



Planning for the Future of the Maricopa Judicial Branch

Understanding the External Landscape: External Trends

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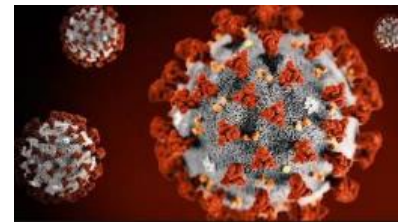
1. Pandemic (slide 3)
2. Social/Demographic (slide 5)
3. Economic (slide 16)
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1. Pandemic Trends

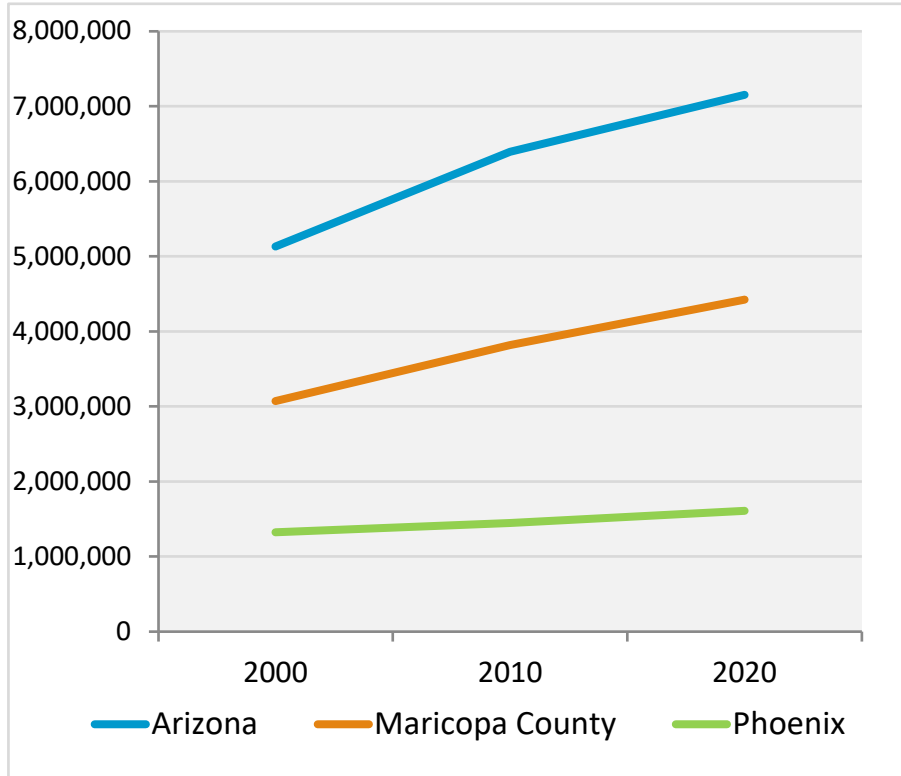
Pandemic Trends

1. Agility: Leaders discovered they were/are able to respond quickly to changing conditions. Change did/can happen overnight. The ability to adapt and respond quickly are essential for the future.
2. Service Delivery: Service delivery models have been transformed (e.g., virtual hearings; jury selection; civil trials; court, family, probation services); access and service delivery are being “reinvented.”
3. Revolutions: All systems have been (are being) revolutionized – digitalized processes/documents, human/people, workplace, etc.
4. Filings and Backlogs: A renewed focus on the need to prepare for an influx of filings, manage cases/workloads more effectively, and reduce backlogs.
5. Focus on Well-Being/Growing Mental Health Crisis: Recognizing and dealing effectively with isolation, burnout, stress/anxiety, etc.
6. Increasing Collaboration – Among teams, partners, and the community.
7. Economic Impact: Rising cost of rent, housing, gas, food, etc.; inflation.

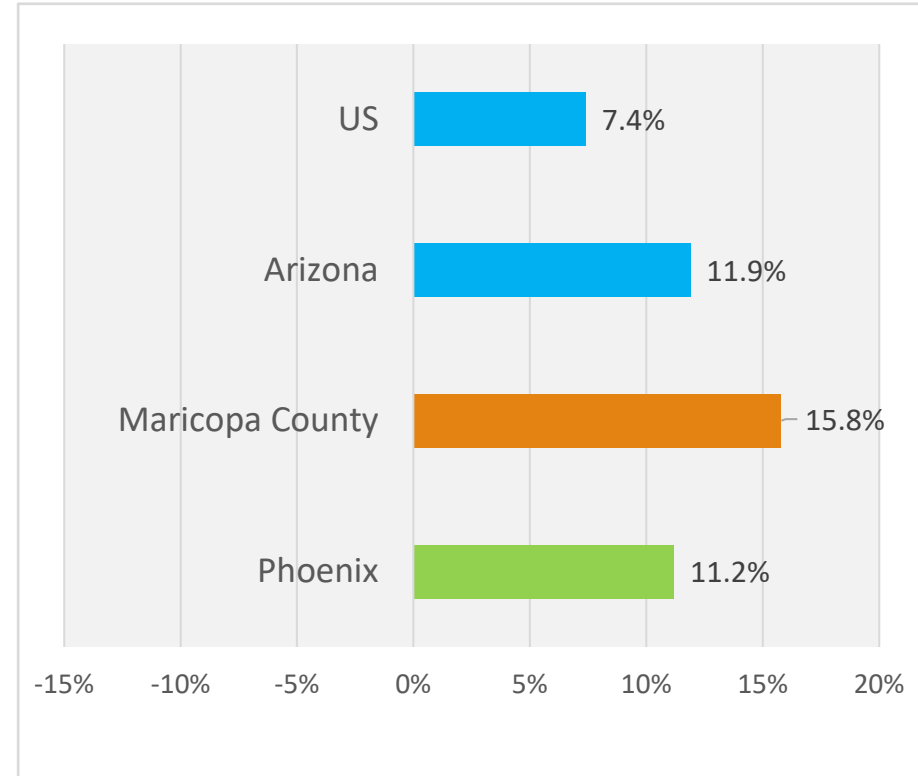


2. Social / Demographic Trends

Population – 2000, 2010, 2020 (in millions)



Population – Percent Change 2010 – 2020 (in percentages)



