550	0.493	0.125	0.960	0.003	0.046	0.550	0.493	0.125	0.000
	N	63	63	63	63	63	63	63	63	63	63
	Pearson Correlation	-0.054	0.148	-0.015	0.020	.596**	0.153	-0.054	0.148	-0.015	.469**
2023_D	Sig. (2-tailed)	0.681	0.259	0.910	0.880	0.000	0.244	0.681	0.259	0.910	0.000
	N	60	60	60	60	60	60	60	60	60	60
	Pearson Correlation	-0.033	0.133	-0.070	0.000	.569**	-0.008	-0.033	0.133	-0.070	.273*
	Sig. (2-tailed)	0.795	0.297	0.583	0.998	0.000	0.953	0.795	0.297	0.583	0.030
	N	63	63	63	63	63	63	63	63	63	63

		2018_L	1_2018	2_2018	3_2018	2019_L	1_2019	2_2019	3_2019	2019_D
2019_D	Pearson Correlation	0.028	-0.018	-0.017	0.001	0.028	0.028	-0.018	-0.017	--
	Sig. (2-tailed)	0.825	0.887	0.891	0.993	0.825	0.825	0.887	0.891	
	N	66	66	66	66	66	66	66	66	66
2020_D	Pearson Correlation	0.062	.253*	0.077	0.088	0.062	0.062	.253*	0.077	0.183
	Sig. (2-tailed)	0.630	0.046	0.550	0.493	0.630	0.630	0.046	0.550	0.151
	N	63	63	63	63	63	63	63	63	63
2022_D	Pearson Correlation	.368**	0.153	-0.054	0.148	.368**	.368**	0.153	-0.054	0.115
	Sig. (2-tailed)	0.004	0.244	0.681	0.259	0.004	0.004	0.244	0.681	0.383
	N	60	60	60	60	60	60	60	60	60
2023_D	Pearson Correlation	.286*	-0.008	-0.033	0.133	.286*	.286*	-0.008	-0.033	.264*
	Sig. (2-tailed)	0.023	0.953	0.795	0.297	0.023	0.023	0.953	0.795	0.036
	N	63	63	63	63	63	63	63	63	63

APPENDIX 1

COMMUTE DATA ANALYSIS

VARIABLES:

- YEAR_D = AVG distance traveled by soldiers to an armory in that given year
- YEAR_L = Units that experienced an armory relocation in that given year
- YEAR_L_Number = Units that experienced an armory relocation 1, 2, or 3 years removed in that given year

BIVARIATE CORRELATION TEST

		2020_L	1_2020	2_2020	3_2020	2020_D	2021_L	1_2021	2_2021	3_2021	2021_D
2020_D	Pearson Correlation	.c	0.062	0.062	.253*	--					
	Sig. (2-tailed)		0.630	0.630	0.046						
	N	63	63	63	63	63					
2022_D	Pearson Correlation	.c	.368**	.368**	0.153	.403**	-0.079	.c	.368**	.368**	.529**
	Sig. (2-tailed)		0.004	0.004	0.244	0.002	0.546		0.004	0.004	0.000
	N	60	60	60	60	57	60	60	60	60	42
2023_D	Pearson Correlation	.c	.286*	.286*	-0.008	.302*	-0.118	.c	.286*	.286*	.441**
	Sig. (2-tailed)		0.023	0.023	0.953	0.019	0.358		0.023	0.023	0.004
	N	63	63	63	63	60	63	63	63	63	41

		2022_L	1_2022	2_2022	3_2022	2022_D	2023_L	1_2023	2_2023	3_2023	2023_D
2022_D	Pearson Correlation	-0.117	-0.079	.c	.368**	--					
	Sig. (2-tailed)	0.374	0.546		0.004						
	N	60	60	60	60	60					
2023_D	Pearson Correlation	-0.058	-0.118	.c	.286*	.781**	-0.043	-0.058	-0.118	.c	--
	Sig. (2-tailed)	0.650	0.358		0.023	0.000	0.740	0.650	0.358		
	N	63	63	63	63	59	63	63	63	63	63

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

- RACE_W_YEAR = % of unit that is White in a given year
- RACE_W_YEAR_C = % of county that is White in a given year *

BIVARIATE CORRELATION TEST

	Race_W_2012	Race_W_2012_C	Race_W_2013	Race_W_2013_C	Race_W_2014	Race_W_2014_C	Race_W_2015	Race_W_2015_C
Race_W_2012	Pearson Correlation	--						
	N	66						
Race_W_2012_C	Pearson Correlation	.759**	--					
	Sig. (2-tailed)	0.000						
	N	66	66					
Race_W_2013	Pearson Correlation	.936**	.700**	--				
	Sig. (2-tailed)	0.000	0.000					
	N	66	66	66				
Race_W_2013_C	Pearson Correlation	.757**	.994**	.697**	--			
	Sig. (2-tailed)	0.000	0.000	0.000				
	N	66	66	66	66			
Race_W_2014	Pearson Correlation	.917**	.767**	.918**	.761**	--		
	Sig. (2-tailed)	0.000	0.000	0.000	0.000			
	N	66	66	66	66	66		
Race_W_2014_C	Pearson Correlation	.762**	.994**	.703**	1.000**	.767**	--	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		
	N	66	66	66	66	66	66	
Race_W_2015	Pearson Correlation	.879**	.764**	.869**	.755**	.974**	.760**	--
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
	N	66	66	66	66	66	66	
Race_W_2015_C	Pearson Correlation	.758**	.983**	.694**	.990**	.757**	.990**	.752**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
	N	66	66	66	66	66	66	66

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

- RACE_W_YEAR = % of unit that is White in a given year
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BIVARIATE CORRELATION TEST

