



SUPERIOR COURT OF CALIFORNIA
COUNTY OF TULARE

Understanding the External Landscape: External Trends

April 12, 2023

*Planning for the Future of the Court:
Learning from the Past – Preparing for the Future*

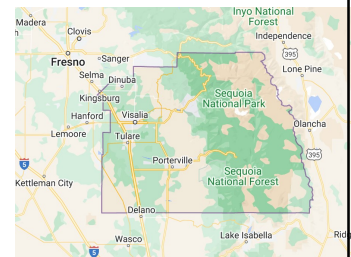


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1. Pandemic Trends

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Pandemic Trends

1. Agility and Resilience: The ability to adapt and respond quickly and bounce back (or forward) from setbacks or hardships are essential for the future. Leaders discovered change did/can happen overnight. Agile and resilient organizations are essential for the future.
2. Service Delivery: Court service delivery models have been transformed; access and service delivery are being reinvented/re-imagined.
3. Filings and Backlogs: Courts are working to reduce backlogs and manage cases / workloads more effectively; there is a tug of war between returning to pre-pandemic ways and refining / re-imagining practices implemented during the pandemic (creating a “new normal”).

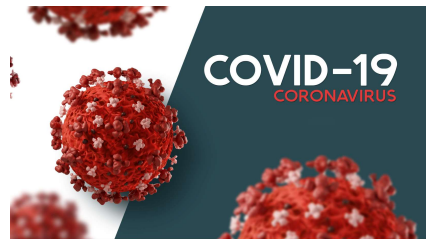


Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey

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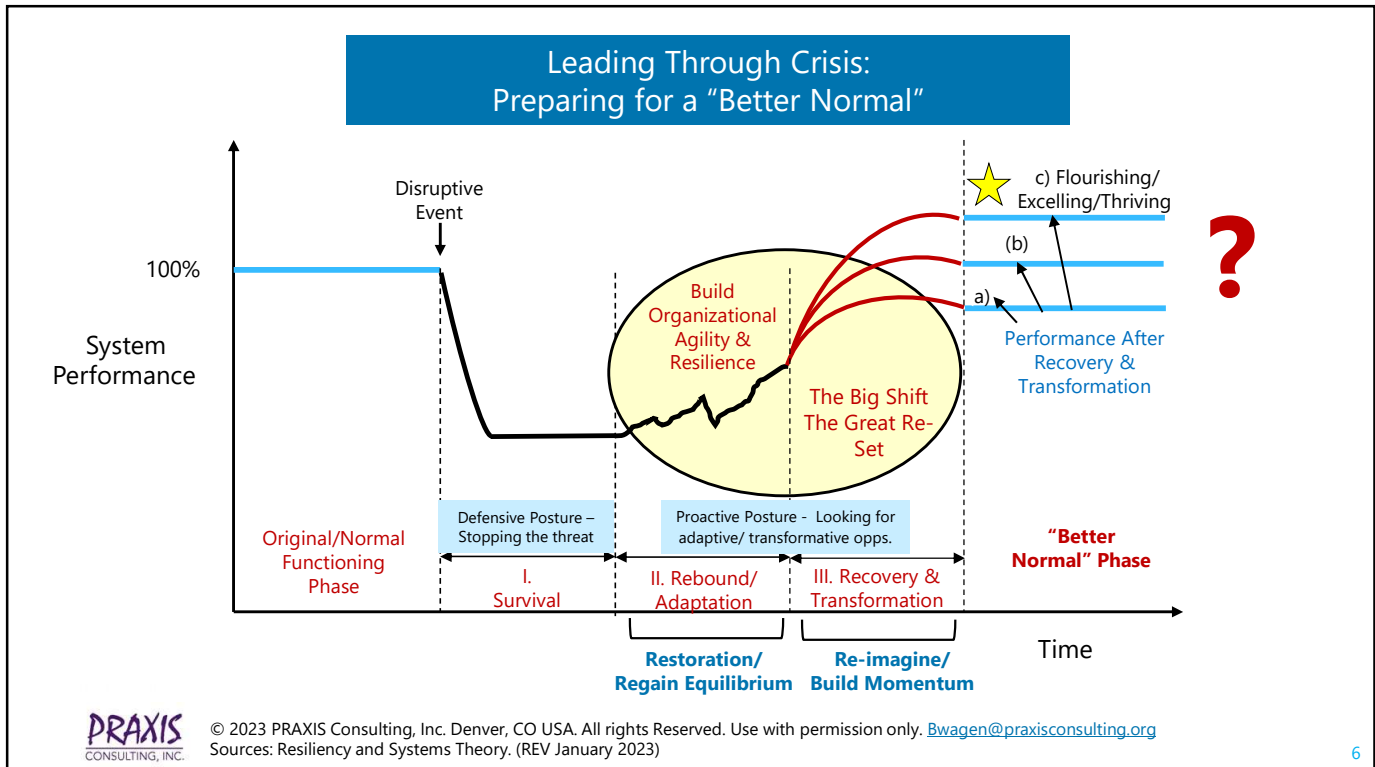
Pandemic Trends (cont.)

4. **Revolutions:** Systems have been /are being revolutionized (e.g., digital and hybrid “everything”; processes and documents, jury service, repurposing space, “the new future of work”, etc.).
5. **Mental Health / Employee Well-Being:** There is increased focus on the effects of isolation, burnout, stress, anxiety, and other mental health issues; employee well-being in a new imperative.
6. **Collaboration** – There is/was increased collaboration among teams, partners, and communities (e.g., focus on a common goal).
7. **Economic Impact:** We all are experiencing rising costs / inflation (e.g., rent, housing, gas, food, etc.).
8. Others?



Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey

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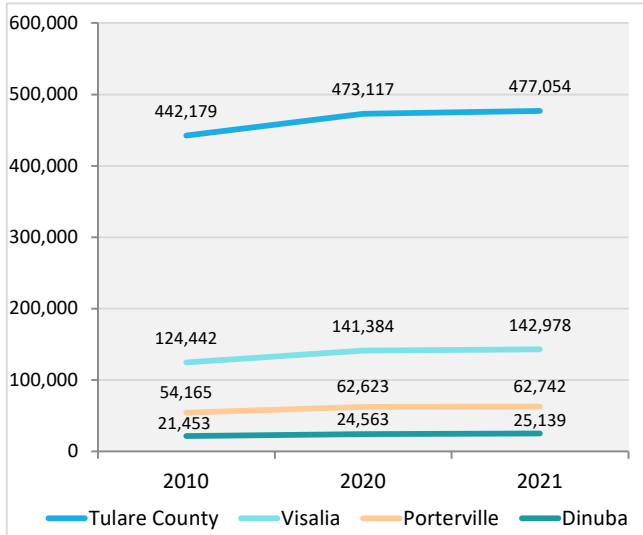
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2. Social / Demographic Trends

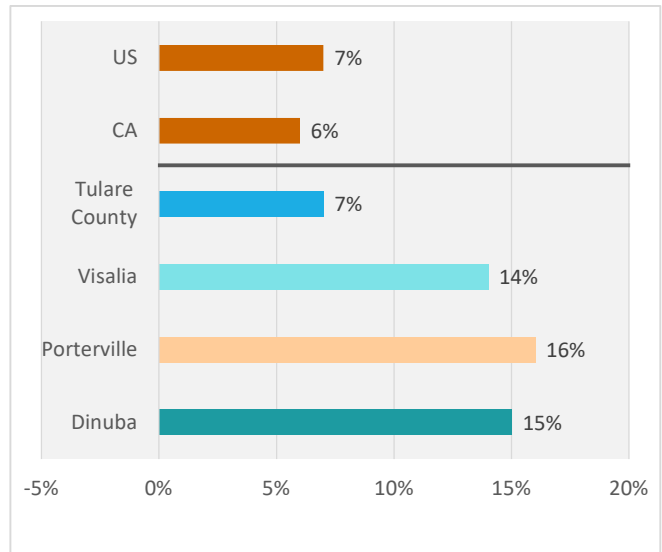
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Population – 2010, 2020, 2021
(in millions)