Projected Population Growth – 2020 – 2027

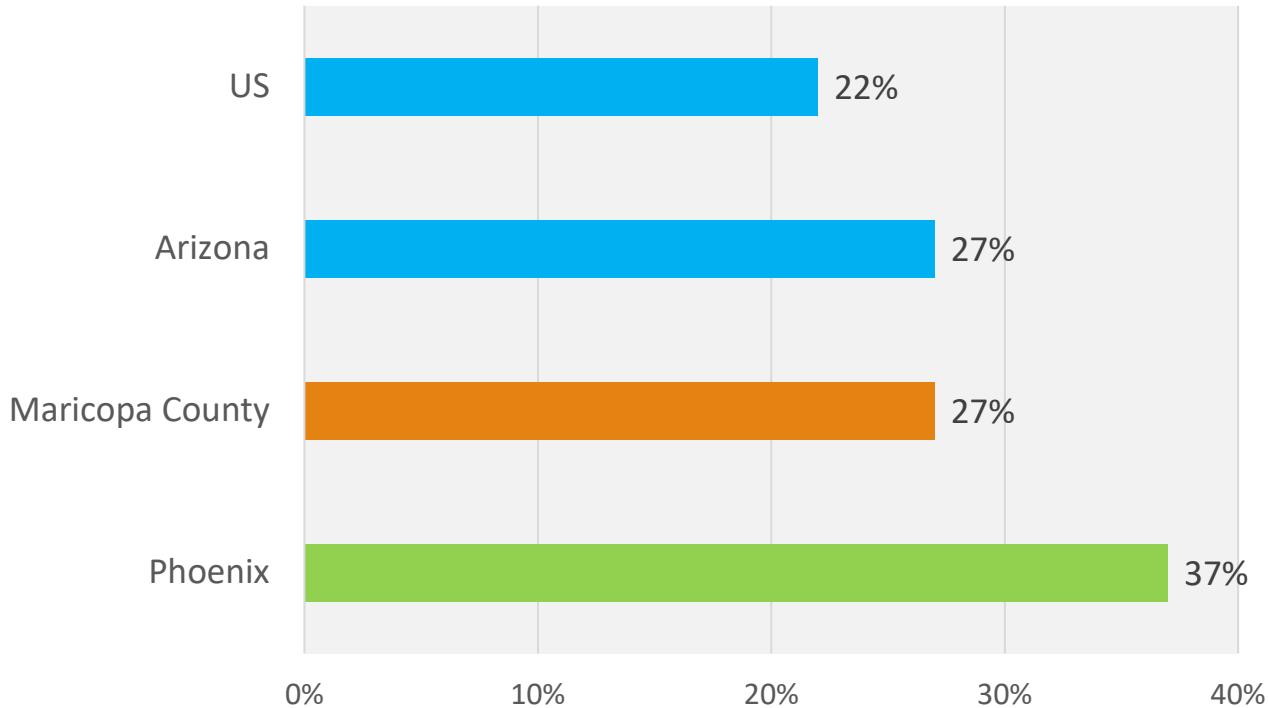
Cities in Maricopa County

Rank	City	Growth Projections
#8	Surprise	↑ 23%
#9	Unincorporated Maricopa County	↑ 16%
#12	Peoria	↑ 12%
#13	Avondale	↑ 11%
#15	Tempe	↑ 9%

Rank	City	Growth Projections
#16	Chandler	↑ 9%
#17	Scottsdale	↑ 9%
#18	Phoenix	↑ 8%
#21	Mesa	↑ 8%
#23	Glendale	↑ 6%

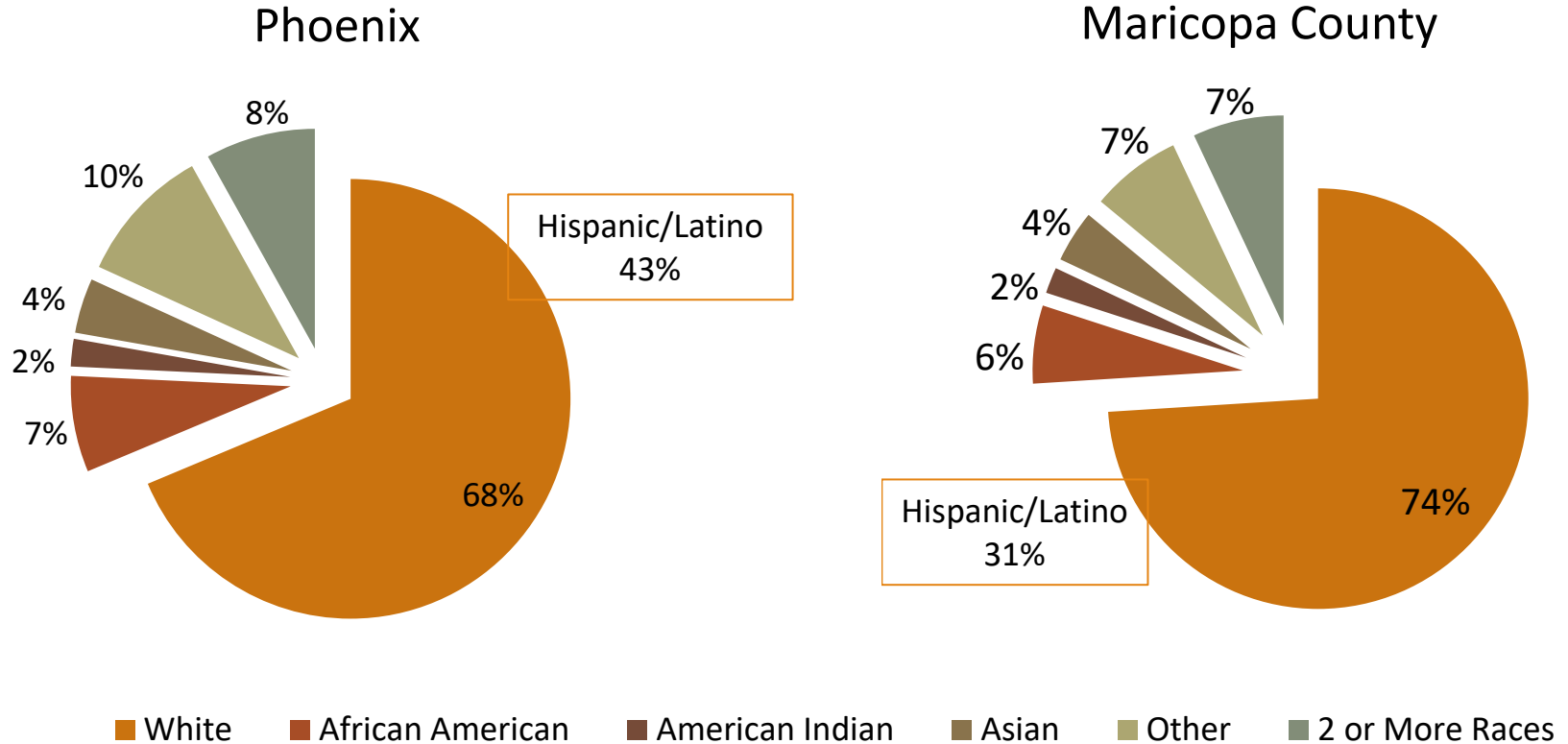
Population that Speaks Languages Other than English in Home

2020 (percent of population 5 years +)