		Race_W_2 012	Race_W_2 012_C	Race_W_2 013	Race_W_2 013_C	Race_W_2 014	Race_W_2 014_C	Race_W_2 015	Race_W_2 015_C	Race_W_2 016	Race_W_2 016_C	Race_W_2 017	Race_W_2 017_C	Race_W_2 018	Race_W_2 018_C
Race_W_2 016	Pearson Correlation	.816**	.786**	.822**	.781**	.886**	.786**	.903**	.777**	--					
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000						
	N	66	66	66	66	66	66	66	66	66					
Race_W_2 016_C	Pearson Correlation	.758**	.982**	.693**	.989**	.757**	.990**	.752**	1.000**	.778**	--				
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000					
	N	66	66	66	66	66	66	66	66	66					
Race_W_2 017	Pearson Correlation	.753**	.732**	.793**	.725**	.793**	.731**	.788**	.724**	.922**	.724**	--			
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000				
	N	66	66	66	66	66	66	66	66	66	66				
Race_W_2 017_C	Pearson Correlation	.730**	.904**	.648**	.912**	.736**	.913**	.738**	.923**	.688**	.924**	.686**	--		
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000			
	N	66	66	66	66	66	66	66	66	66	66	66			
Race_W_2 018	Pearson Correlation	.789**	.753**	.792**	.741**	.846**	.747**	.858**	.742**	.943**	.742**	.944**	.714**	--	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
	N	66	66	66	66	66	66	66	66	66	66	66	66		
Race_W_2 018_C	Pearson Correlation	.719**	.902**	.636**	.906**	.726**	.906**	.734**	.919**	.683**	.919**	.686**	.996**	.725**	--
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

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BIVARIATE CORRELATION TEST

		Race_W_201_2	Race_W_201_2_C	Race_W_201_3	Race_W_201_3_C	Race_W_201_4	Race_W_201_4_C	Race_W_201_5	Race_W_201_5_C	Race_W_201_6	Race_W_201_6_C	Race_W_201_7	Race_W_201_7_C	Race_W_201_8	Race_W_201_8_C	Race_W_201_9	Race_W_201_9_C	Race_W_201_0	Race_W_202_0_C	Race_W_202_1	Race_W_202_1_C	Race_W_202_2	Race_W_202_2_C		
Race_W_201_9	Pearson Correlation	.743**	.662**	.749**	.652**	.783**	.659**	.808**	.659**	.886**	.658**	.904**	.659**	.960**	.672**	--									
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000										
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66		
Race_W_201_9_C	Pearson Correlation	.718**	.899**	.635**	.904**	.724**	.904**	.732**	.918**	.681**	.918**	.685**	.996**	.727**	1.000**	.677**	--								
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000									
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65		
Race_W_202_0	Pearson Correlation	.574**	.458**	.572**	.452**	.554**	.457**	.556**	.451**	.627**	.449**	.644**	.456**	.705**	.469**	.755**	.472**	--							
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000								
	N	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	62	63	63		
Race_W_202_0_C	Pearson Correlation	0.218	0.083	.282*	0.073	0.199	0.080	0.193	0.091	.252*	0.091	0.188	-0.040	0.169	-0.047	0.149	-0.047	0.019	--						
	Sig. (2-tailed)	0.080	0.509	0.023	0.565	0.112	0.524	0.124	0.473	0.043	0.472	0.134	0.750	0.178	0.709	0.237	0.710	0.883							
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	64	62	65					
Race_W_202_1	Pearson Correlation	.681**	.617**	.664**	.612**	.629**	.618**	.625**	.609**	.761**	.609**	.862**	.630**	.867**	.642**	.889**	.653**	.925**	0.197	--					
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.135						
	N	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	59	59	59	60					
Race_W_202_1_C	Pearson Correlation	.660**	.827**	.562**	.832**	.643**	.833**	.636**	.849**	.586**	.849**	.593**	.924**	.643**	.927**	.569**	.928**	.484**	-0.056	.657**	--				
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.661	0.000					
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	62	64	59	65	65		
Race_W_202_2	Pearson Correlation	.594**	.580**	.629**	.575**	.660**	.583**	.652**	.589**	.704**	.587**	.705**	.618**	.746**	.634**	.753**	.642**	.636**	0.219	.700**	.503**	--			
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.096	0.000	0.000				
	N	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	59	57	59	54	59	60	60		
Race_W_202_2_C	Pearson Correlation	.514**	.696**	.533**	.704**	.563**	.704**	.578**	.725**	.550**	.725**	.564**	.791**	.582**	.793**	.544**	.797**	.376**	-0.028	.547**	.749**	.631**	--		
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.002	0.823	0.000	0.000	0.000			
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	65	63	65	60	65	60	66	

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

- RACE_B_YEAR = % of unit that is Black in a given year
- RACE_B_YEAR_C = % of county that is Black in a given year *

BIVARIATE CORRELATION TEST

	Race_B_2012	Race_B_2012_C	Race_B_2013	Race_B_2013_C	Race_B_2014	Race_B_2014_C	Race_B_2015	Race_B_2015_C
Race_B_2012	Pearson Correlation	--						
	N	66						
Race_B_2012_C	Pearson Correlation	.667**	--					
	Sig. (2-tailed)	0.000						
	N	66	66					
Race_B_2013	Pearson Correlation	.912**	.527**	--				
	Sig. (2-tailed)	0.000	0.000					
	N	66	66	66				
Race_B_2013_C	Pearson Correlation	.671**	.998**	.632**	--			
	Sig. (2-tailed)	0.000	0.000	0.000				
	N	66	66	66	66			
Race_B_2014	Pearson Correlation	.935**	.697**	.896**	.701**	--		
	Sig. (2-tailed)	0.000	0.000	0.000	0.000			
	N	66	66	66	66	66		
Race_B_2014_C	Pearson Correlation	.667**	.999**	.628**	.1000**	.695**	--	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		
	N	66	66	66	66	66	66	
Race_B_2015	Pearson Correlation	.905**	.704**	.842**	.707**	.972**	.702**	--
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	
	N	66	66	66	66	66	66	66
Race_B_2015_C	Pearson Correlation	.659**	.991**	.611**	.992**	.680**	.992**	.687**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	66	66	66	66	66	66	66

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

- RACE_B_YEAR = % of unit that is Black in a given year
- RACE_B_YEAR_C = % of county that is Black in a given year *