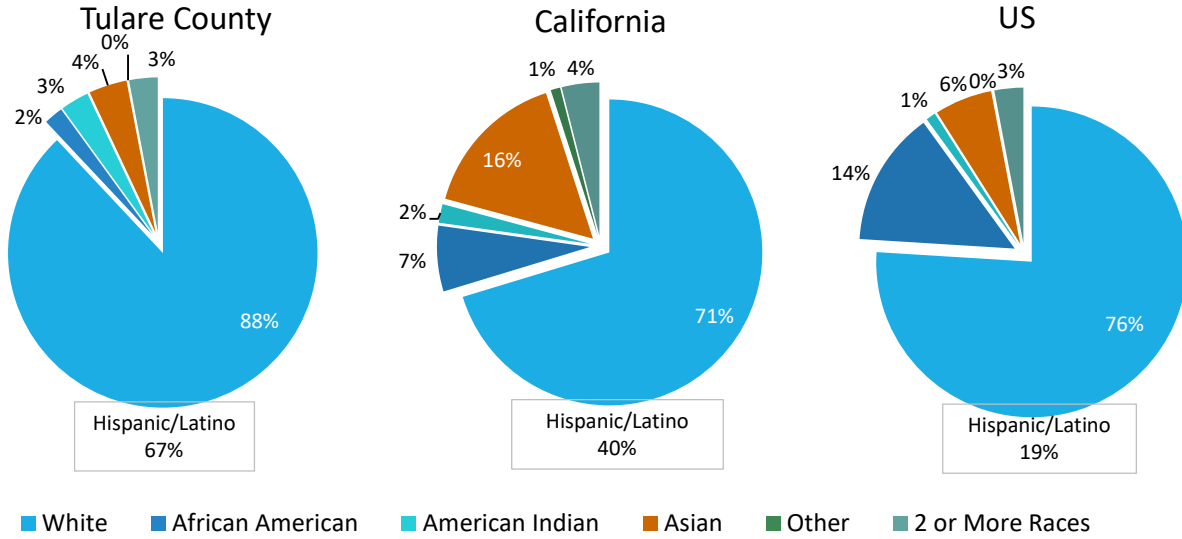
Population – Percent Change
2010 – 2020 (in percentages)



Sources: U.S. Census Bureau. Estimates. <https://www.census.gov/quickfacts/fact/table/US/PST045221> and <https://data.census.gov/cedsci/>

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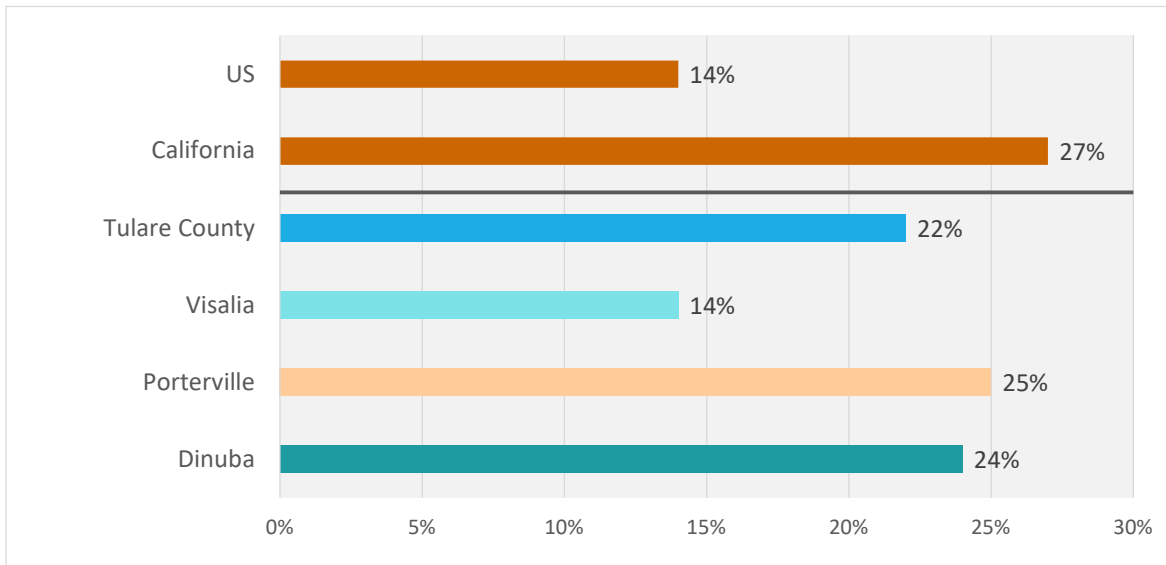
Race and Ethnicity – Tulare County, California, and USA - 2021 (in percentages)



Source: U.S. Census Bureau, American Community Survey (ACS) – Estimates 2017 -2021. www.census.gov/quickfacts/. Percentages may not equal 100% due to rounding.

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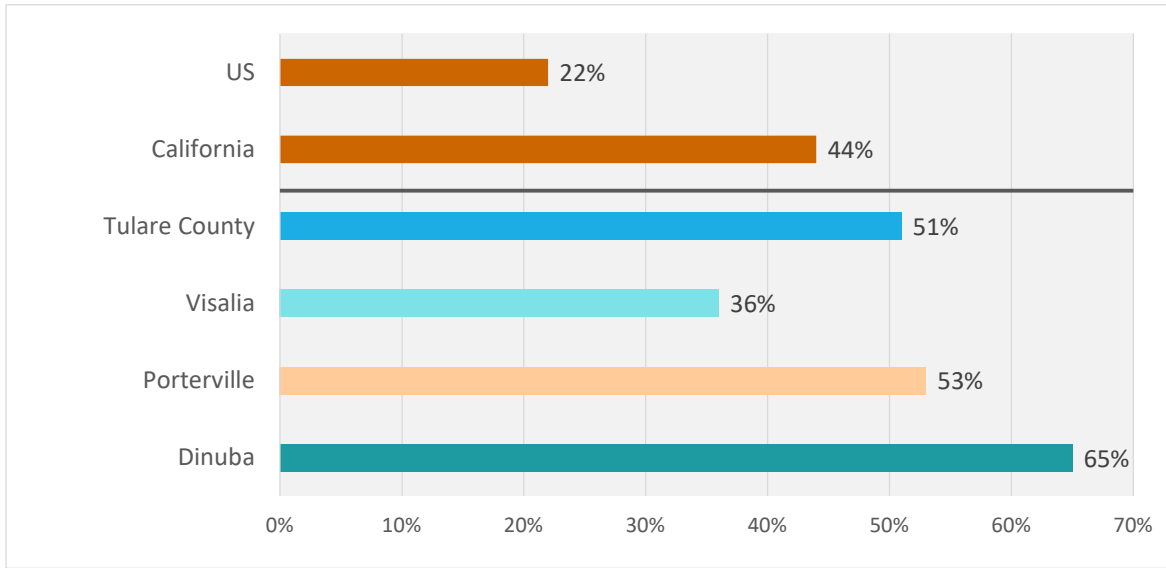
Population – Foreign Born Persons 2021 (percent of population)



Sources: U.S. Census Bureau, American Community Survey (ACS) – Estimates 2017 – 2021. www.census.gov/quickfacts/

