



*Strategic Planning*

*Pause - Assess - Reset: Preparing the Court for the Future*

## Understanding the External Landscape: External Trends (Revised)

December 7, 2023

Prepared by:



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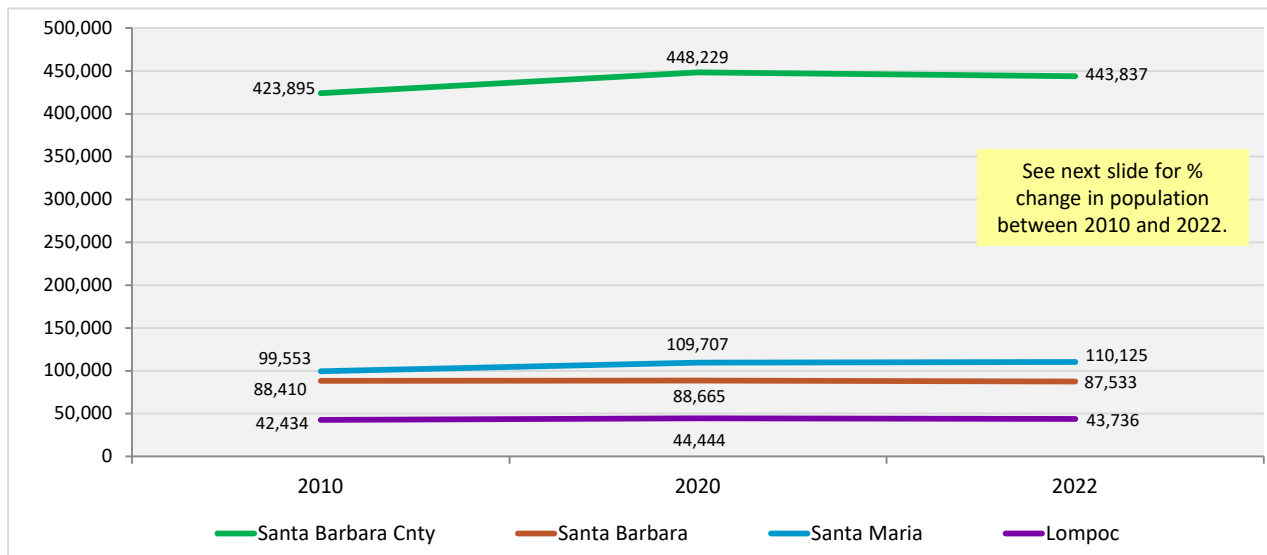
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# 1. Social / Demographic Trends

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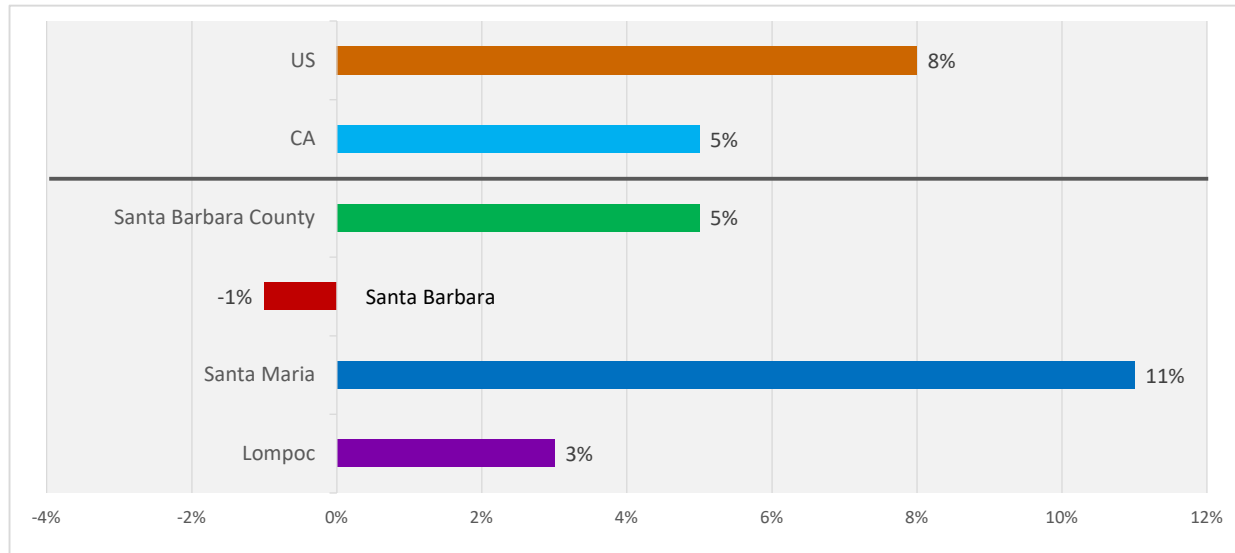
Population – 2010, 2020, 2022  
(in numbers)



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

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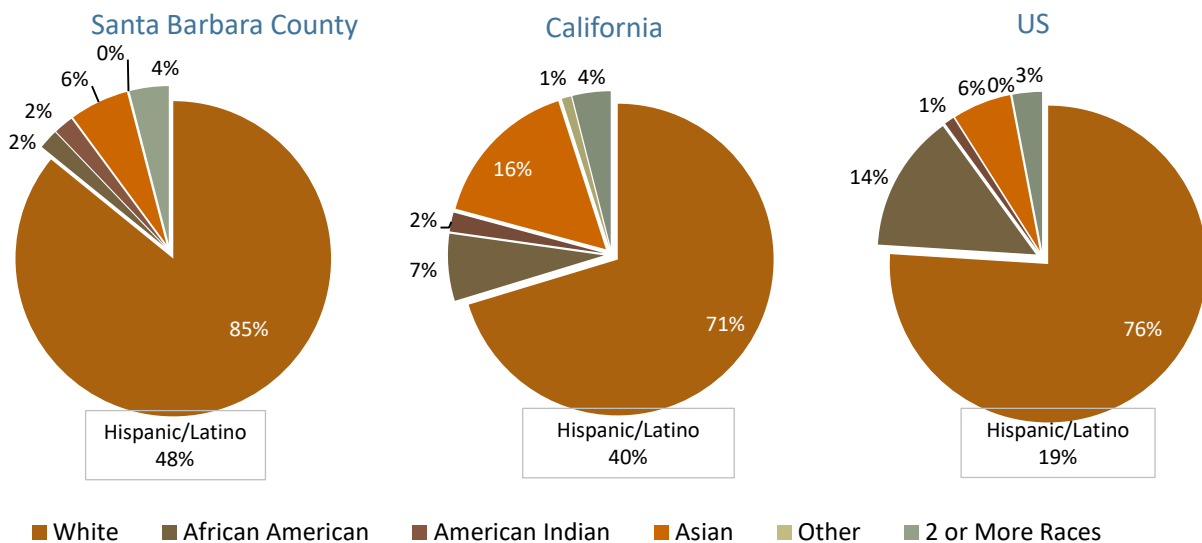
### Population – Percent Change 2010 – 2022 (in percentages)