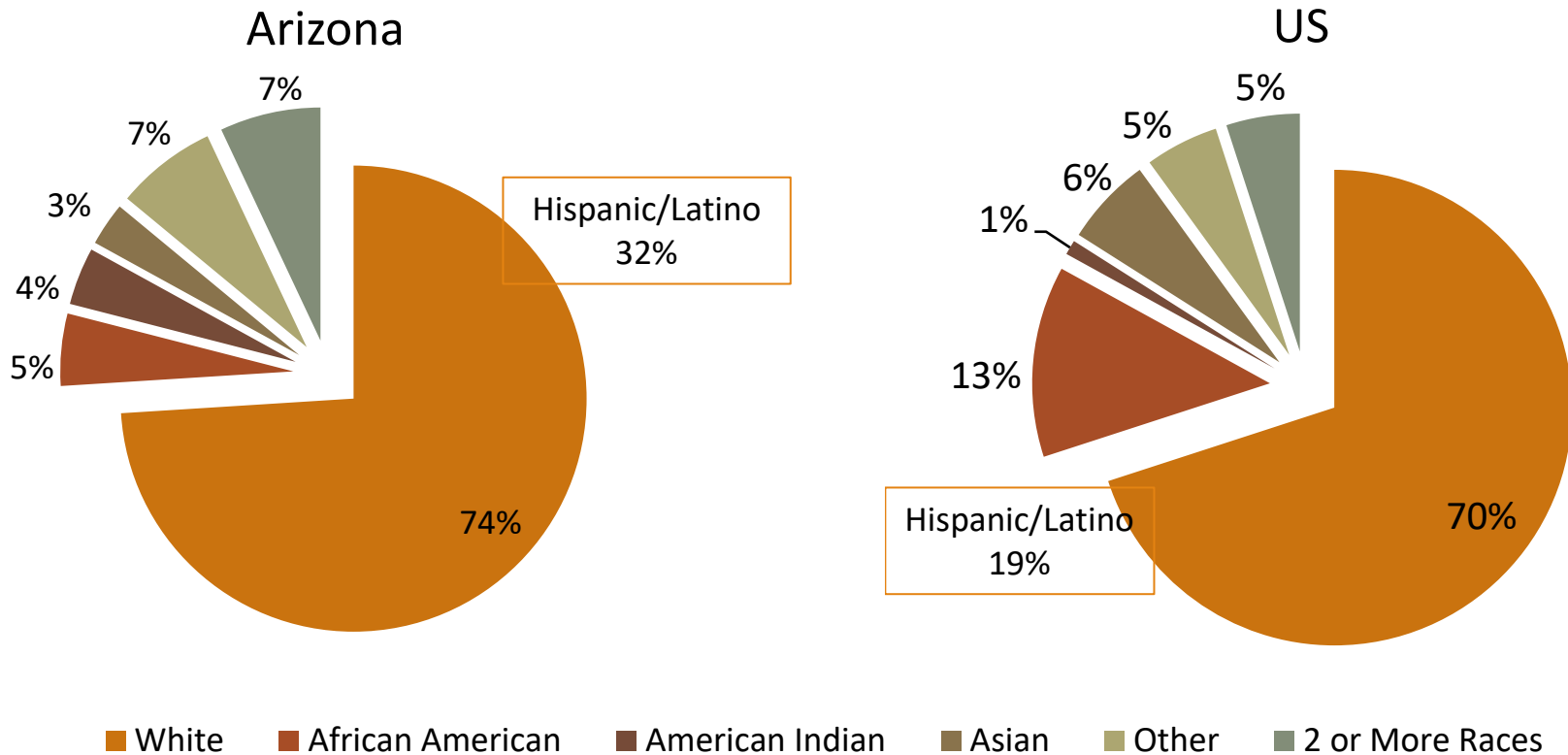


Most Common Languages (of Non-English Speakers)	% of Overall Pop.
Spanish	20%
Chinese (includes Mandarin, Cantonese)	1%
Tagalog (includes Filipino)	1%

Race and Ethnicity – Phoenix and Maricopa County 2020 (in percentages)

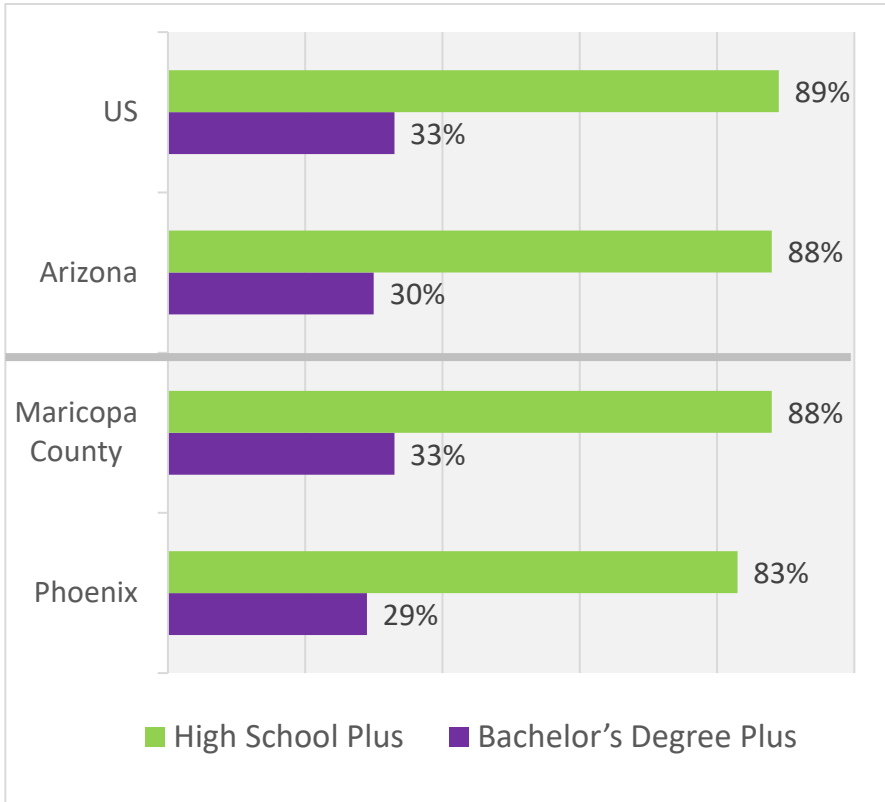


Race and Ethnicity – Arizona and US 2020 (in percentages)