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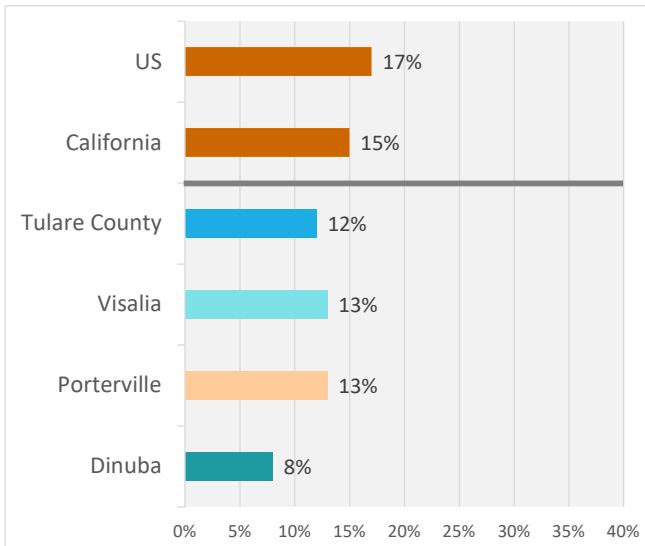
Population that Speaks Languages Other than English in Home 2021 (percent of population 5 years +)



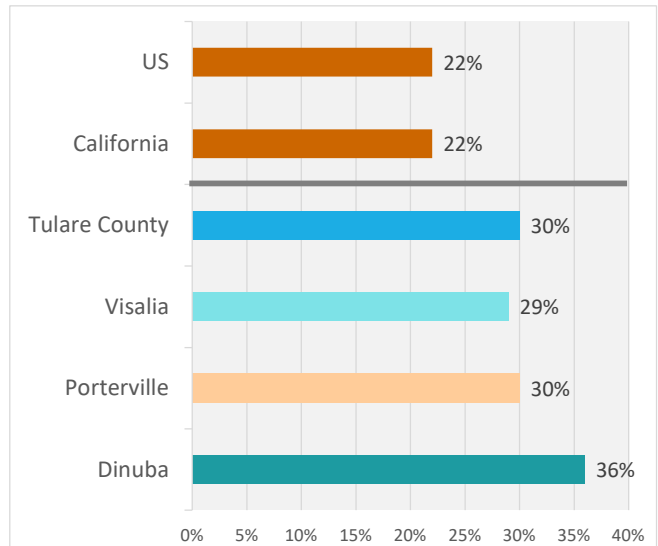
Sources: U.S. Census Bureau, American Community Survey (ACS) – Estimates 2017 – 2021. www.census.gov/quickfacts/

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% of Population - Persons 65 Years Plus – 2021 (in percentages)



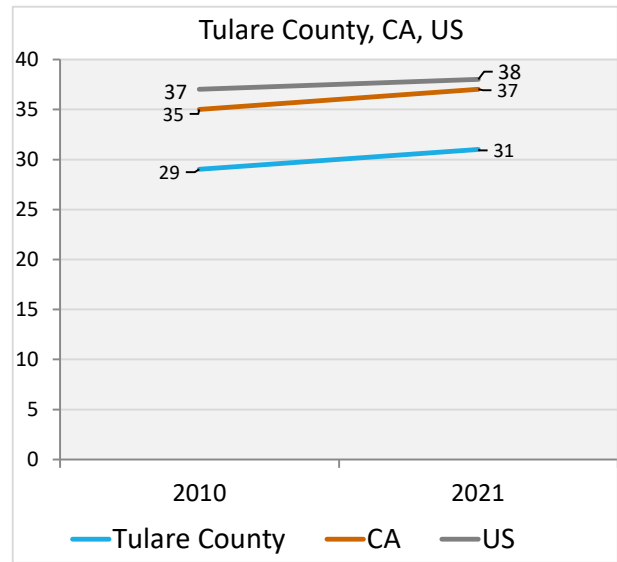
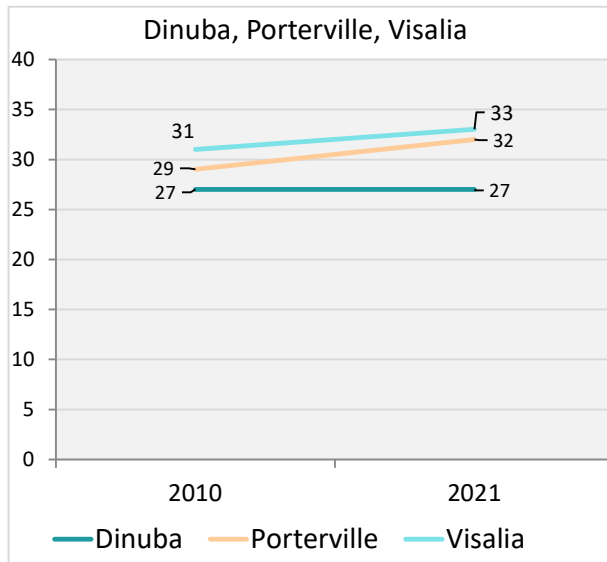
% of Population - Persons Under 18 Years – 2021 (in percentages)



Source: US Census Bureau. Estimates – 2017 - 2021 www.census.gov/quickfacts

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Age of Population: Median Age¹ 2010 and 2021 (in years)

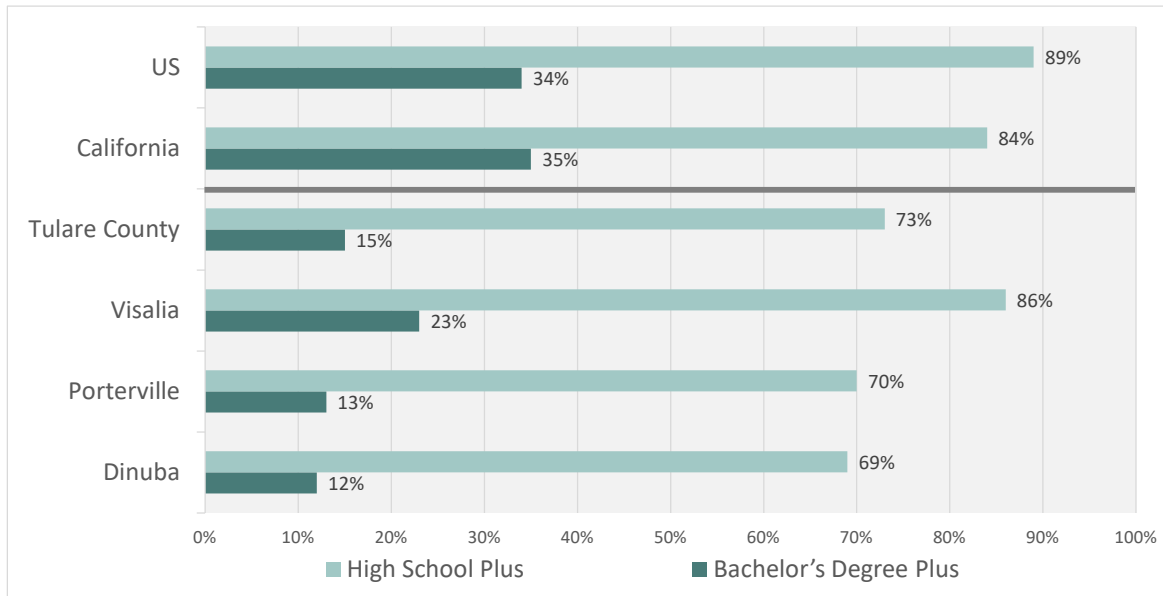


¹ Median = the midpoint; ½ are above and ½ are below the value.