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

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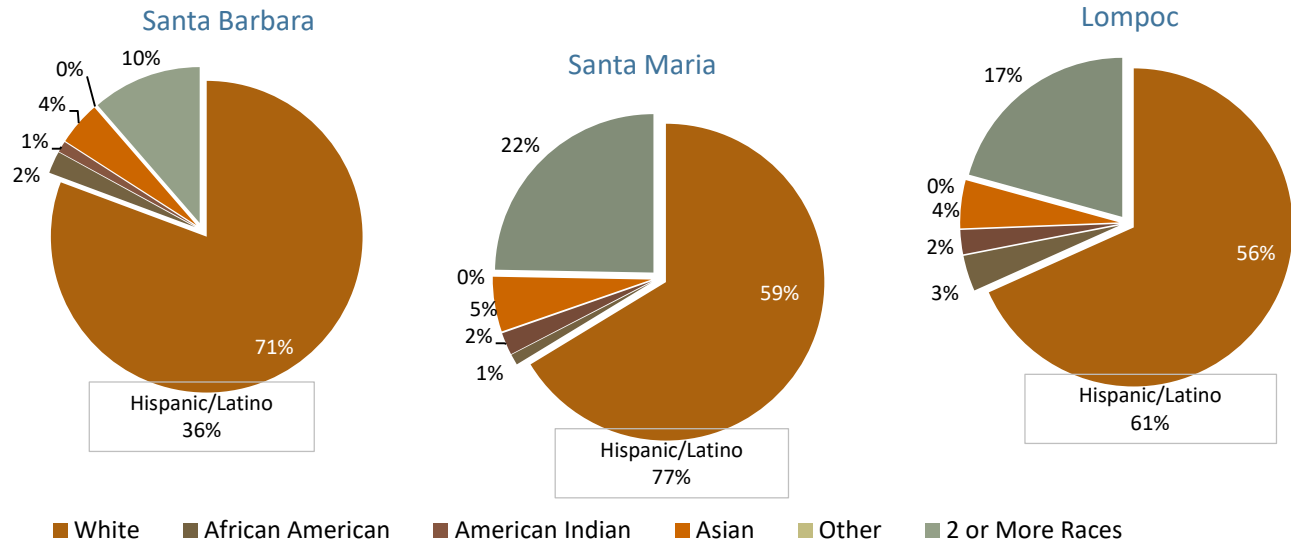
### Race and Ethnicity – Santa Barbara County, California, and US 2022 (in percentages)



Source: U.S. Census Bureau, American Community Survey (ACS) – Estimates 2022. [www.census.gov/quickfacts](https://www.census.gov/quickfacts).  
Percentages may not equal 100% due to rounding.

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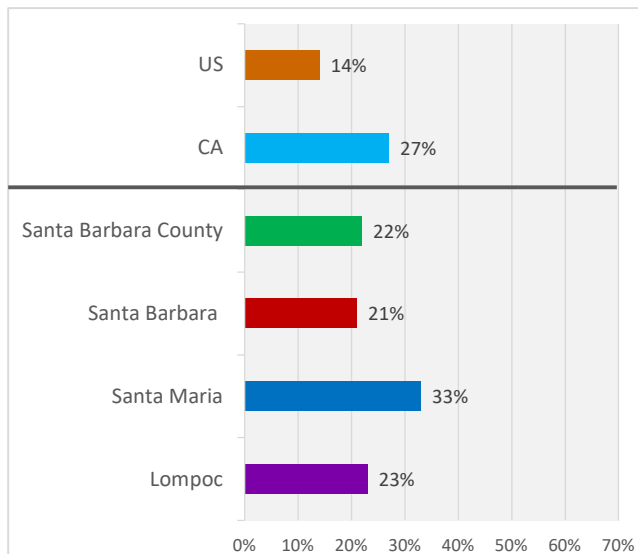
## Race and Ethnicity – Santa Barbara, Santa Maria, Lompoc 2022 (in percentages)



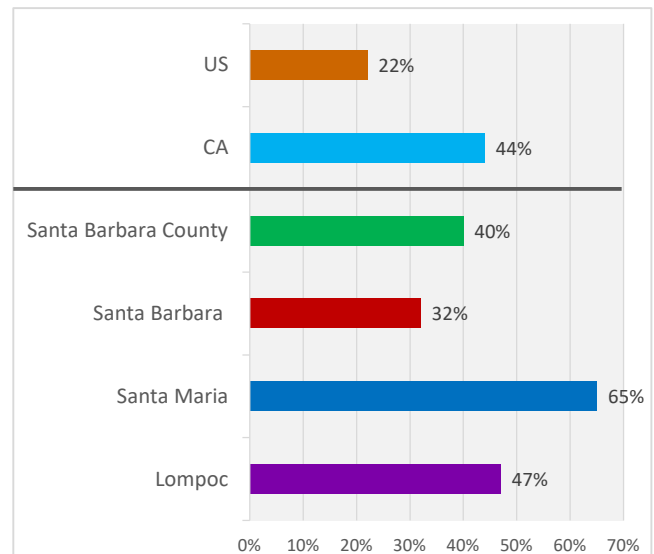
Source: U.S. Census Bureau, American Community Survey (ACS) – Estimates 2022. [www.census.gov/quickfacts](https://www.census.gov/quickfacts). Percentages may not equal 100% due to rounding.

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## Population – Foreign Born Persons 2021 (percent of population)



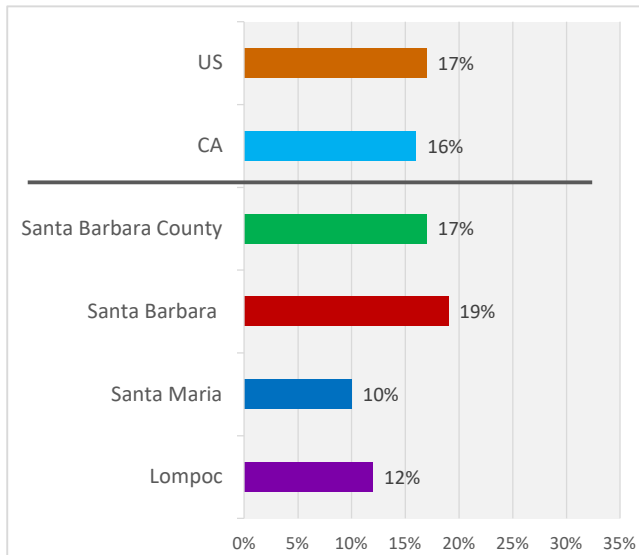
## Population that Speaks Languages Other than English in Home - 2021 (percent of population 5 years +)