BIVARIATE CORRELATION TEST

		Race_B_20 12	Race_B_20 12_C	Race_B_20 13	Race_B_20 13_C	Race_B_20 14	Race_B_20 14_C	Race_B_20 15	Race_B_20 15_C	Race_B_20 16	Race_B_20 16_C	Race_B_20 17	Race_B_20 17_C	Race_B_20 18	Race_B_20 18_C
Race_B_20 16	Pearson Correlation	.763**	.768**	.716**	.772**	.833**	.766**	.866**	.749**	--					
	Sig. (2- tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000						
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66
Race_B_20 16_C	Pearson Correlation	.660**	.990**	.611**	.992**	.680**	.992**	.687**	1.000**	.749**	--				
	Sig. (2- tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000					
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66
Race_B_20 17	Pearson Correlation	.675**	.684**	.685**	.688**	.755**	.682**	.788**	.669**	.921**	.669**	--			
	Sig. (2- tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000				
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66
Race_B_20 17_C	Pearson Correlation	.614**	.912**	.549**	.914**	.642**	.914**	.660**	.922**	.642**	.922**	.647**	--		
	Sig. (2- tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000			
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66
Race_B_20 18	Pearson Correlation	.688**	.709**	.676**	.712**	.741**	.705**	.780**	.692**	.904**	.691**	.947**	.675**	--	
	Sig. (2- tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66
Race_B_20 18_C	Pearson Correlation	.601**	.907**	.533**	.907**	.629**	.908**	.653**	.917**	.637**	.917**	.648**	.996**	.687**	--
	Sig. (2- tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

- RACE_B_YEAR = % of unit that is Black in a given year
- RACE_B_YEAR_C = % of county that is Black in a given year *

BIVARIATE CORRELATION TEST

		Race_B_2012	Race_B_2012_C	Race_B_2013	Race_B_2013_C	Race_B_2014	Race_B_2014_C	Race_B_2015	Race_B_2015_C	Race_B_2016	Race_B_2016_C	Race_B_2017	Race_B_2017_C	Race_B_2018	Race_B_2018_C	Race_B_2019	Race_B_2019_C	Race_B_2020	Race_B_2020_C
Race_B_2019	Pearson Correlation	.639**	.632**	.638**	.636**	.690**	.630**	.727**	.622**	.846**	.621**	.910**	.635**	.946**	.644**	--			
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000				
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	
Race_B_2019_C	Pearson Correlation	.599**	.906**	.531**	.906**	.630**	.907**	.652**	.916**	.635**	.916**	.647**	.996**	.685**	1.000**	.643**	--		
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000				
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	
Race_B_2020	Pearson Correlation	.525**	.514**	.506**	.514**	.518**	.510**	.547**	.498**	.663**	.498**	.716**	.507**	.769**	.522**	.770**	.521**	--	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
	N	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	62	63	
Race_B_2020_C	Pearson Correlation	0.222	0.059	.278*	0.067	0.202	0.059	0.154	0.064	0.190	0.065	0.110	-0.061	0.099	-0.066	0.063	-0.066	0.020	--
	Sig. (2-tailed)	0.075	0.640	0.025	0.594	0.107	0.642	0.221	0.613	0.129	0.605	0.383	0.630	0.432	0.603	0.615	0.605	0.876	
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	64	62	65

		Race_B_2012	Race_B_2012_C	Race_B_2013	Race_B_2013_C	Race_B_2014	Race_B_2014_C	Race_B_2015	Race_B_2015_C	Race_B_2016	Race_B_2016_C	Race_B_2017	Race_B_2017_C	Race_B_2018	Race_B_2018_C	Race_B_2019	Race_B_2019_C	Race_B_2020	Race_B_2020_C	Race_B_2021	Race_B_2021_C	Race_B_2022	Race_B_2022_C		
Race_B_2021	Pearson Correlation	.614**	.588**	.602**	.596**	.631**	.590**	.651**	.578**	.757**	.577**	.851**	.623**	.900**	.633**	.935**	.636**	.961**	0.089	--					
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.501						
	N	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	59	59	59	60					
Race_B_2021_C	Pearson Correlation	.548**	.823**	.472**	.823**	.553**	.823**	.571**	.834**	.556**	.834**	.564**	.911**	.610**	.915**	.554**	.915**	.682**	-0.086	.638**	--				
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.500	0.000	--				
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	62	64	59	65				
Race_B_2022	Pearson Correlation	.495**	.322*	.270*	.324**	.491**	.321*	.538**	.320*	.516**	.320*	.366**	.339**	.385**	.343**	.424**	.343**	.304*	0.031	.411**	.291*	63			
	Sig. (2-tailed)	0.000	0.010	0.032	0.009	0.000	0.010	0.000	0.011	0.000	0.011	0.003	0.007	0.002	0.006	0.001	0.006	0.018	0.808	0.001	0.020	.284*	--		
	N	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	60	62	57	63	0.024			
Race_B_2022_C	Pearson Correlation	.399**	.703**	.425**	.703**	.467**	.704**	.495**	.714**	.495**	.714**	.524**	.780**	.536**	.785**	.510**	.786**	.398**	-0.052	.497**	.711**	63	66		
	Sig. (2-tailed)	0.001	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.001	0.001	0.679	0.000	0.000					
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	65	63	65	60	65			

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

- RACE_H_YEAR = % of unit that is Hispanic in a given year
- RACE_H_YEAR_C = % of county that is Hispanic in a given year *

BIVARIATE CORRELATION TEST

	Race_H_2012	Race_H_2012_C	Race_H_2013	Race_H_2013_C	Race_H_2014	Race_H_2014_C	Race_H_2015	Race_H_2015_C
Race_H_2012	Pearson Correlation	--						
	N	66						
Race_H_2012_C	Pearson Correlation	.453**	--					
	Sig. (2-tailed)	0.000						
	N	66	66					
Race_H_2013	Pearson Correlation	.842**	.411**	--				
	Sig. (2-tailed)	0.000	0.001					
	N	66	66	66				
Race_H_2013_C	Pearson Correlation	.430**	.883**	.374**	--			
	Sig. (2-tailed)	0.000	0.000	0.002				
	N	66	66	66	66			
Race_H_2014	Pearson Correlation	.823**	.422**	.881**	.416**	--		
	Sig. (2-tailed)	0.000	0.000	0.000	0.001			
	N	66	66	66	66	66		
Race_H_2014_C	Pearson Correlation	.436**	.883**	.381**	1.000**	.423**	--	
	Sig. (2-tailed)	0.000	0.000	0.002	0.000	0.000		
	N	66	66	66	66	66	66	
Race_H_2015	Pearson Correlation	.743**	.368**	.852**	.361**	.903**	.367**	--
	Sig. (2-tailed)	0.000	0.002	0.000	0.003	0.000	0.002	
	N	66	66	66	66	66	66	66
Race_H_2015_C	Pearson Correlation	.456**	.864**	.406**	.978**	.442**	.979**	.397**
	Sig. (2-tailed)	0.000	0.000	0.001	0.000	0.000	0.000	0.001
	N	66	66	66	66	66	66	66