Sources: U.S. Census Bureau, American Community Survey (ACS) – 5 year estimates. <https://www.census.gov/quickfacts/> and

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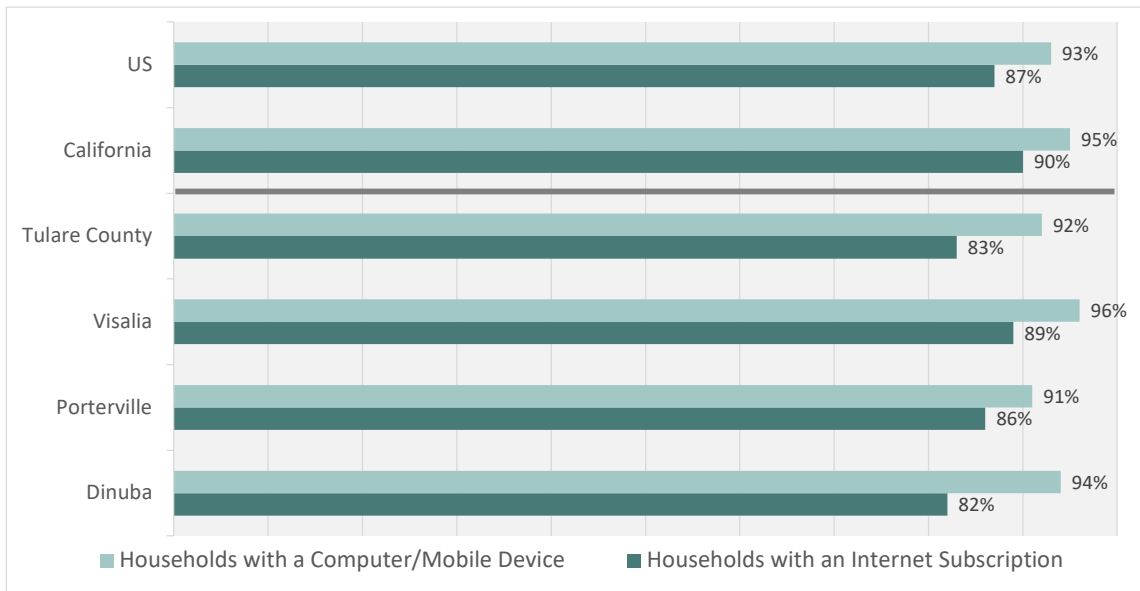
Education Levels – 2021 (percent of persons age 25+)



Source: U.S. Census Bureau, American Community Survey (ACS) – Estimates 2017 – 2021. www.census.gov/quickfacts

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Households with Computers/Mobile Devices & Internet Subscriptions - 2021 (in percentages)



Source: U.S. Census Bureau, American Community Survey (ACS) – Estimates 2017 – 2021. www.census.gov/quickfacts

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Additional Social Trends

1. Customer Service Expectations – better, faster, 24 x 7
2. Millennials – are the largest cohort in general population and workplace; Generation Z entered the workforce in 2019
3. Changing work and lifestyle choices (e.g., working virtually; “gig” economy – non-traditional jobs; thriving and wellbeing)
4. Lives are “open books” - social media
5. Social media increasingly used to connect, communicate, do business
6. Combatting/addressing social issues: substance use (opioid, alcohol), bullying, mental health, suicide, gun violence
7. Demands for racial justice in communities and an expectation of diversity, equity, and inclusion in organizations
8. Growing interest in “micro-learning” – learning in small segments, immediate application, and on demand
9. Others?

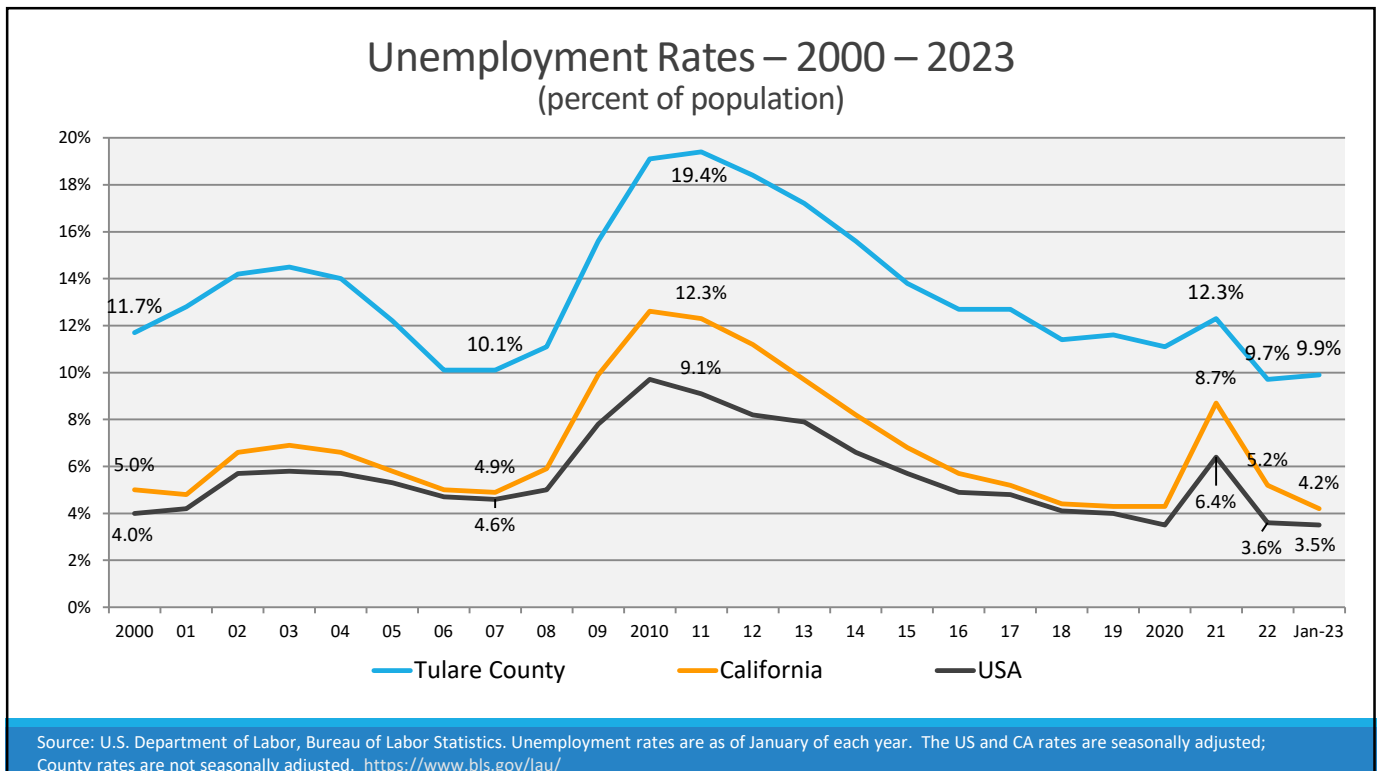


Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey. NCSC Trends Publications. National Association for Court Management – Future in Courts Survey.