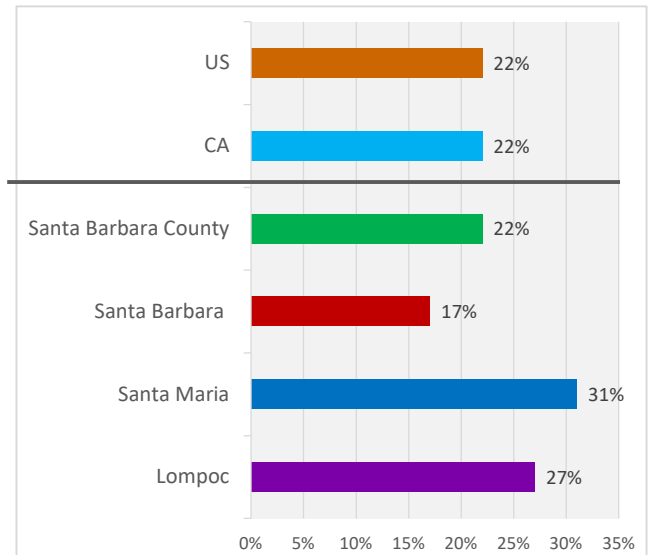
Sources: U.S. Census Bureau. Estimates. . <https://www.census.gov/quickfacts/fact/table/US/PST045221>

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



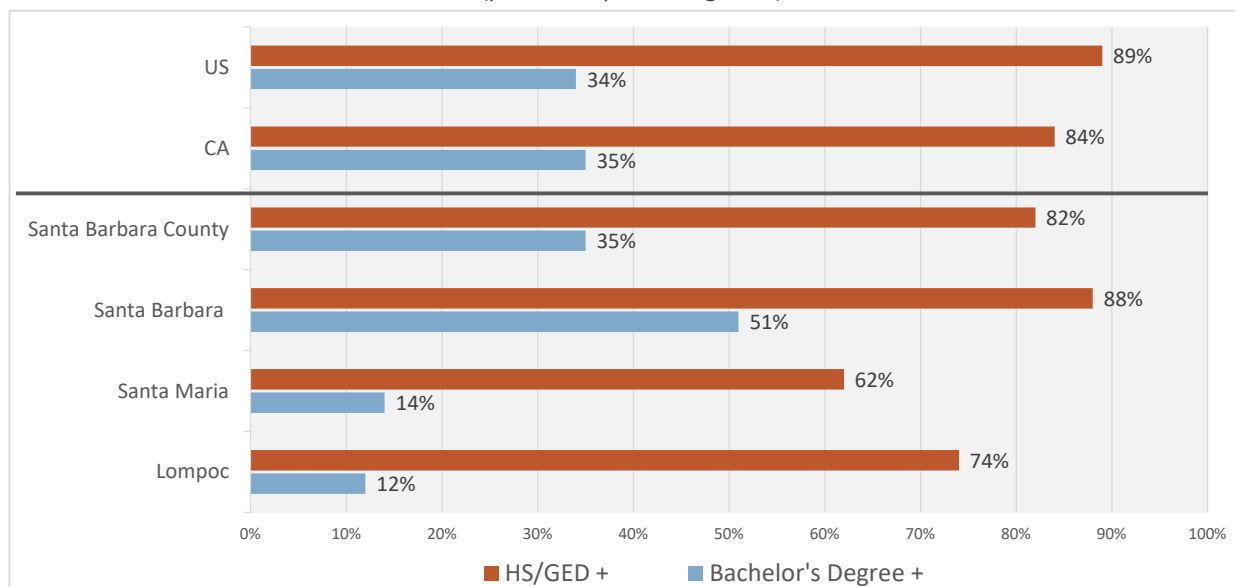
% of Population - Persons Under 18 Years –  
2021 (in percentages)



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

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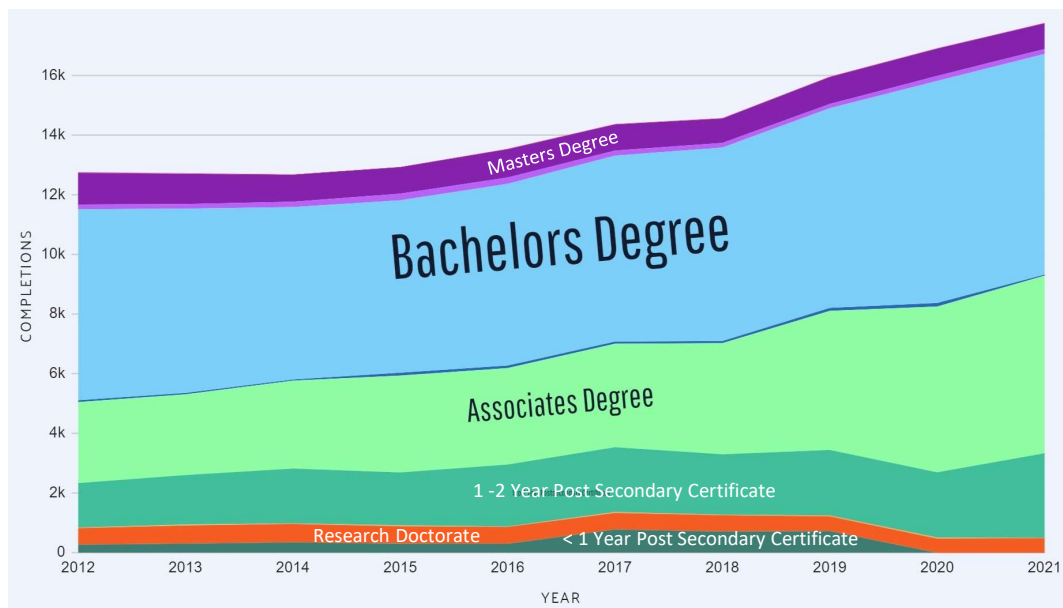
Education Levels – 2021  
(percent of persons age 25+)