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

- RACE_H_YEAR = % of unit that is Hispanic in a given year
- RACE_H_YEAR_C = % of county that is Hispanic in a given year *

BIVARIATE CORRELATION TEST

		Race_H_20 12	Race_H_20 12_C	Race_H_20 13	Race_H_20 13_C	Race_H_20 14	Race_H_20 14_C	Race_H_20 15	Race_H_20 15_C	Race_H_20 16	Race_H_20 16_C	Race_H_20 17	Race_H_20 17_C	Race_H_20 18	Race_H_20 18_C
Race_H_20 16	Pearson Correlation	.735**	.347**	.815**	.377**	.877**	.385**	.944**	.418**	--					
	Sig. (2-tailed)	0.000	0.004	0.000	0.002	0.000	0.001	0.000	0.000						
	N	66	66	66	66	66	66	66	66	66					
Race_H_20 16_C	Pearson Correlation	.443**	.863**	.394**	.977**	.429**	.977**	.385**	.999**	.405**	--				
	Sig. (2-tailed)	0.000	0.000	0.001	0.000	0.000	0.000	0.001	0.000	0.001					
	N	66	66	66	66	66	66	66	66	66					
Race_H_20 17	Pearson Correlation	.692**	.371**	.799**	.403**	.795**	.410**	.848**	.438**	.935**	.424**	--			
	Sig. (2-tailed)	0.000	0.002	0.000	0.001	0.000	0.001	0.000	0.000	0.000	0.000				
	N	66	66	66	66	66	66	66	66	66	66				
Race_H_20 17_C	Pearson Correlation	.432**	.812**	.377**	.933**	.421**	.934**	.390**	.958**	.415**	.961**	.415**	--		
	Sig. (2-tailed)	0.000	0.000	0.002	0.000	0.000	0.000	0.001	0.000	0.001	0.000	0.001			
	N	66	66	66	66	66	66	66	66	66	66	66			
Race_H_20 18	Pearson Correlation	.509**	.271*	.606**	.297*	.601**	.301*	.646**	.325**	.709**	.310*	.770**	.285*	--	
	Sig. (2-tailed)	0.000	0.028	0.000	0.015	0.000	0.014	0.000	0.008	0.000	0.011	0.000	0.020		
	N	66	66	66	66	66	66	66	66	66	66	66	66		
Race_H_20 18_C	Pearson Correlation	.421**	.814**	.364**	.931**	.405**	.932**	.377**	.956**	.403**	.960**	.405**	.999**	.278*	--
	Sig. (2-tailed)	0.000	0.000	0.003	0.000	0.001	0.000	0.002	0.000	0.001	0.000	0.001	0.000	0.024	
	N	66	66	66	66	66	66	66	66	66	66	66	66		

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

- RACE_H_YEAR = % of unit that is Hispanic in a given year
- RACE_H_YEAR_C = % of county that is Hispanic in a given year *

BIVARIATE CORRELATION TEST

		Race_H_2012	Race_H_2012_C	Race_H_2013	Race_H_2013_C	Race_H_2014	Race_H_2014_C	Race_H_2015	Race_H_2015_C	Race_H_2016	Race_H_2016_C	Race_H_2017	Race_H_2017_C	Race_H_2018	Race_H_2018_C	Race_H_2019	Race_H_2019_C	Race_H_2020	Race_H_2020_C
Race_H_2019	Pearson Correlation	.401**	0.153	.471**	0.185	.504**	0.191	.569**	0.221	.647**	0.208	.683**	0.182	.916**	0.176	--			
	Sig. (2-tailed)	0.001	0.221	0.000	0.136	0.000	0.125	0.000	0.075	0.000	0.093	0.000	0.145	0.000	0.158				
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	
Race_H_2019_C	Pearson Correlation	.427**	.808**	.365**	.927**	.419**	.927**	.394**	.954**	.427**	.958**	.423**	.998**	.293*	.999**	0.209	--		
	Sig. (2-tailed)	0.000	0.000	0.003	0.000	0.001	0.000	0.001	0.000	0.000	0.000	0.000	0.018	0.000	0.095				
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	
Race_H_2020	Pearson Correlation	.352**	0.227	.378**	.304*	.424**	.312*	.398**	.320*	.534**	.309*	.564**	.279*	.793**	.276*	.816**	.302*	--	
	Sig. (2-tailed)	0.005	0.074	0.002	0.015	0.001	0.013	0.001	0.011	0.000	0.014	0.000	0.027	0.000	0.028	0.000	0.017		
	N	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	62	63	
Race_H_2020_C	Pearson Correlation	0.211	0.075	0.220	0.071	0.202	0.078	0.181	0.054	0.154	0.049	0.066	-0.021	0.041	-0.021	0.025	-0.012	0.061	--
	Sig. (2-tailed)	0.092	0.550	0.079	0.574	0.106	0.539	0.148	0.669	0.220	0.696	0.603	0.866	0.747	0.869	0.844	0.928	0.637	
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	64	62	65

		Race_H_2012	Race_H_2012_C	Race_H_2013	Race_H_2013_C	Race_H_2014	Race_H_2014_C	Race_H_2015	Race_H_2015_C	Race_H_2016	Race_H_2016_C	Race_H_2017	Race_H_2017_C	Race_H_2018	Race_H_2018_C	Race_H_2019	Race_H_2019_C	Race_H_2020	Race_H_2020_C
Race_H_2021	Pearson Correlation	.509**	0.252	.485**	.322*	.511**	.329*	.532**	.359**	.700**	.347**	.782**	.303*	.646**	.298*	.704**	.338**	.752**	0.024
	Sig. (2-tailed)	0.000	0.052	0.000	0.012	0.000	0.010	0.000	0.005	0.000	0.007	0.000	0.018	0.000	0.021	0.000	0.009	0.000	0.859
	N	60	60	60	60	60	60	60	60	60	60	60	60	60	60	59	59	60	
Race_H_2021_C	Pearson Correlation	.370**	.761**	.302*	.876**	.352**	.876**	.348**	.904**	.373**	.908**	.364**	.947**	.244	.950**	.152	.951**	.259*	-0.027
	Sig. (2-tailed)	0.002	0.000	0.015	0.000	0.004	0.000	0.005	0.000	0.002	0.000	0.003	0.000	0.050	0.000	0.228	0.000	0.042	0.834
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	62	64	65
Race_H_2022	Pearson Correlation	.404**	0.108	.414**	.194	.451**	0.203	.447**	0.227	.573**	0.214	.597**	0.155	.497**	0.145	.562**	0.140	.463**	0.059
	Sig. (2-tailed)	0.001	0.412	0.001	0.138	0.000	0.119	0.000	0.081	0.000	0.101	0.000	0.235	0.000	0.268	0.000	0.291	0.000	0.659
	N	60	60	60	60	60	60	60	60	60	60	60	60	60	60	59	57	59	60
Race_H_2022_C	Pearson Correlation	.288*	.679**	.325**	.799**	.326**	.800**	.337**	.828**	.385**	.833**	.388**	.869**	.280*	.874**	.202	.879**	.280*	-0.003
	Sig. (2-tailed)	0.019	0.000	0.008	0.000	0.008	0.000	0.006	0.000	0.001	0.000	0.001	0.000	0.023	0.000	0.103	0.000	0.026	0.984
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	65	63	65	60