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3. Economic Trends

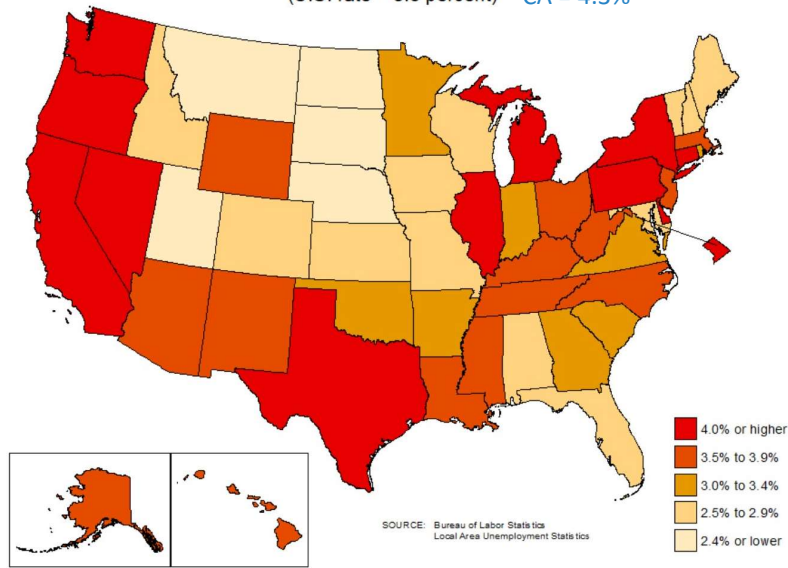
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Unemployment rates by state, seasonally adjusted, February 2023

(U.S. rate = 3.6 percent) CA = 4.3%

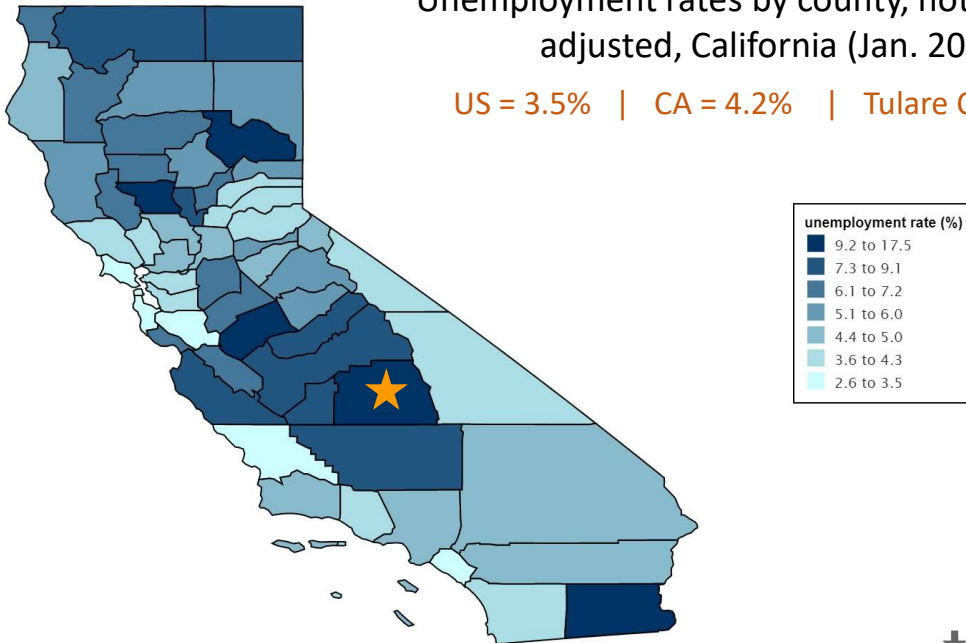


SOURCE: Bureau of Labor Statistics
Local Area Unemployment Statistics

Source: U.S. Department of Labor, Bureau of Labor Statistics. <https://www.bls.gov/lau/>

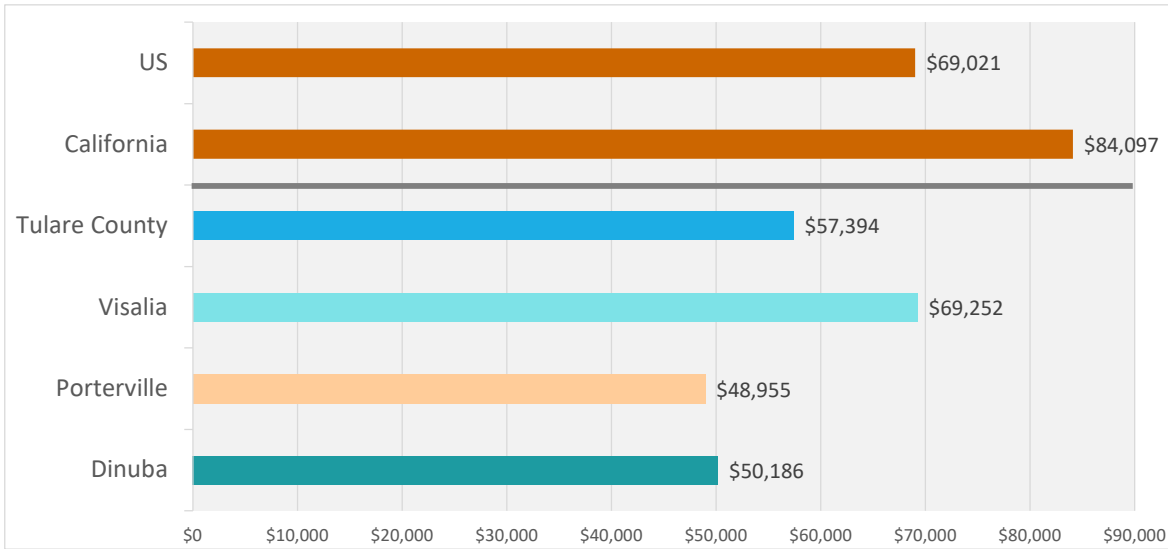
Unemployment rates by county, not seasonally adjusted, California (Jan. 2023)

US = 3.5% | CA = 4.2% | Tulare County = 9.9%



Source: U.S. Department of Labor, Bureau of Labor Statistics.
<https://www.bls.gov/lau/>

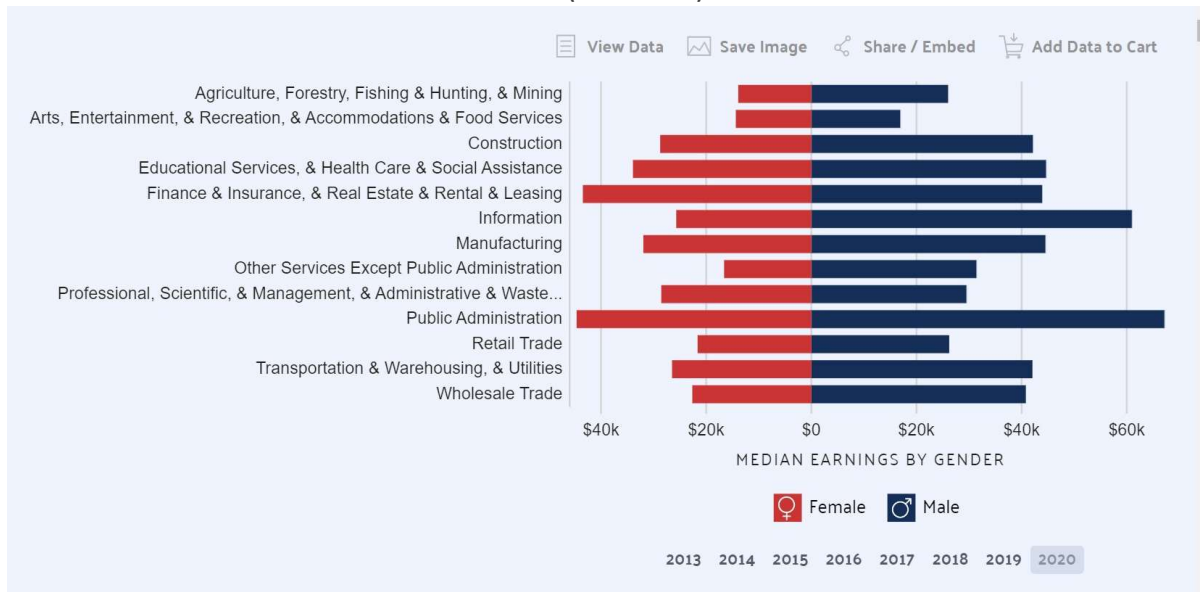
Median¹ Household Income – 2021 (in dollars)