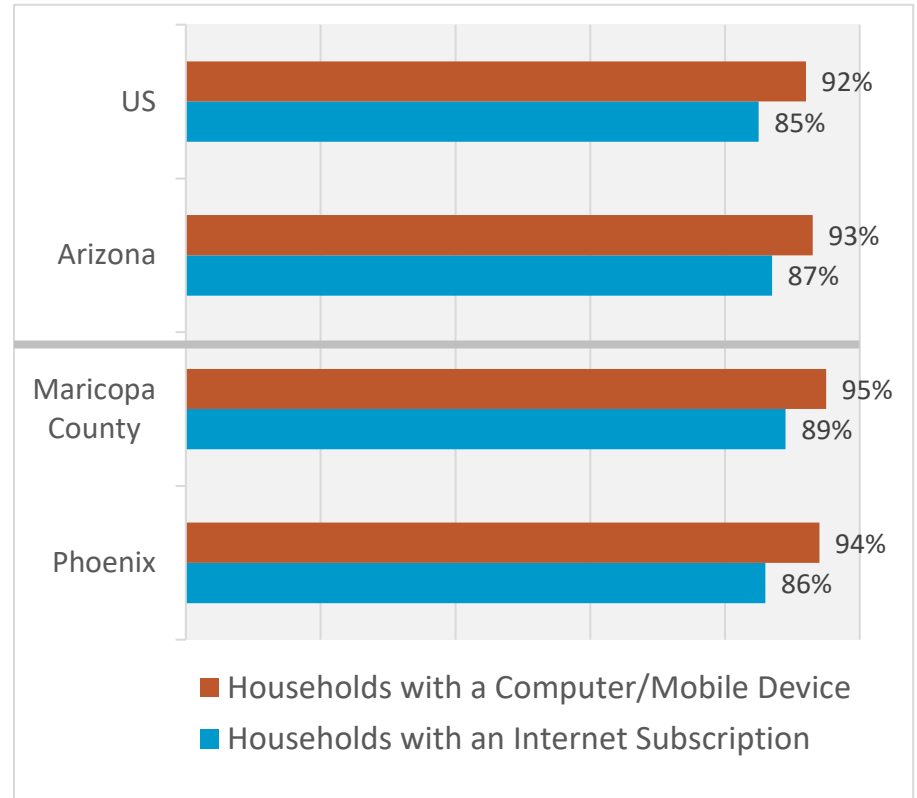
Education Levels – 2020

(percent of persons age 25+)

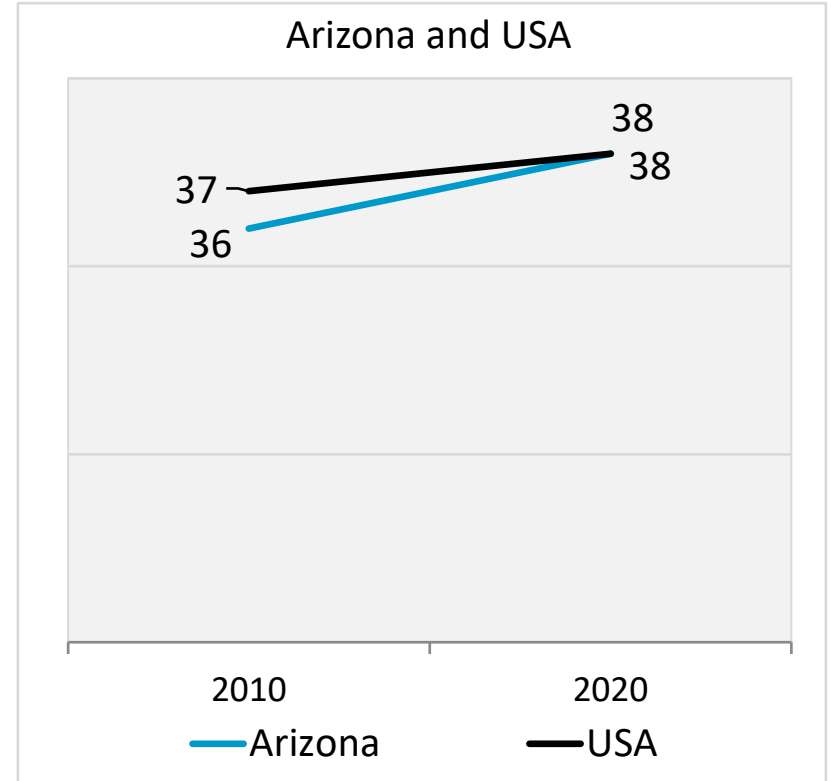
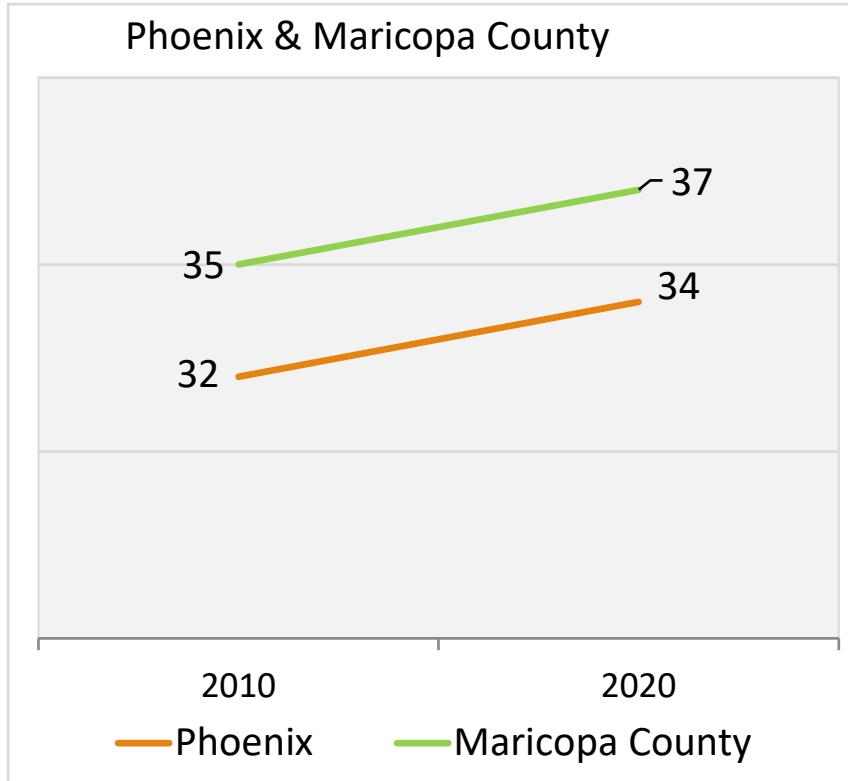


Households with Computers/Mobile Devices & Internet Subscription - 2020

(in percentages)