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

- RACE_A_YEAR = % of unit that is Asian in a given year
- RACE_A_YEAR_C = % of county that is Asian in a given year *

BIVARIATE CORRELATION TEST

	Race_A_2012	Race_A_2012_C	Race_A_2013	Race_A_2013_C	Race_A_2014	Race_A_2014_C	Race_A_2015	Race_A_2015_C
Race_A_2012	Pearson Correlation	--						
	N	66						
Race_A_2012_C	Pearson Correlation	0.230	--					
	Sig. (2-tailed)	0.063						
Race_A_2013	N	66	66					
	Pearson Correlation	.650**	0.193	--				
Race_A_2013_C	Sig. (2-tailed)	0.000	0.120					
	N	66	66	66				
Race_A_2014	Pearson Correlation	0.221	.968**	0.211	--			
	Sig. (2-tailed)	0.075	0.000	0.088				
Race_A_2014_C	N	66	66	66	66			
	Pearson Correlation	.534**	0.182	.562**	0.197	--		
Race_A_2015	Sig. (2-tailed)	0.000	0.144	0.000	0.112			
	N	66	66	66	66	66		
Race_A_2015_C	Pearson Correlation	0.227	.995**	0.212	.973**	0.188	--	
	Sig. (2-tailed)	0.067	0.000	0.088	0.000	0.130		
Race_A_2015_C	N	66	66	66	66	66	66	
	Pearson Correlation	.342**	0.162	0.225	0.137	.618**	0.140	--
Race_A_2015_C	Sig. (2-tailed)	0.005	0.194	0.070	0.272	0.000	0.262	
	N	66	66	66	66	66	66	
Race_A_2015_C	Pearson Correlation	0.215	.992**	0.208	.970**	0.165	.998**	0.114
	Sig. (2-tailed)	0.083	0.000	0.094	0.000	0.185	0.000	0.360
Race_A_2015_C	N	66	66	66	66	66	66	66

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

- RACE_A_YEAR = % of unit that is Asian in a given year
- RACE_A_YEAR_C = % of county that is Asian in a given year *

BIVARIATE CORRELATION TEST

		Race_A_20_12	Race_A_20_12_C	Race_A_20_13	Race_A_20_13_C	Race_A_20_14	Race_A_20_14_C	Race_A_20_15	Race_A_20_15_C	Race_A_20_16	Race_A_20_16_C	Race_A_20_17	Race_A_20_17_C	Race_A_20_18	Race_A_20_18_C
Race_A_20_16	Pearson Correlation	.313*	0.084	.317**	0.093	.597**	0.079	.872**	0.057	--					
	Sig. (2-tailed)	0.010	0.504	0.010	0.460	0.000	0.530	0.000	0.651						
	N	66	66	66	66	66	66	66	66	66					
Race_A_20_16_C	Pearson Correlation	0.209	.990**	0.206	.966**	0.152	.996**	0.101	.999**	0.044	--				
	Sig. (2-tailed)	0.091	0.000	0.097	0.000	0.223	0.000	0.421	0.000	0.725					
	N	66	66	66	66	66	66	66	66	66					
Race_A_20_17	Pearson Correlation	.289*	0.096	.275*	0.125	.423**	0.100	.698**	0.087	.663**	0.085	--			
	Sig. (2-tailed)	0.019	0.444	0.025	0.318	0.000	0.424	0.000	0.487	0.000	0.499				
	N	66	66	66	66	66	66	66	66	66	66				
Race_A_20_17_C	Pearson Correlation	0.215	.968**	0.216	.943**	0.154	.974**	0.073	.976**	0.006	.977**	0.039	--		
	Sig. (2-tailed)	0.083	0.000	0.081	0.000	0.216	0.000	0.561	0.000	0.961	0.000	0.755			
	N	66	66	66	66	66	66	66	66	66	66	66			
Race_A_20_18	Pearson Correlation	0.193	0.216	0.208	0.239	.405**	0.213	.660**	0.204	.535**	0.200	.840**	0.168	--	
	Sig. (2-tailed)	0.121	0.081	0.094	0.054	0.001	0.087	0.000	0.100	0.000	0.107	0.000	0.178		
	N	66	66	66	66	66	66	66	66	66	66	66	66		
Race_A_20_18_C	Pearson Correlation	0.198	.957**	0.204	.933**	0.129	.963**	0.046	.966**	-0.020	.967**	0.015	.992**	0.147	--
	Sig. (2-tailed)	0.111	0.000	0.101	0.000	0.301	0.000	0.716	0.000	0.873	0.000	0.908	0.000	0.239	
	N	66	66	66	66	66	66	66	66	66	66	66	66		

APPENDIX 2

DEMOGRAPHIC DATA ANALYSIS

VARIABLES:

- RACE_A_YEAR = % of unit that is Asian in a given year
- RACE_A_YEAR_C = % of county that is Asian in a given year *