¹ Median = the midpoint; ½ are above and ½ are below the value.
Sources: US Census Bureau. Estimates – 2017 – 2021. www.census.gov/quickfacts

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Median¹ Earnings By Gender – 2020 (in dollars)

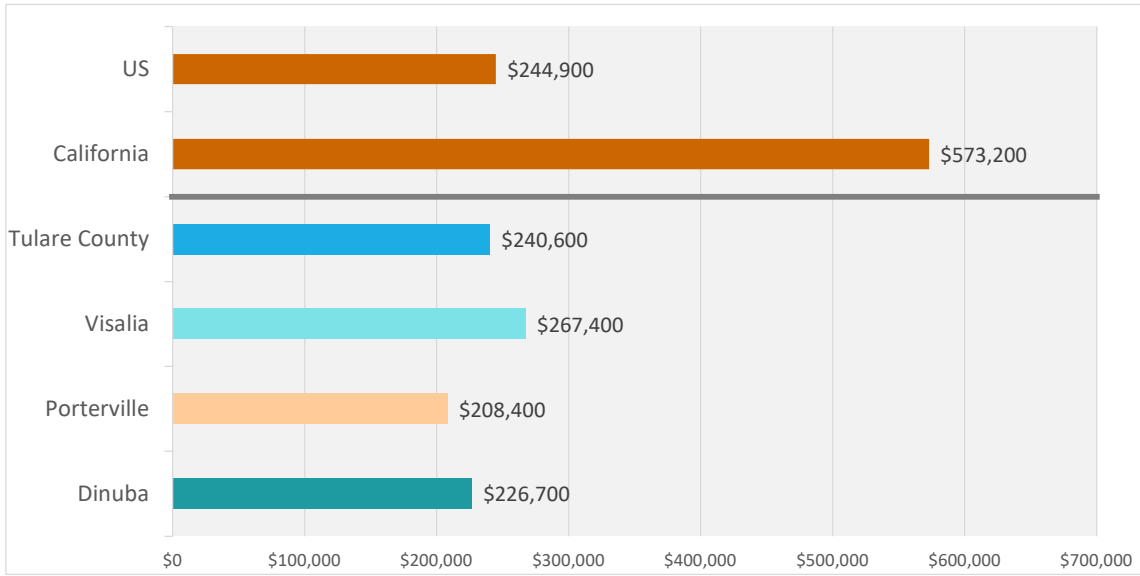


Source: <https://datausa.io/profile/geo/tulare-county-ca>

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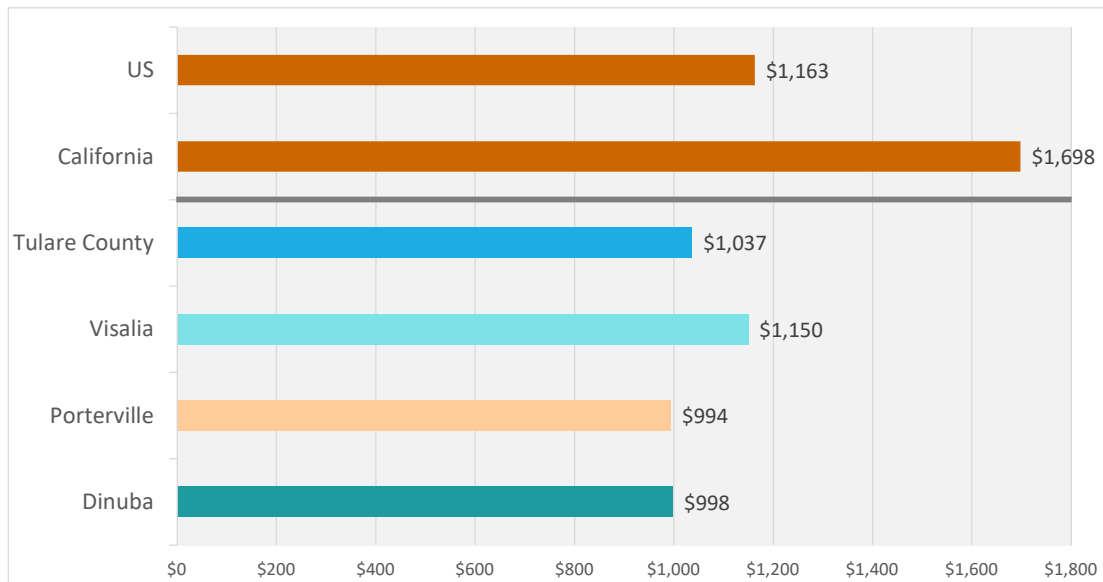
Median Value¹ Owner Occupied Housing – 2021 (in dollars)



¹ Median = the midpoint; ½ are above and ½ are below the value. Gross rent includes rent plus average monthly costs for utilities and fuels/heating.
Source: US Census Bureau. Estimates – 2017 – 2021. <https://data.census.gov/cedsci/>; www.census.gov/quickfacts

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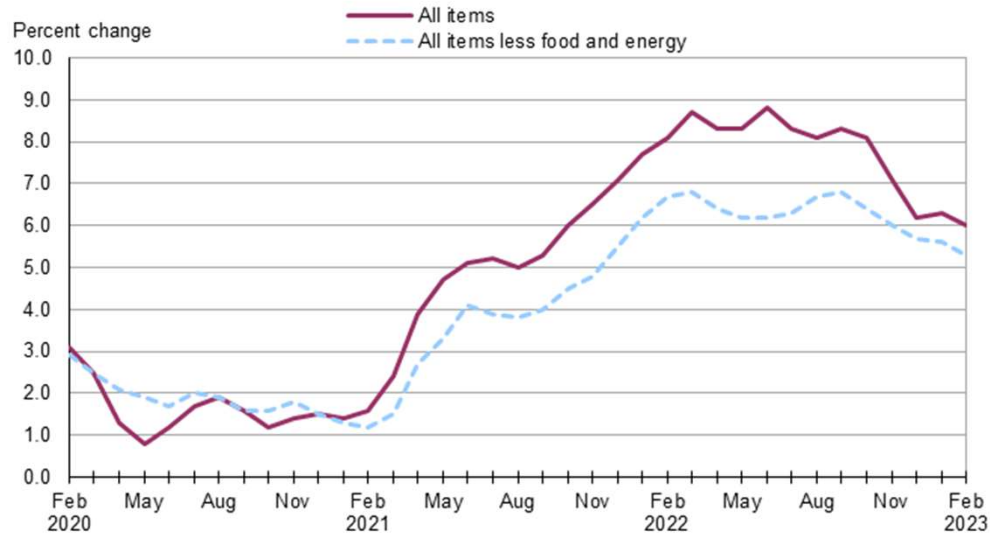
Median Value¹ Gross Rent – 2021 (in dollars)



¹ Median = the midpoint; ½ are above and ½ are below the value. Gross rent includes rent plus average monthly costs for utilities and fuels/heating.
Source: US Census Bureau. Estimates – 2017 – 2021. <https://data.census.gov/cedsci/>; www.census.gov/quickfacts

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Chart 1. Over-the-year percent change in CPI-U, West region, February 2020–February 2023



Consumer Price Index:

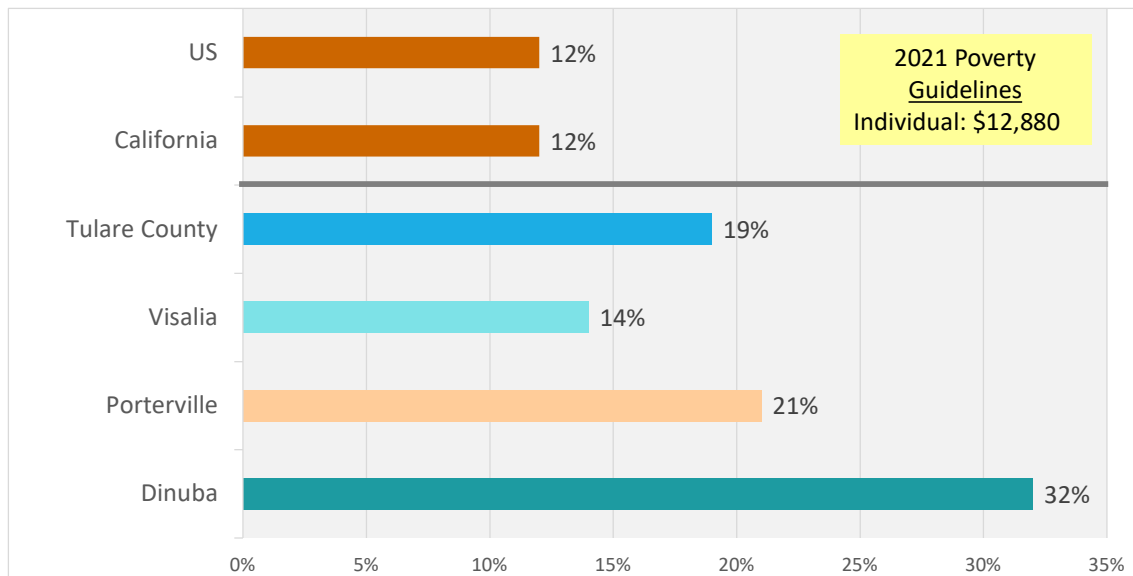
West Region
2020 – 2023

Source: U.S. Bureau of Labor Statistics.

Source: Bureau of Labor Statistics. https://www.bls.gov/regions/west/news-release/consumerpriceindex_west.htm

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Poverty Rates – 2021
(% of population)



¹ Median = the midpoint; ½ are above and ½ are below the value.
Sources: US Census Bureau. Estimates – 2017 – 2021. www.census.gov/quickfacts

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Additional Economic Trends

1. Shrinking middle class; widening gap between people with “means and/or wealth” and those without (low income, working poor, etc.)
2. Widening opportunity gap, which is a function of socioeconomic status and access to quality education, etc.
3. Looming eviction crisis; increasing homelessness
4. Rising costs/inflation (e.g., food, gas, housing, rent, etc.)
5. Others?



Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey. NCSC Trends Publications. National Association for Court Management – Future in Courts Survey.

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4. Technological

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Technological and Scientific Trends (p. 1)

1. Gadgets Galore! - Continuing wireless revolution and rapidly developing telecommunications/information technology.
2. Always Connected - Increasing inability or unwillingness to unplug, tune out, or turn off.
3. Growing digital divide – gap between those who have access to Internet, have equipment/devices, and know how to use them vs. those who don't.
4. E-everything from anywhere and anytime – Expectation for 24x7 access and services.
5. Artificial intelligence (AI, ChatGPT), big data, data analytics = predictive analytics for Judicial Branch, courts, justice system. How will the judicial branch/courts be impacted?



Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey. NCSC Trends Publications. National Association for Court Management – Future in Courts Survey.

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Technological and Scientific Trends (p. 2)

6. Automating work – more and more work will be automated, even the jobs of senior management and knowledge workers. But, people will always be needed, but where and how?
7. Data sharing – continued need for/progress in networking and sharing of appropriate data/information (information exchange standards).
8. Increasing risk to digital infrastructure (threats of cyber attack, identity theft, etc.).
9. Continued scientific breakthroughs in nanotechnology, human genetics, and finding cures and treatments for diseases, etc.
10. Others?



Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey. NCSC Trends Publications. National Association for Court Management – Future in Courts Survey.

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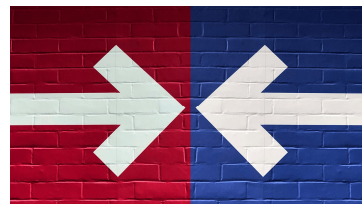
5. Policy / Political Trends

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Policy and Political Trends

- Ongoing debate over controversial issues:
 - Same sex marriage/LGBTQ++ Rights
 - Legalization of medical and recreational marijuana
 - Immigration reform
 - Health Care Reform/Affordable Care Act
 - The “Me Too” Movement
 - Racial and Social Equity and Justice
 - Voting Rights / Elections
 - Vaccinations
 - Gun Violence/Responsible Gun Control
 - Right to choose
 - De-fund Police and more



Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey. NCSC Trends Publications. National Association for Court Management – Future in Courts Survey.

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Policy/Political Trends (p. 2)

2. Continued polarization and gridlock among the major political parties; emergence of a new party?
3. Increasing use of algorithms to influence politics / policy making—shaping the way information flows, manipulating individuals, and “bot” participation.
4. Declining trust in institutions – government, media, medicine.
5. New laws to protect public safety, privacy, etc. (in the face of fast-moving technological innovation, ethical debates).
6. Others?



Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey. NCSC Trends Publications. National Association for Court Management – Future in Courts Survey.

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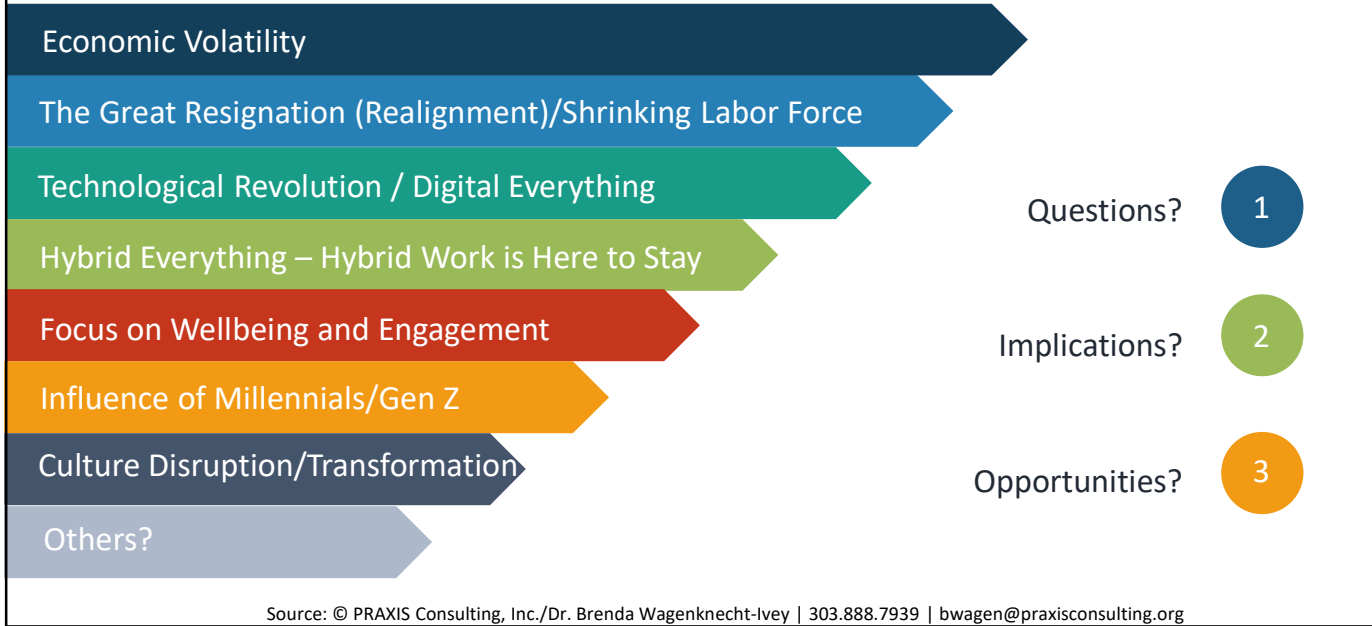
6. *The New Future of Work*