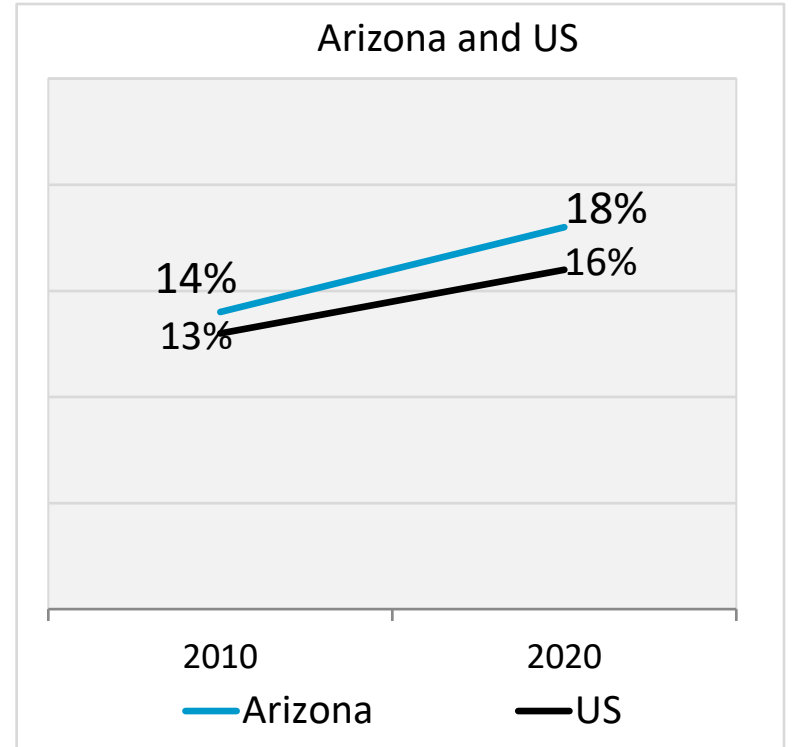
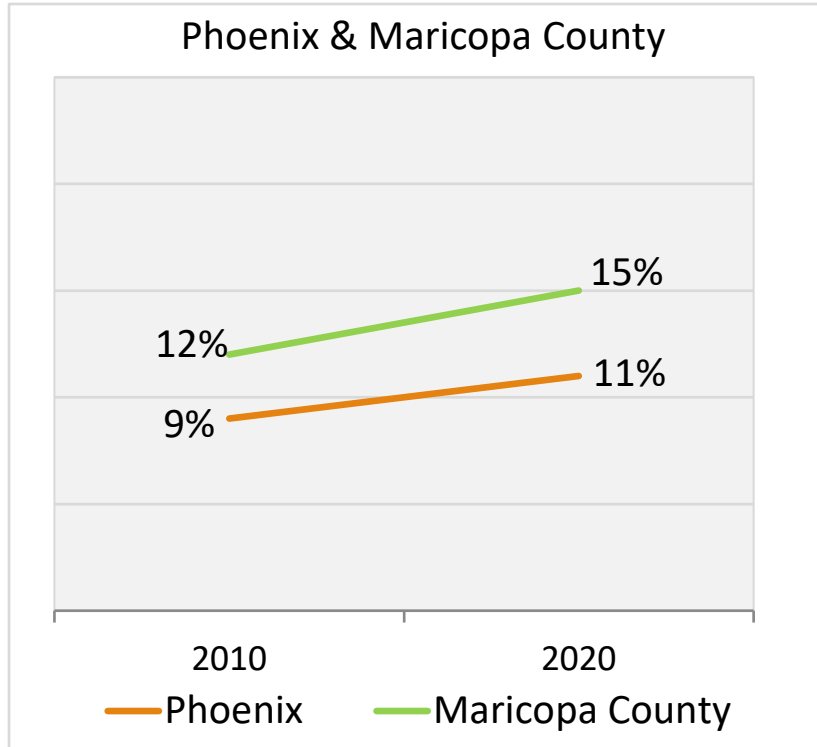
Age of Population: Median Age¹ 2010 and 2020 (in years)



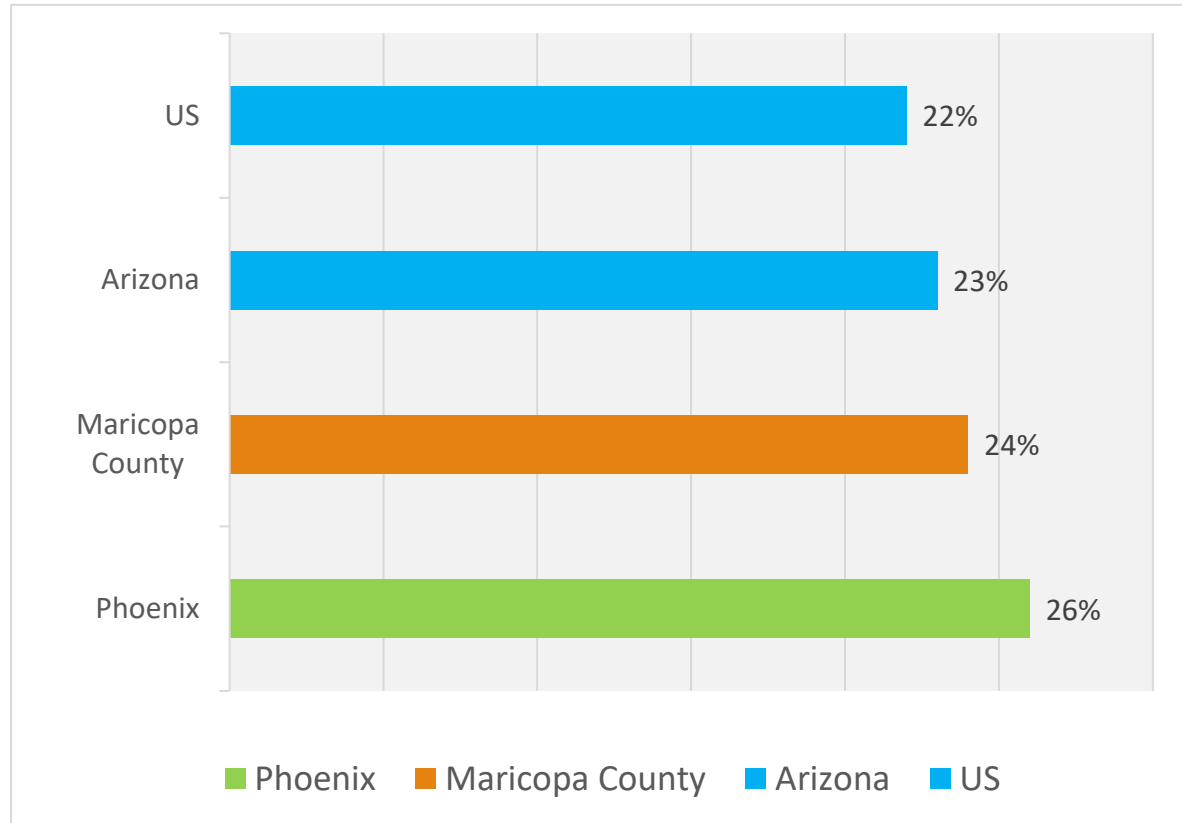
¹ Median = the midpoint; ½ are above and ½ are below the value.

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

Age of Population: % of Population 65 Years Plus 2010 and 2020 (in percentages)



Age of Population: % of Population 18 Years and Under 2020 (in percentages)