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

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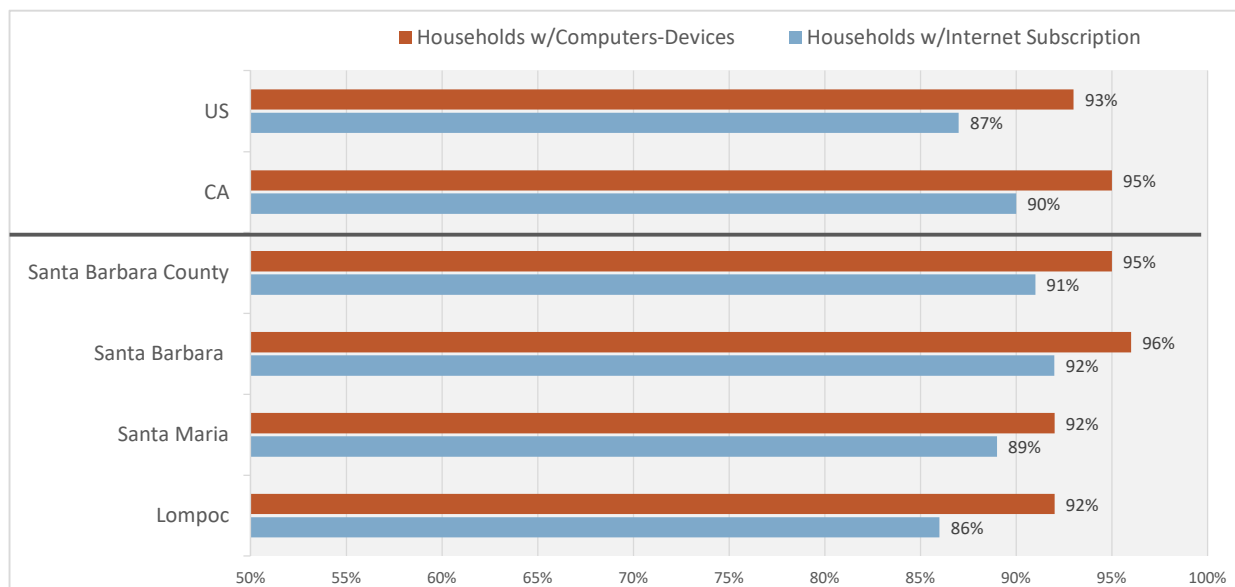
### Santa Barbara County: Awarded Degrees 2012 – 2021 (in numbers)



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

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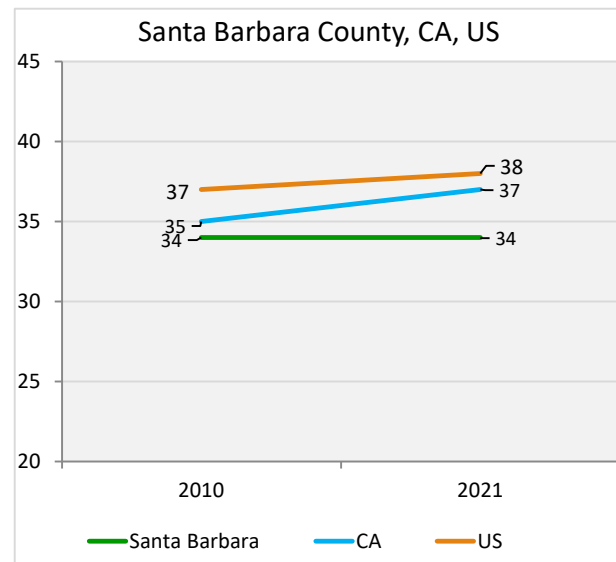
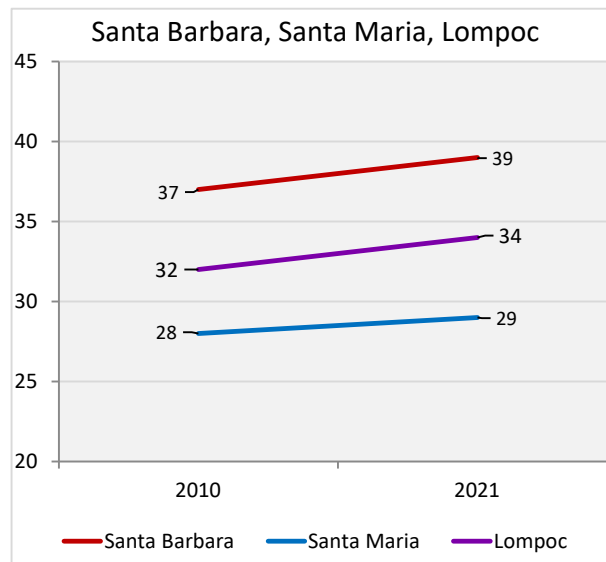
### Households with Computers/Mobile Devices & Internet Subscriptions - 2021 (in percentages)



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

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## Age of Population: Median Age<sup>1</sup> 2010 and 2021 (in years)



<sup>1</sup> 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://data.census.gov/cedsci/>

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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.

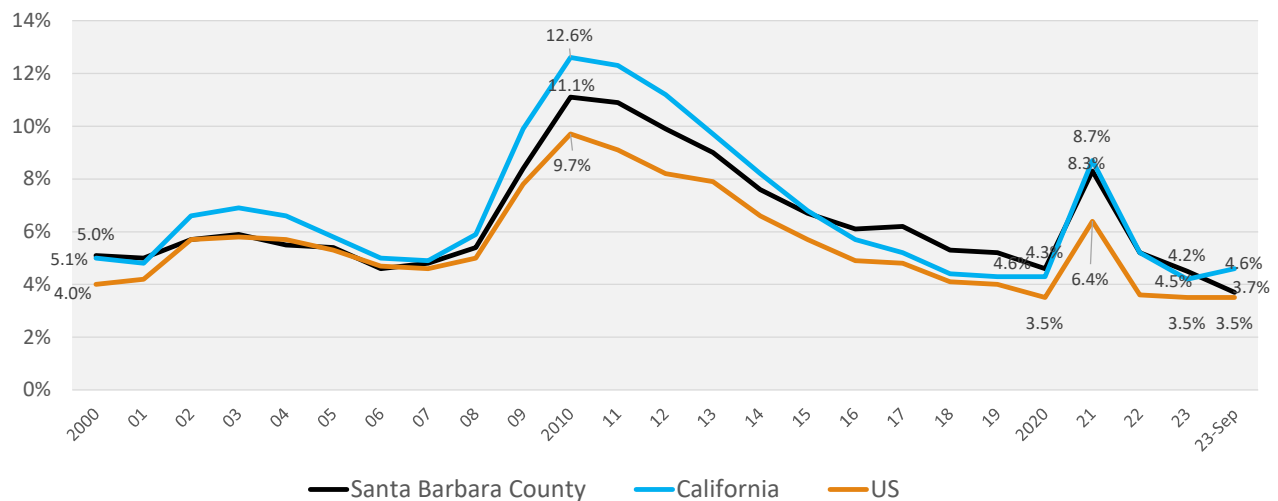
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## 2. Economic Trends

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Unemployment Rates – 2000 – 2023  
(percent of population)