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THE NEW FUTURE OF WORK: TRENDS AND PREDICTIONS

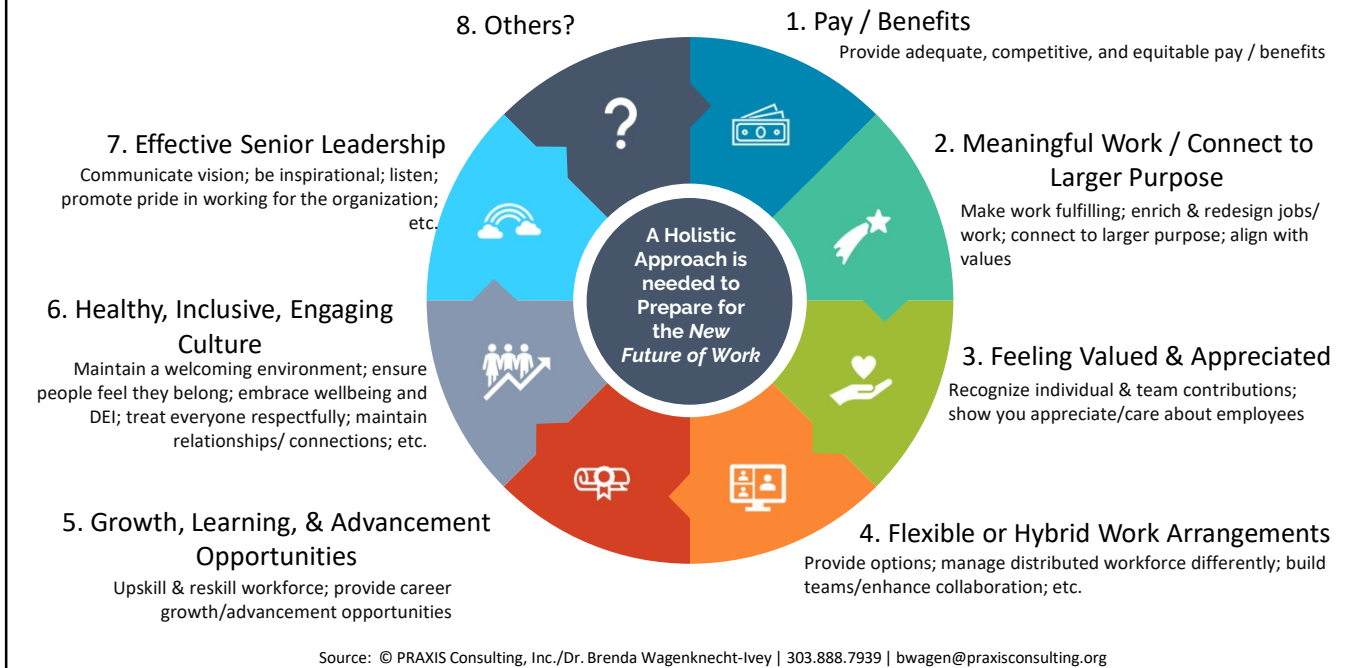
Feb. 23, 2023



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Blueprint – Preparing for the New Future of Work

March 23, 2023 (not in priority order)



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7. Justice System Trends

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National Justice System Trends (p. 1)

1. System Reform: Access to Justice Initiatives
Fines & Bail/Pre-Trial Services; Regulatory Reform; Legal Representation (e.g., limited license professionals; Above the Line Initiative); Legal Education; Jury Practices; etc.
2. Embracing technological innovation/
transforming service delivery models - hybrid hearings, services, and work
3. Racial/Social Equity & Justice and Diversity, Equity, and Inclusion (DEI) initiatives
4. Increasing focus on procedural fairness, implicit bias, secondary trauma, etc.
5. Fluctuation in Filings and Backlogs: pre-and post-COVID patterns
6. Increasing number of litigants with behavioral health (mental health and/or addiction) issues; new interventions being implemented at all stages of the continuum including treatment/therapeutic courts (Sequential Intercept Mapping – SIM)
7. Increase in alternative/innovative methods for resolving disputes (e.g., restorative justice, online dispute resolution - ODR, treatment models)

Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey. NCSC Trends Publications. National Association for Court Management – Future in Courts Survey.

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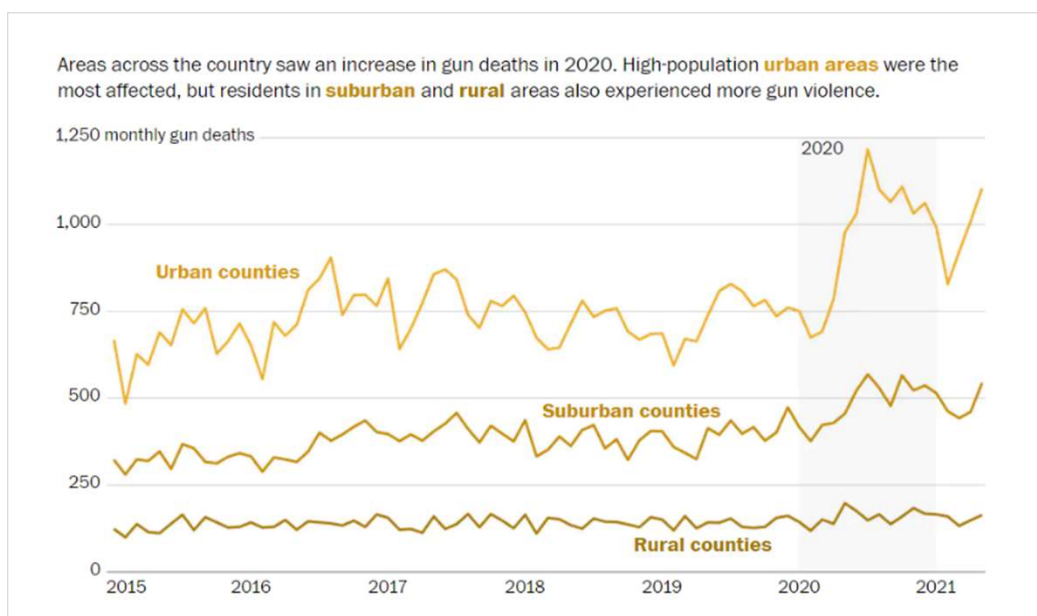
National Justice System Trends (p. 2)

8. Increasing use of evidence-based practices (e.g., risk/needs assessments) to inform judicial and supervision decisions = achieve more effective case outcomes.
9. Declining court infrastructures (e.g., facilities, equipment, security).
10. Preparing for the “new future of work” -
11. Increasing need to develop the next generation of judicial/court leaders; succession planning.
12. High turnover and vacancy rates; difficulty recruiting/ hiring employees; lack of ready-now successors
13. The rise in physical threats and violence against judges / public officials.
14. Increasing collaboration among justice system partners & community engagement to address system-wide issues (e.g., new initiatives: deflection, diversion, behavioral health, CJCCs)
15. Growing need to up-skill and re-skill judges / workforce; more distance/online education and micro learning
16. Increase in gun violence/other violent crime (especially in urban areas – see next slide)

Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey. NCSC Trends Publications. National Association for Court Management – Future in Courts Survey.

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Gun Violence is on the Rise



<https://www.gunviolencearchive.org/> ; <https://www.washingtonpost.com/nation/2021/06/14/2021-gun-violence/>

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Questions? Discussion!

What are the implications of these trends on the Court in the next 3-5 years?