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

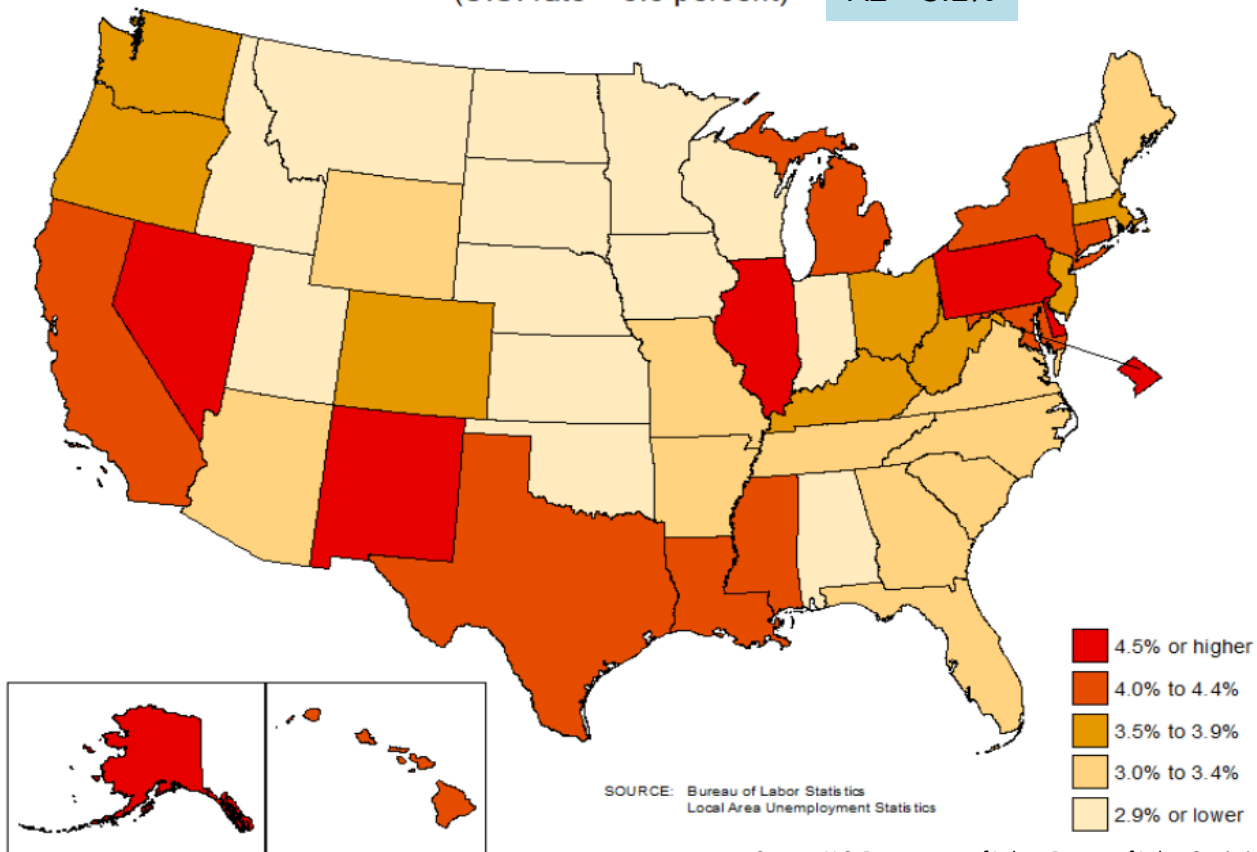


3. Economic Trends

Unemployment rates by state, seasonally adjusted, May 2022

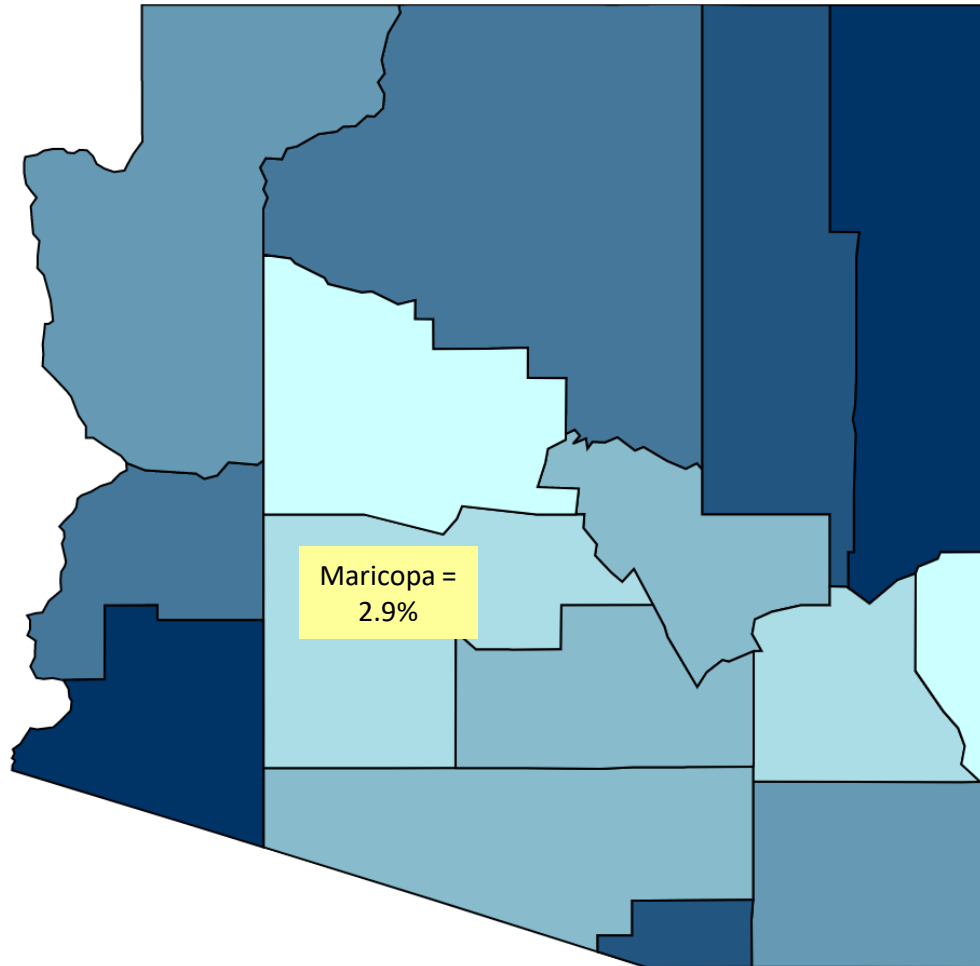
(U.S. rate = 3.6 percent)

AZ = 3.2%

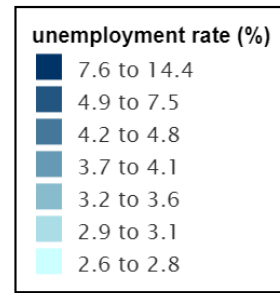


Source: U.S. Department of Labor, Bureau of Labor Statistics. <https://www.bls.gov/lau/>