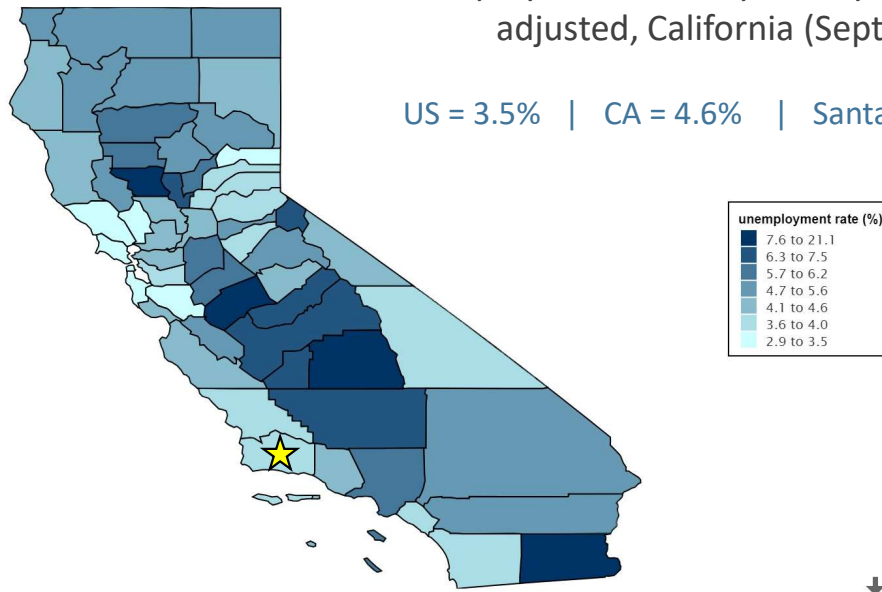
Source: U.S. Department of Labor, Bureau of Labor Statistics. Unemployment rates are as of January of each year. The US and CA rates are seasonally adjusted; County rates are not seasonally adjusted. <https://www.bls.gov/lau/>

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

US = 3.5% | CA = 4.6% | Santa Barbara County = 3.7%

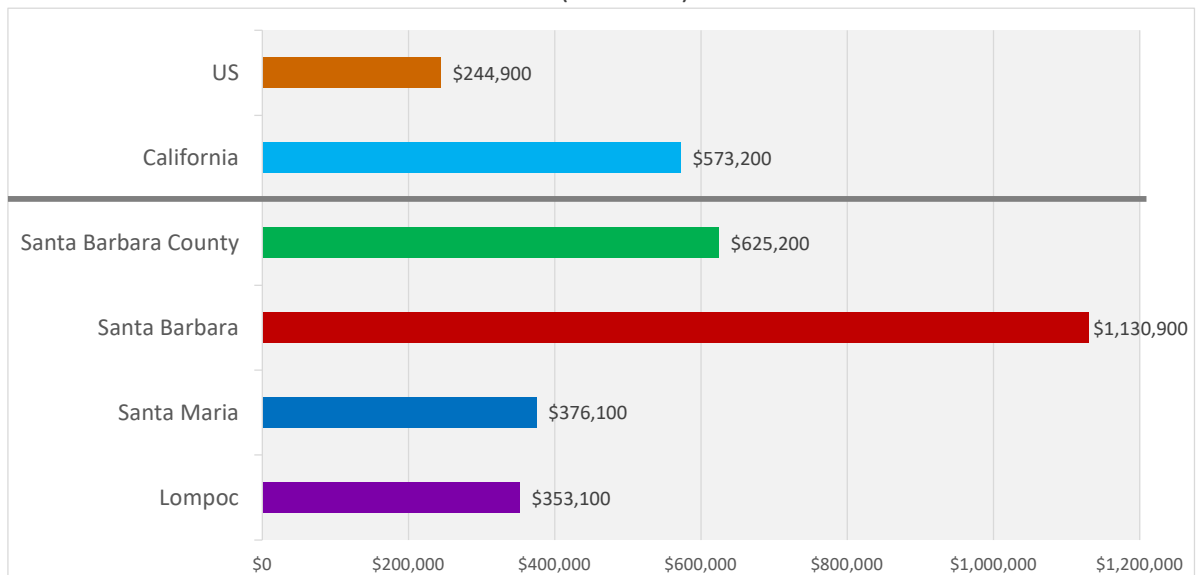


Source: U.S. Department of Labor, Bureau of Labor Statistics. <https://www.bls.gov/lau/>

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### Median Value<sup>1</sup> Owner Occupied Housing – 2021 – (in dollars)

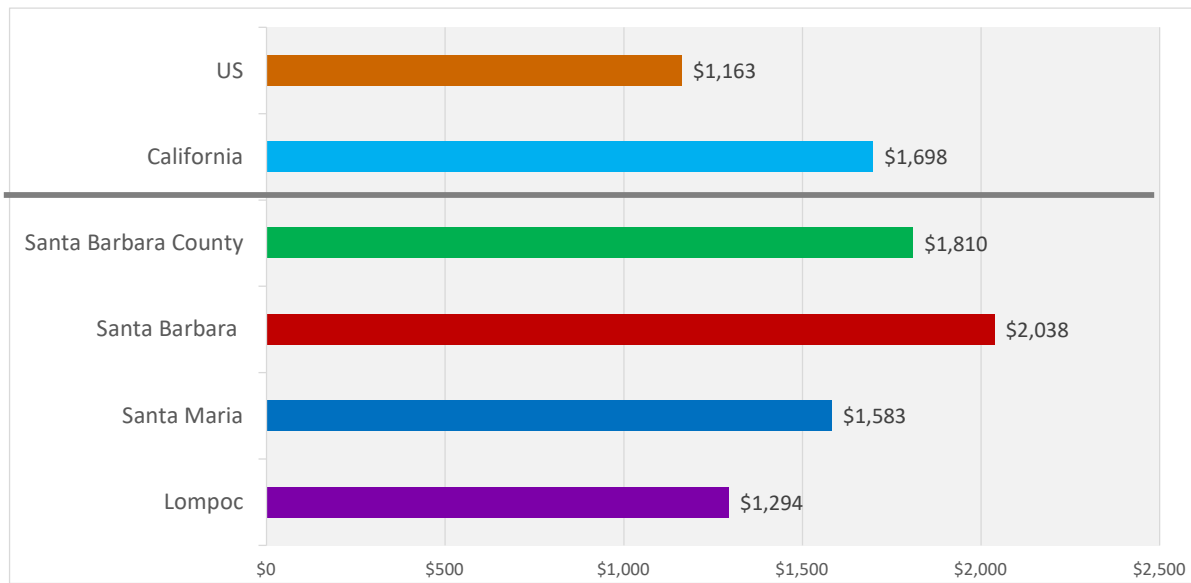


<sup>1</sup> Median = the midpoint; ½ are above and ½ are below the value.