BIVARIATE CORRELATION TEST

		Race_A_2012	Race_A_2012_C	Race_A_2013	Race_A_2013_C	Race_A_2014	Race_A_2014_C	Race_A_2015	Race_A_2015_C	Race_A_2016	Race_A_2016_C	Race_A_2017	Race_A_2017_C	Race_A_2018	Race_A_2018_C	Race_A_2019	Race_A_2019_C	Race_A_2020	Race_A_2020_C
Race_A_2019	Pearson Correlation	0.221	0.196	0.093	0.209	.412**	0.186	.613**	0.167	.455**	0.156	.479**	0.107	.645**	0.086	--			
	Sig. (2-tailed)	0.074	0.114	0.456	0.091	0.001	0.134	0.000	0.179	0.000	0.212	0.000	0.392	0.000	0.491				
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	
Race_A_2019_C	Pearson Correlation	0.199	.954**	0.195	.928**	0.127	.959**	0.043	.963**	-0.023	.964**	0.014	.990**	0.126	1.000**	0.080	--		
	Sig. (2-tailed)	0.112	0.000	0.119	0.000	0.315	0.000	0.735	0.000	0.856	0.000	0.910	0.000	0.316	0.000	0.524			
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	
Race_A_2020	Pearson Correlation	0.242	.250*	0.121	.248*	.366**	0.241	.588**	0.218	.476**	0.203	.494**	0.209	.672**	0.187	.789**	0.182	--	
	Sig. (2-tailed)	0.056	0.048	0.343	0.050	0.003	0.057	0.000	0.086	0.000	0.110	0.000	0.099	0.000	0.142	0.000	0.157		
	N	63	63	63	63	63	63	63	63	63	63	63	63	63	63	63	62	63	
Race_A_2020_C	Pearson Correlation	-0.007	0.067	-0.013	0.022	0.156	0.052	.314*	0.043	.247*	0.034	0.040	-0.011	0.074	-0.014	.257*	-0.023	0.046	--
	Sig. (2-tailed)	0.955	0.598	0.918	0.860	0.216	0.678	0.011	0.735	0.047	0.789	0.754	0.928	0.557	0.915	0.039	0.860	0.720	
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	64	62	65	

		Race_A_2012	Race_A_2012_C	Race_A_2013	Race_A_2013_C	Race_A_2014	Race_A_2014_C	Race_A_2015	Race_A_2015_C	Race_A_2016	Race_A_2016_C	Race_A_2017	Race_A_2017_C	Race_A_2018	Race_A_2018_C	Race_A_2019	Race_A_2019_C	Race_A_2020	Race_A_2020_C	Race_A_2021	Race_A_2021_C	Race_A_2022	Race_A_2022_C	
Race_A_2021	Pearson Correlation	0.235	.278*	0.169	.257*	.311*	.265*	.468**	0.245	.372**	0.233	.392**	0.246	.598**	0.240	.710**	0.229	.930**	0.016	--				
	Sig. (2-tailed)	0.070	0.031	0.196	0.048	0.016	0.041	0.000	0.059	0.003	0.073	0.002	0.058	0.000	0.064	0.000	0.081	0.000	0.902					
	N	60	60	60	60	60	60	60	60	60	60	60	60	60	60	59	59	59	60					
Race_A_2021_C	Pearson Correlation	0.207	.915**	0.215	.890**	0.108	.921**	0.029	.926**	-0.052	.927**	-0.007	.953**	0.117	.964**	0.082	.966**	0.177	0.005	0.204	--			
	Sig. (2-tailed)	0.098	0.000	0.086	0.000	0.391	0.000	0.819	0.000	0.679	0.000	0.957	0.000	0.352	0.000	0.517	0.000	0.169	0.968	0.120				
	N	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	65	62	64	59	65			
Race_A_2022	Pearson Correlation	0.201	0.183	.261*	0.160	.310*	0.167	.335**	0.151	.270*	0.142	.413**	0.160	.489**	0.195	.411**	0.200	.605**	0.081	.770**	0.185	--		
	Sig. (2-tailed)	0.124	0.161	0.044	0.221	0.016	0.203	0.009	0.249	0.037	0.278	0.001	0.221	0.000	0.136	0.001	0.129	0.000	0.543	0.000	0.160			
	N	60	60	60	60	60	60	60	60	60	60	60	60	60	60	59	57	59	54	59	60			
Race_A_2022_C	Pearson Correlation	0.127	.886**	0.203	.863**	0.018	.894**	-0.051	.905**	-0.084	.909**	-0.037	.941**	0.095	.953**	-0.031	.958**	0.093	-0.061	0.139	.930**	0.162	--	
	Sig. (2-tailed)	0.311	0.000	0.03	0.000	0.885	0.000	0.683	0.000	0.502	0.000	0.767	0.000	0.447	0.000	0.807	0.000	0.470	0.629	0.290	0.000	0.215		
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	65	63	65	60	65	60	66	

APPENDIX 3

STRENGTH DATA ANALYSIS

VARIABLES:

- YEAR_S = Strength of units in the given year
- YEAR_L = Units relocated in the given year
- Number_YEAR = Units that experienced an armory relocation 1, 2, or 3 years removed in that given year

BIVARIATE CORRELATION TEST*

	2012_L	1_2012	2_2012	3_2012	2013_L	1_2013	2_2013	3_2013	2013_S
2016_S	Pearson Correlation	.380**	-0.074	0.000	-0.139	-0.024	.b	.b	.531**
	Sig. (2-tailed)	0.002	0.555	0.998	0.266	0.851			0.000
	N	66	66	66	66	66	66	66	66
2017_L	Pearson Correlation	-0.039	-0.081	-0.062	-0.027	0.075	.b	.b	0.034
	Sig. (2-tailed)	0.758	0.518	0.618	0.829	0.550			0.788
	N	66	66	66	66	66	66	66	66
1_2018	Pearson Correlation	-0.039	-0.081	-0.062	-0.027	0.075	.b	.b	0.034
	Sig. (2-tailed)	0.758	0.518	0.618	0.829	0.550			0.788
	N	66	66	66	66	66	66	66	66
2_2019	Pearson Correlation	-0.039	-0.081	-0.062	-0.027	0.075	.b	.b	0.034
	Sig. (2-tailed)	0.758	0.518	0.618	0.829	0.550			0.788
	N	66	66	66	66	66	66	66	66
2019_S	Pearson Correlation	0.216	-0.062	-0.066	0.026	-0.075	.b	.b	0.076
	Sig. (2-tailed)	0.082	0.622	0.600	0.835	0.547			0.543
	N	66	66	66	66	66	66	66	66
3_2020	Pearson Correlation	-0.039	-0.081	-0.062	-0.027	0.075	.b	.b	0.034
	Sig. (2-tailed)	0.758	0.518	0.618	0.829	0.550			0.788
	N	66	66	66	66	66	66	66	66
2020_S	Pearson Correlation	0.162	-0.129	-0.113	0.041	-0.129	.b	.b	0.205
	Sig. (2-tailed)	0.194	0.301	0.366	0.746	0.301			0.098
	N	66	66	66	66	66	66	66	66
2021_S	Pearson Correlation	0.189	-.266*	0.024	-.316**	-0.067	.b	.b	0.145
	Sig. (2-tailed)	0.129	0.031	0.848	0.010	0.593			0.246
	N	66	66	66	66	66	66	66	66
2023_S	Pearson Correlation	0.130	-0.076	0.102	0.072	-0.008	.b	.b	0.073
	Sig. (2-tailed)	0.299	0.543	0.414	0.563	0.947			0.560
	N	66	66	66	66	66	66	66	66