Unemployment rates by county, not seasonally adjusted, Arizona May 2022

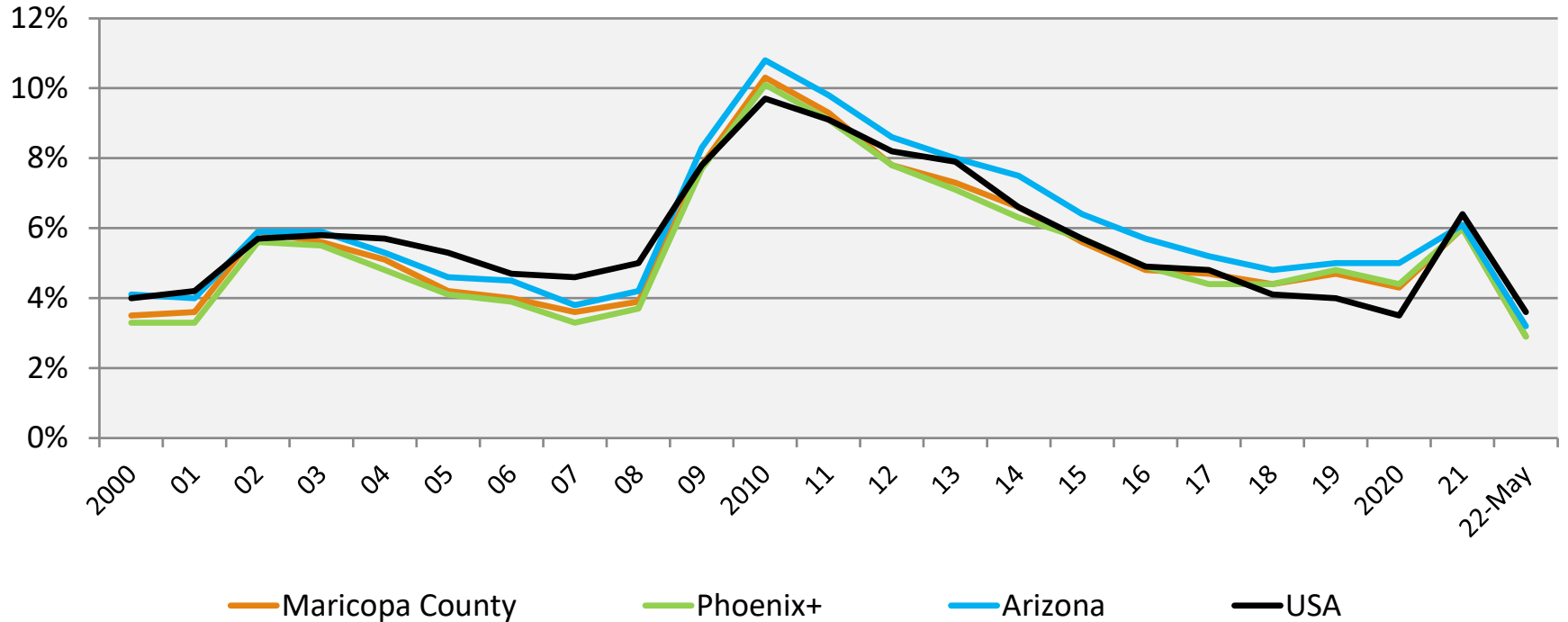


Maricopa =
2.9%

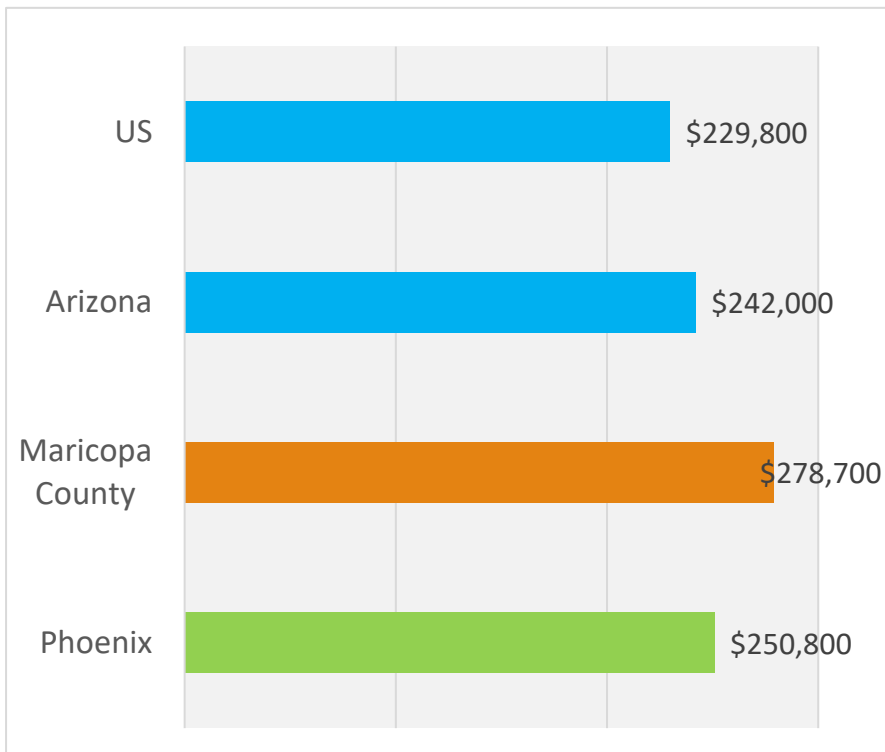


Unemployment Rates— 2000 – 2022

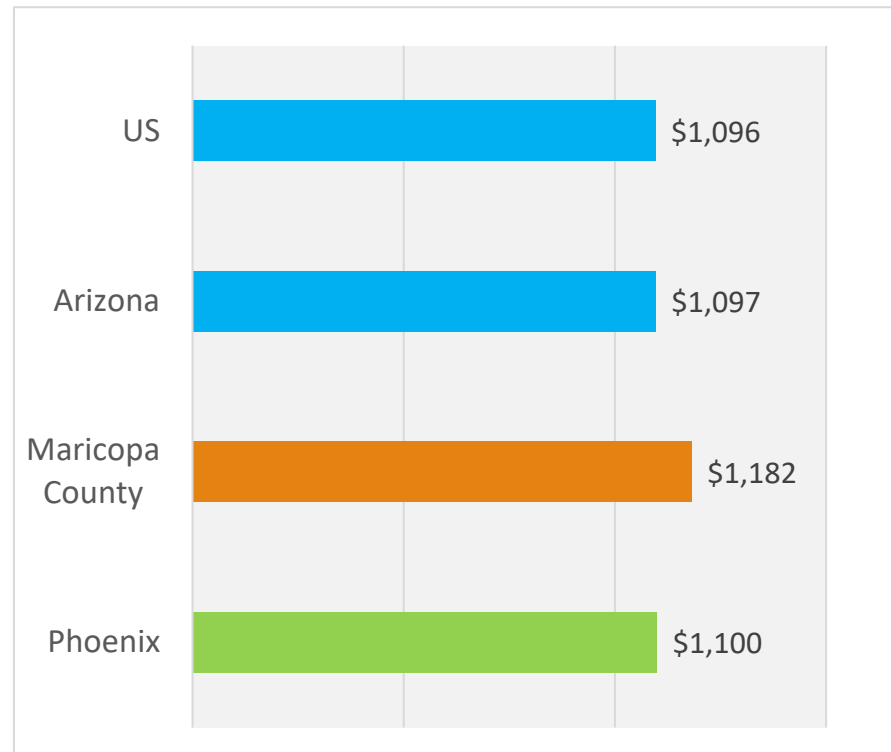
(percent of population)



Median Value¹ Owner Occupied Housing – 2020 (in dollars)