Source: US Census Bureau. Estimates – 2017 – 2021. <https://data.census.gov/cedsci/>; [www.census.gov/quickfacts](https://www.census.gov/quickfacts)

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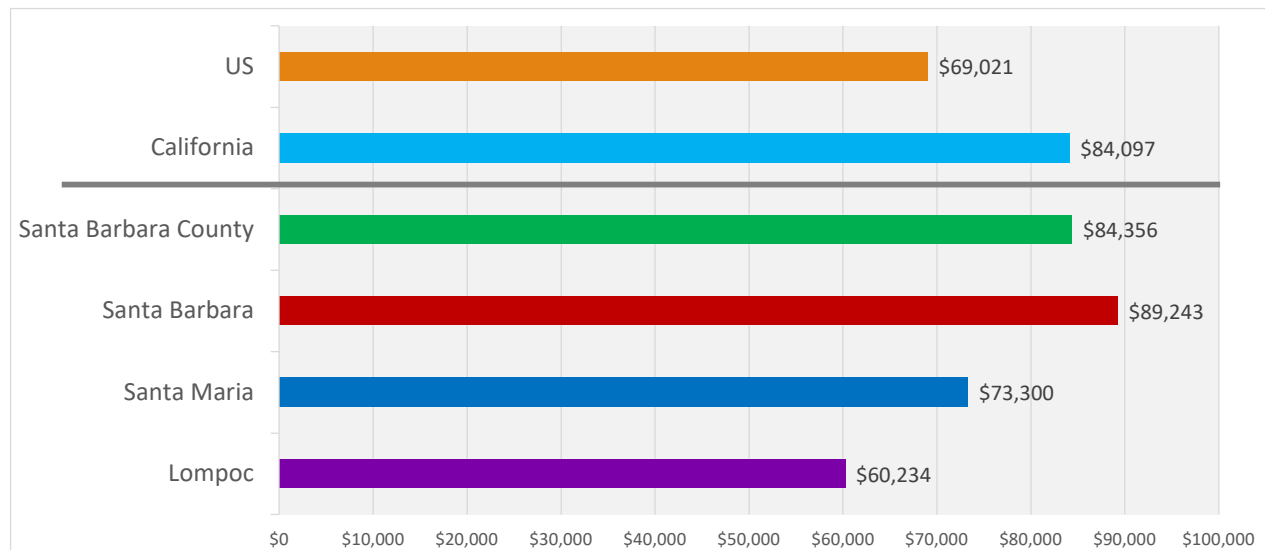
### Median Value<sup>1</sup> Gross Rent – 2021 (in dollars)



<sup>1</sup> 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](http://www.census.gov/quickfacts)

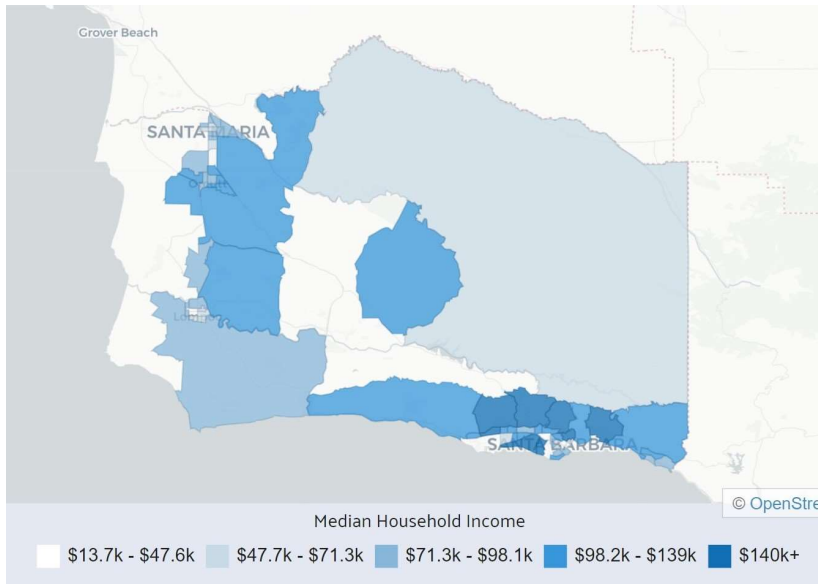
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### Median<sup>1</sup> Household Income – 2021 (in 2021 dollars)



<sup>1</sup> Median = the midpoint; ½ are above and ½ are below the value.  
Sources: US Census Bureau. Estimates – 2017 – 2021. [www.census.gov/quickfacts](http://www.census.gov/quickfacts)

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

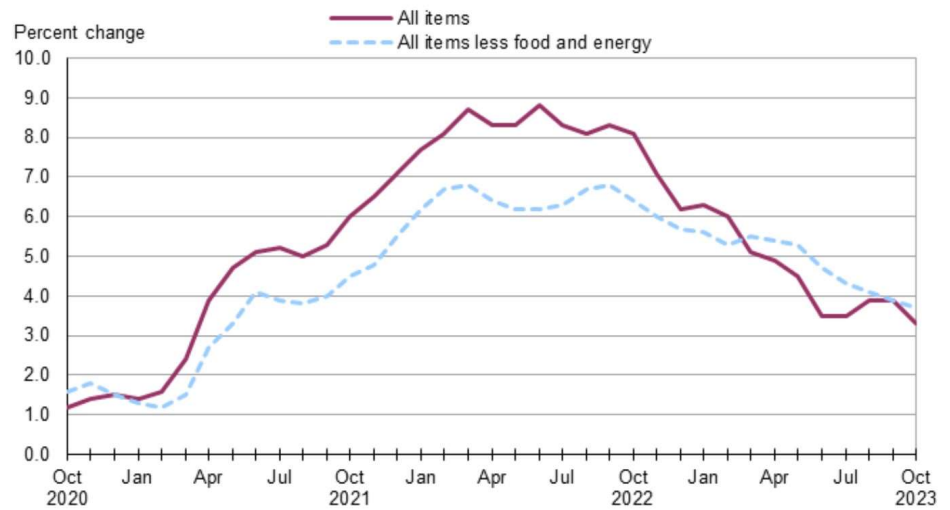
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Consumer  
Price Index:

West Region  
2020 – 2023

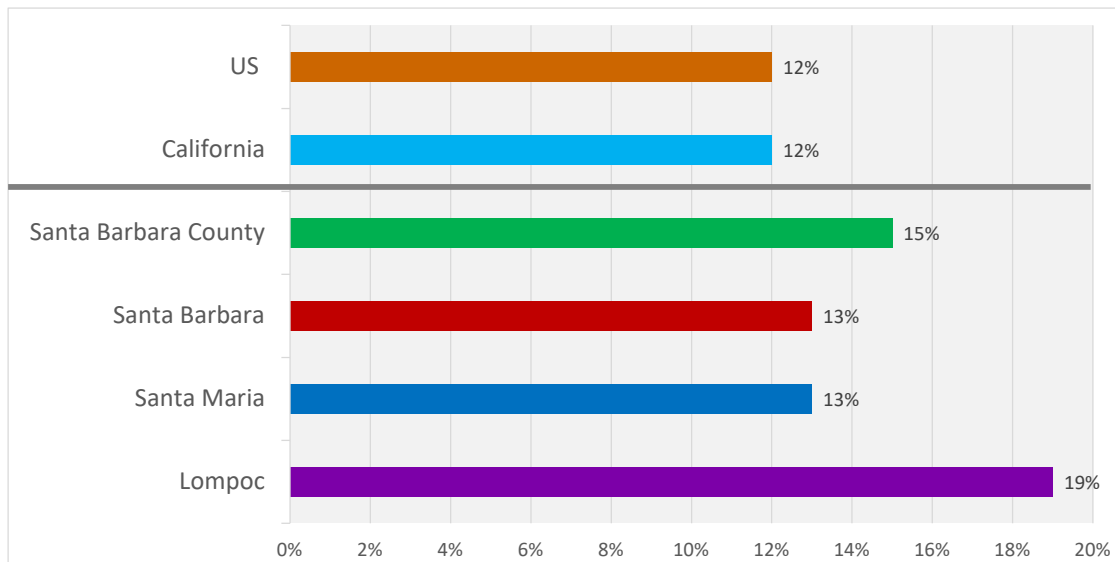
**Chart 1. Over-the-year percent change in CPI-U, West region, October 2020–October 2023**



Source: Bureau of Labor Statistics. [https://www.bls.gov/regions/west/news-release/consumerpriceindex\\_west.htm](https://www.bls.gov/regions/west/news-release/consumerpriceindex_west.htm)

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### Poverty Rates: Persons/Individuals in Poverty 2021 (% of population)



2021 Poverty  
Guidelines  
Individual: \$12,880

<sup>1</sup> Median = the midpoint; ½ are above and ½ are below the value.

Sources: US Census Bureau. Estimates – 2017 – 2021. [www.census.gov/quickfacts](https://www.census.gov/quickfacts)

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### Poverty: Percent of Population Living with Severe Housing Problems – Santa Barbara County - 2014 – 2022



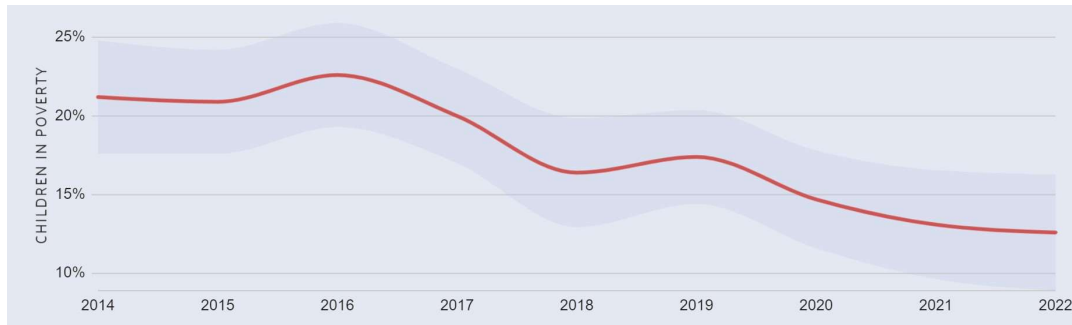
In 2022, 29.1% of the population was living with severe housing problems in Santa Barbara County, CA. From 2014 to 2022, the indicator grew 0.311%.

Source: <https://datausa.io/profile/geo/santa-barbara-county-ca> and data from the County Health Rankings & Roadmaps County Health Rankings.

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## Children Living in Poverty – 2014 - 2022 (in percentages)



2022  
Poverty  
Guidelines

Family of 4  
= \$27,750

In 2022, 12.6% of the children was living in poverty in Santa Barbara County, CA. From 2014 to 2022, the indicator declined 8.6%. The graph shows the trend of the percentage of the children living in poverty.

Source: <https://datausa.io/profile/geo/santa-barbara-county-ca> and data from [the County Health Rankings & Roadmaps](#) [County Health Rankings](#).

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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 cost of goods/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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## 3. Pandemic Trends

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### Pandemic Trends

1. Agility & Resilience: Having the ability to adapt, 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/are being transformed; access & service delivery are being reinvented/re-imagined.
3. Revolutions: Systems have been /are being revolutionized (e.g., digital and hybrid “everything”; processes and documents, jury service, space, “new future of work”).
4. 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”).
5. Employee Well-Being: Increased focus on addressing isolation, burnout, stress, anxiety, and other mental health issues; employee well-being in a new imperative.
6. Collaboration – Increased collaboration among teams, partners, and communities.
7. Economic Impact: Rising costs/inflation (e.g., rent, housing, gas, food, etc.).

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

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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, generative 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 – the human touch – 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