*Select data showed due to quantity of results output

APPENDIX 3

STRENGTH DATA ANALYSIS

VARIABLES:

- YEAR_S = Strength of units in the given year
- YEAR_L = Units relocated in the given year
- Number_YEAR = Units that experienced an armory relocation 1, 2, or 3 years removed in that given year

BIVARIATE CORRELATION TEST*

		2014_L	1_2014	2_2014	3_2014	2014_S	2015_L	1_2015	2_2015	3_2015	2015_S
2016_S	Pearson Correlation	-0.045	-0.024	.b	.b	.428**	-0.068	-0.045	-0.024	.b	.510**
	Sig. (2-tailed)	0.719	0.851			0.000	0.586	0.719	0.851		0.000
	N	66	66	66	66	66	66	66	66	66	66
2017_L	Pearson Correlation	0.161	0.075	.b	.b	.335**	-0.055	0.161	0.075	.b	.331**
	Sig. (2-tailed)	0.196	0.550			0.006	0.658	0.196	0.550		0.007
	N	66	66	66	66	66	66	66	66	66	66
1_2018	Pearson Correlation	0.161	0.075	.b	.b	.335**	-0.055	0.161	0.075	.b	.331**
	Sig. (2-tailed)	0.196	0.550			0.006	0.658	0.196	0.550		0.007
	N	66	66	66	66	66	66	66	66	66	66
2_2019	Pearson Correlation	0.161	0.075	.b	.b	.335**	-0.055	0.161	0.075	.b	.331**
	Sig. (2-tailed)	0.196	0.550			0.006	0.658	0.196	0.550		0.007
	N	66	66	66	66	66	66	66	66	66	66
2019_S	Pearson Correlation	-0.046	-0.075	.b	.b	0.056	0.202	-0.046	-0.075	.b	-0.007
	Sig. (2-tailed)	0.714	0.547			0.653	0.104	0.714	0.547		0.957
	N	66	66	66	66	66	66	66	66	66	66
3_2020	Pearson Correlation	0.161	0.075	.b	.b	.335**	-0.055	0.161	0.075	.b	.331**
	Sig. (2-tailed)	0.196	0.550			0.006	0.658	0.196	0.550		0.007
	N	66	66	66	66	66	66	66	66	66	66
2020_S	Pearson Correlation	-0.027	-0.129	.b	.b	0.133	0.041	-0.027	-0.129	.b	0.096
	Sig. (2-tailed)	0.832	0.301			0.286	0.746	0.832	0.301		0.442
	N	66	66	66	66	66	66	66	66	66	66
2021_S	Pearson Correlation	-0.038	-0.067	.b	.b	0.172	0.069	-0.038	-0.067	.b	0.176
	Sig. (2-tailed)	0.762	0.593			0.168	0.583	0.762	0.593		0.157
	N	66	66	66	66	66	66	66	66	66	66
2023_S	Pearson Correlation	0.071	-0.008	.b	.b	0.087	-0.039	0.071	-0.008	.b	0.129
	Sig. (2-tailed)	0.572	0.947			0.488	0.757	0.572	0.947		0.304
	N	66	66	66	66	66	66	66	66	66	66

*Select data showed due to quantity of results output

APPENDIX 3

STRENGTH DATA ANALYSIS

VARIABLES:

- YEAR_S = Strength of units in the given year
- YEAR_L = Units relocated in the given year
- Number_YEAR = Units that experienced an armory relocation 1, 2, or 3 years removed in that given year

BIVARIATE CORRELATION TEST*

		2016_L	1_2016	2_2016	3_2016	2016_S	2017_L	1_2017	2_2017	3_2017	2017_S
2016_S	Pearson Correlation	0.055	-0.068	-0.045	-0.024	--					
	Sig. (2-tailed)	0.660	0.586	0.719	0.851						
	N	66	66	66	66	66					
2017_L	Pearson Correlation	-0.048	-0.055	0.161	0.075	-0.073	--				
	Sig. (2-tailed)	0.704	0.658	0.196	0.550	0.558					
	N	66	66	66	66	66	66				
1_2018	Pearson Correlation	-0.048	-0.055	0.161	0.075	-0.073	1.000**	-0.048	-0.055	0.161	-0.083
	Sig. (2-tailed)	0.704	0.658	0.196	0.550	0.558	0.000	0.704	0.658	0.196	0.510
	N	66	66	66	66	66	66	66	66	66	66
2_2019	Pearson Correlation	-0.048	-0.055	0.161	0.075	-0.073	1.000**	-0.048	-0.055	0.161	-0.083
	Sig. (2-tailed)	0.704	0.658	0.196	0.550	0.558	0.000	0.704	0.658	0.196	0.510
	N	66	66	66	66	66	66	66	66	66	66
2019_S	Pearson Correlation	0.014	0.202	-0.046	-0.075	0.139	-.252*	0.014	0.202	-0.046	.302*
	Sig. (2-tailed)	0.910	0.104	0.714	0.547	0.267	0.041	0.910	0.104	0.714	0.014
	N	66	66	66	66	66	66	66	66	66	66
3_2020	Pearson Correlation	-0.048	-0.055	0.161	0.075	-0.073	1.000**	-0.048	-0.055	0.161	-0.083
	Sig. (2-tailed)	0.704	0.658	0.196	0.550	0.558	0.000	0.704	0.658	0.196	0.510
	N	66	66	66	66	66	66	66	66	66	66
2020_S	Pearson Correlation	0.086	0.041	-0.027	-0.129	0.188	-.250*	0.086	0.041	-0.027	.346**
	Sig. (2-tailed)	0.494	0.746	0.832	0.301	0.131	0.043	0.494	0.746	0.832	0.004
	N	66	66	66	66	66	66	66	66	66	66
2021_S	Pearson Correlation	0.153	0.069	-0.038	-0.067	0.214	-.251*	0.153	0.069	-0.038	.333**
	Sig. (2-tailed)	0.219	0.583	0.762	0.593	0.084	0.042	0.219	0.583	0.762	0.006
	N	66	66	66	66	66	66	66	66	66	66
2023_S	Pearson Correlation	.242*	-0.039	0.071	-0.008	0.033	-.0127	.242*	-0.039	0.071	0.194
	Sig. (2-tailed)	0.050	0.757	0.572	0.947	0.795	0.311	0.050	0.757	0.572	0.118
	N	66	66	66	66	66	66	66	66	66	66