### 1. 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

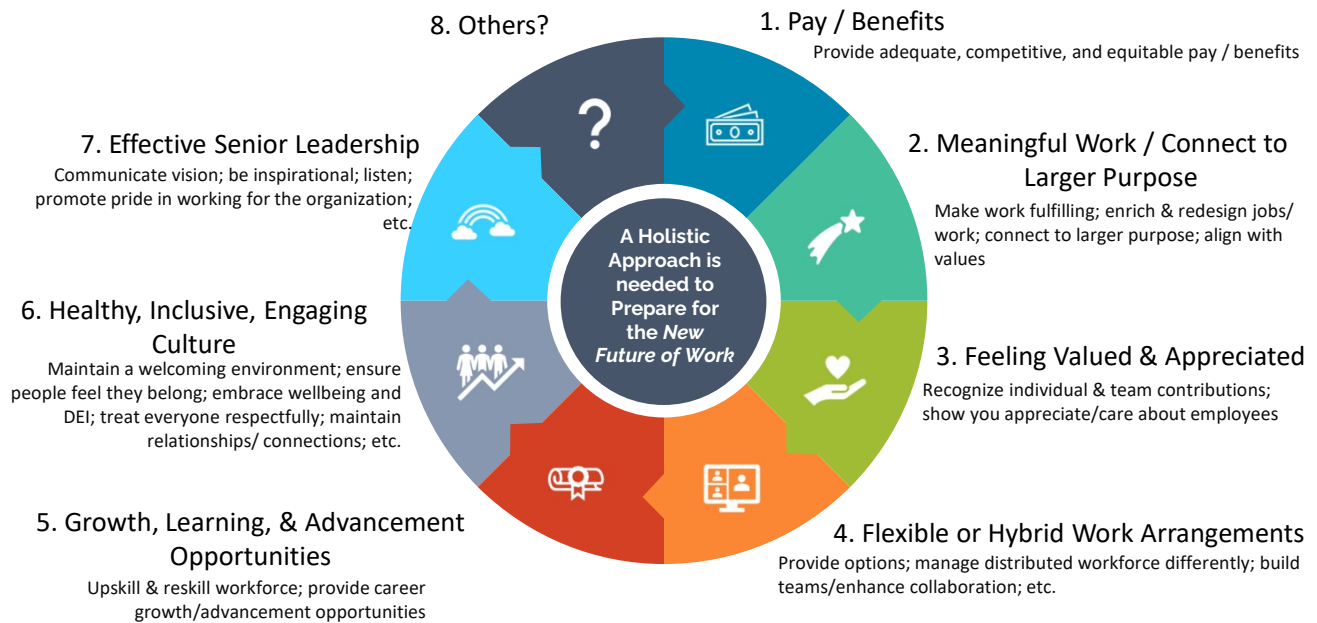


Source: © PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey | 303.888.7939 | bwagen@praxisconsulting.org

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## Blueprint – Preparing for a *Workforce of the Future* (AKA now)

March 23, 2023 (not in priority order)



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## 7. Justice System Trends / Crime

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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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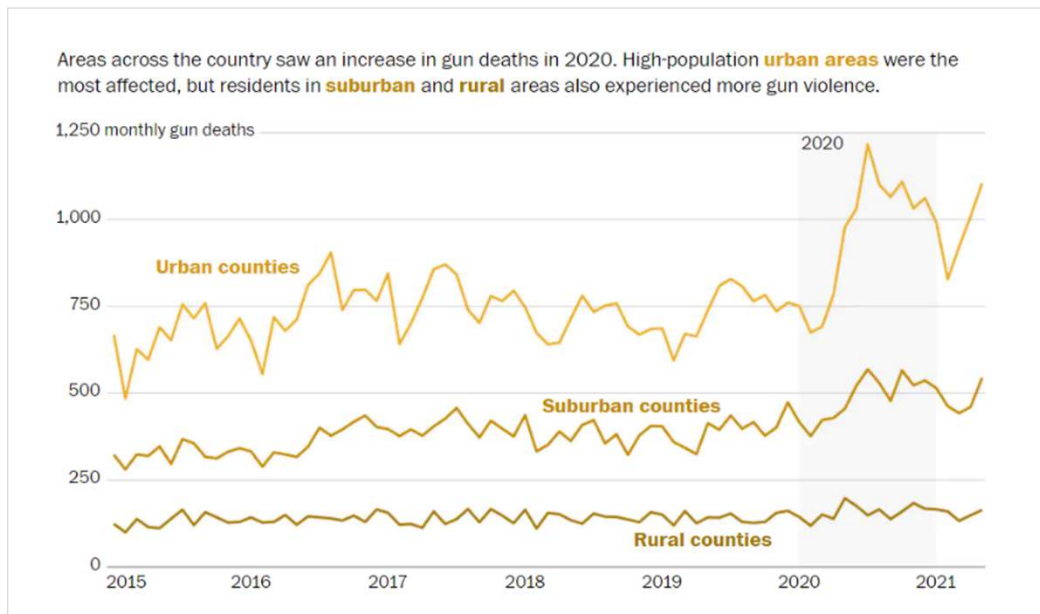
## National Justice System Trends (p. 2)

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 & the 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

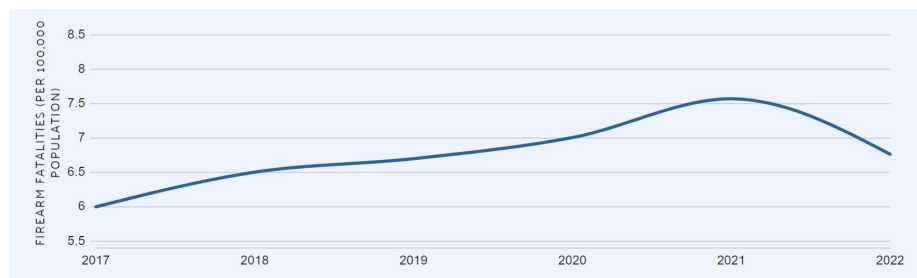


<https://www.gunviolencearchive.org/> ; <https://www.washingtonpost.com/nation/2021/06/14/2021-gun-violence/>

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## Santa Barbara County: Crime Rates (continued)

### Firearm Fatalities



In 2022, the number of deaths due to firearm per 100,000 population was 6.76 in Santa Barbara County, CA. From 2017 to 2022, the indicator grew 0.765 per 100,000 population. The graph shows the trend in the number of deaths due to firearm per 100,000 population.

Sources: Data from [Data from the County Health Rankings & Roadmaps](#) [County Health Rankings](#).  
[https://datausa.io/profile/geo/santa-barbara-county-ca?socialNeedsSelector=socialNeed\\_opt1](https://datausa.io/profile/geo/santa-barbara-county-ca?socialNeedsSelector=socialNeed_opt1)

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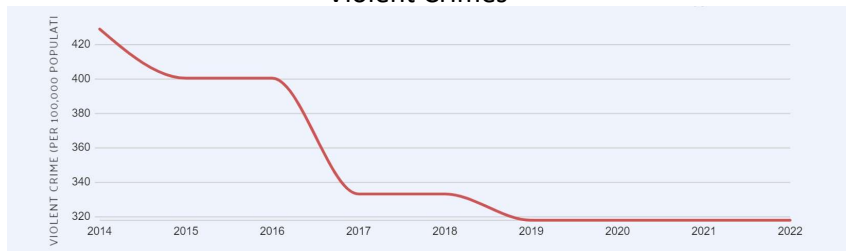
## Santa Barbara County: Crime Rates

### Homicides



In 2022, the number of deaths due to homicides per 100,000 population was 3.46 in Santa Barbara County, CA. From 2014 to 2022, the indicator **grew 1.11 per 100,000 population**. The graph shows the trend in the number of deaths due to homicides per 100,000 population.

### Violent Crimes



In 2022, the number of reported violent crimes offenses per 100,000 population was 318 in Santa Barbara County, CA. From 2014 to 2022, the indicator **declined 111 per 100,000 population**. The graph shows the trend in the number of reported violent crimes offenses per 100,000 population.

Sources: Data from [Data from the County Health Rankings & Roadmaps County Health Rankings](https://datausa.io/profile/geo/santa-barbara-county-ca?socialNeedsSelector=socialNeed_opt1).  
[https://datausa.io/profile/geo/santa-barbara-county-ca?socialNeedsSelector=socialNeed\\_opt1](https://datausa.io/profile/geo/santa-barbara-county-ca?socialNeedsSelector=socialNeed_opt1)

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