*Select data showed due to quantity of results output

APPENDIX 3

STRENGTH DATA ANALYSIS

VARIABLES:

- YEAR_S = Strength of units in the given year
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BIVARIATE CORRELATION TEST*

		2018_L	1_2018	2_2018	3_2018	2018_S	2019_L	1_2019	2_2019	3_2019	2019_S
1_2018	Pearson Correlation	0.161	--								
	Sig. (2-tailed)	0.196									
	N	66	66								
2_2019	Pearson Correlation	0.161	1.000**	-0.048	-0.055	-0.159	0.161	0.161	--		
	Sig. (2-tailed)	0.196	0.000	0.704	0.658	0.201	0.196	0.196			
	N	66	66	66	66	66	66	66	66		
2019_S	Pearson Correlation	0.001	-.252*	0.014	0.202	.806**	0.001	0.001	-.252*	0.014	--
	Sig. (2-tailed)	0.992	0.041	0.910	0.104	0.000	0.992	0.992	0.041	0.910	
	N	66	66	66	66	66	66	66	66	66	66
3_2020	Pearson Correlation	0.161	1.000**	-0.048	-0.055	-0.159	0.161	0.161	1.000**	-0.048	-.252*
	Sig. (2-tailed)	0.196	0.000	0.704	0.658	0.201	0.196	0.196	0.000	0.704	0.041
	N	66	66	66	66	66	66	66	66	66	66
2020_S	Pearson Correlation	-0.066	-.250*	0.086	0.041	.765**	-0.066	-0.066	-.250*	0.086	.858**
	Sig. (2-tailed)	0.598	0.043	0.494	0.746	0.000	0.598	0.598	0.043	0.494	0.000
	N	66	66	66	66	66	66	66	66	66	66
2021_S	Pearson Correlation	-0.014	-.251*	0.153	0.069	.660**	-0.014	-0.014	-.251*	0.153	.713**
	Sig. (2-tailed)	0.912	0.042	0.219	0.583	0.000	0.912	0.912	0.042	0.219	0.000
	N	66	66	66	66	66	66	66	66	66	66
2023_S	Pearson Correlation	-0.129	-0.127	.242*	-0.039	.449**	-0.129	-0.129	-0.127	.242*	.468**
	Sig. (2-tailed)	0.301	0.311	0.050	0.757	0.000	0.301	0.301	0.311	0.050	0.000
	N	66	66	66	66	66	66	66	66	66	66

*Select data showed due to quantity of results output

APPENDIX 3

STRENGTH DATA ANALYSIS

VARIABLES:

- YEAR_S = Strength of units in the given year
- YEAR_L = Units relocated in the given year
- Number_YEAR = Units that experienced an armory relocation 1, 2, or 3 years removed in that given year

BIVARIATE CORRELATION TEST*

		2020_L	1_2020	2_2020	3_2020	2020_S	2021_L	1_2021	2_2021	3_2021	2021_S	2022_L	1_2022	2_2022	3_2022	2022_S	2023_L	1_2023	2_2023	3_2023	2023_S
3_2020	Pearson Correlation	.b	0.161	0.161	--																
	Sig. (2-tailed)		0.196	0.196																	
	N	66	66	66	66																
2020_S	Pearson Correlation	.b	-0.066	-0.066	-.250*	--															
	Sig. (2-tailed)		0.598	0.598	0.043																
	N	66	66	66	66	66															
2021_S	Pearson Correlation	.b	-0.014	-0.014	-.251*	.791**	0.114	.b	-0.014	-0.014	--										
	Sig. (2-tailed)		0.912	0.912	0.042	0.000	0.364		0.912	0.912											
	N	66	66	66	66	66	66	66	66	66	66										
2023_S	Pearson Correlation	.b	-0.129	-0.129	-0.127	.510**	0.076	.b	-0.129	-0.129	.659**	0.067	0.076	.b	-0.129	.635**	0.076	0.067	0.076	.b	--
	Sig. (2-tailed)		0.301	0.301	0.311	0.000	0.546		0.301	0.301	0.000	0.592	0.546		0.301	0.000	0.542	0.592	0.546		
	N	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66

*Select data showed due to quantity of results output

APPENDIX 4

SAMPLE SUMMARY

UICs:

(66)

P25AO	PGFAA	PGRTO	PJNBO	TU1CO	TU4TO	ZFYAO
P25BO	PGNA0	PGUA0	PJNC0	TU1DO	UASA0	ZFYB0
P25C0	PGNB0	PGUB0	PJNT0	TU1TO	UASB0	ZFYCO
P25T0	PCQA0	PGUC0	PVYAA	TU2AO	UASEO	ZFYE0
PCNAA	PGQB0	PGUTO	QECAA	TU2B0	UAST0	ZFYGO
PG0AO	PGQT0	PGWA0	QHYAA	TU2CO	VSEAA	ZFYTO
PG0BO	PGRA0	PGWB0	QUZAA	TU2TO	ZFXAO	
PG0CO	PGRB0	PGWC0	TG2AA	TU4AO	ZFXB0	
PG0TO	PGRC0	PGWT0	TU1AO	TU4BO	ZFXC0	
PG1AA	PCRDO	PH7AA	TU1BO	TU4CO	ZFXTO	

Types of Units

(11)

Branch	% of Sample
Infantry	52%
Artillery	14%
Quartermaster	12%
Aviation	5%
Transportation	5%
Finance	3%
JAG	3%
Medical	3%
AG	2%
Chemical	2%
Military Police	2%