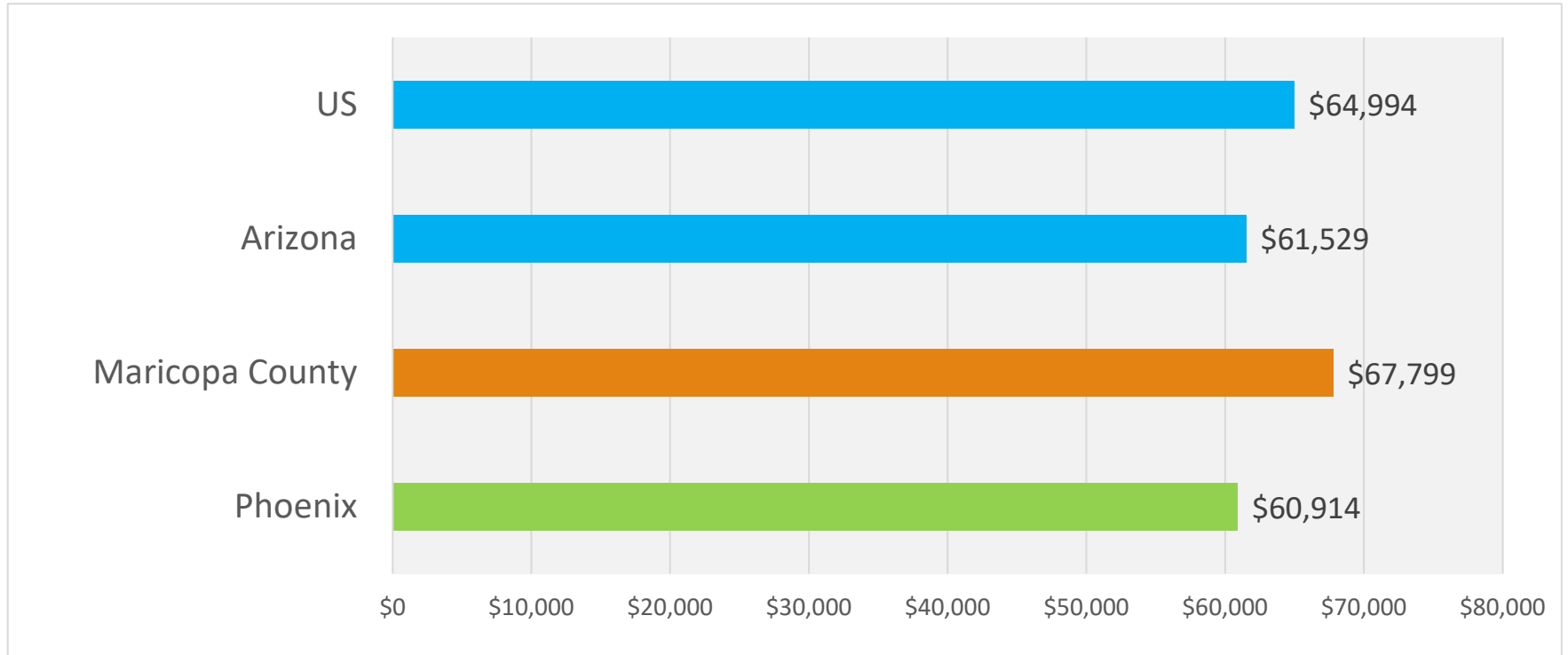
Median Value¹ Gross Rent – 2020 (in dollars)



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. <https://data.census.gov/cedsci/> ; www.census.gov/quickfacts

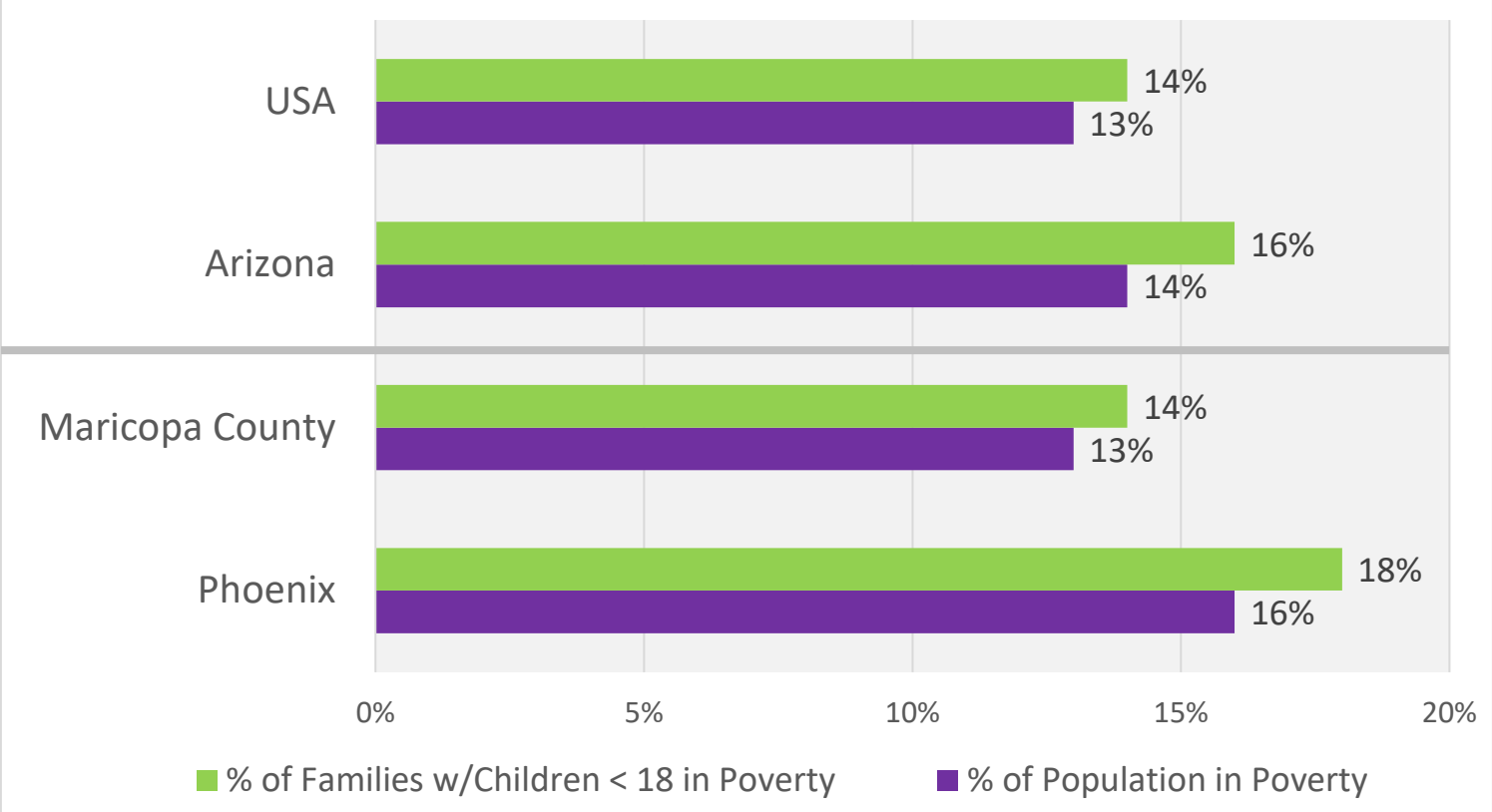
Median Household Income – 2020 (in dollars)



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

Sources: US Census Bureau. Estimates. <https://data.census.gov/cedsci/>; www.census.gov/quickfacts

Poverty Rates – 2020 (in percentages)



2020 Poverty Guidelines
Guidelines
Family of 4: \$26,200
Individual: \$12,760

Poverty Rates – All Families by Educational Level – 2020 (in percentages)

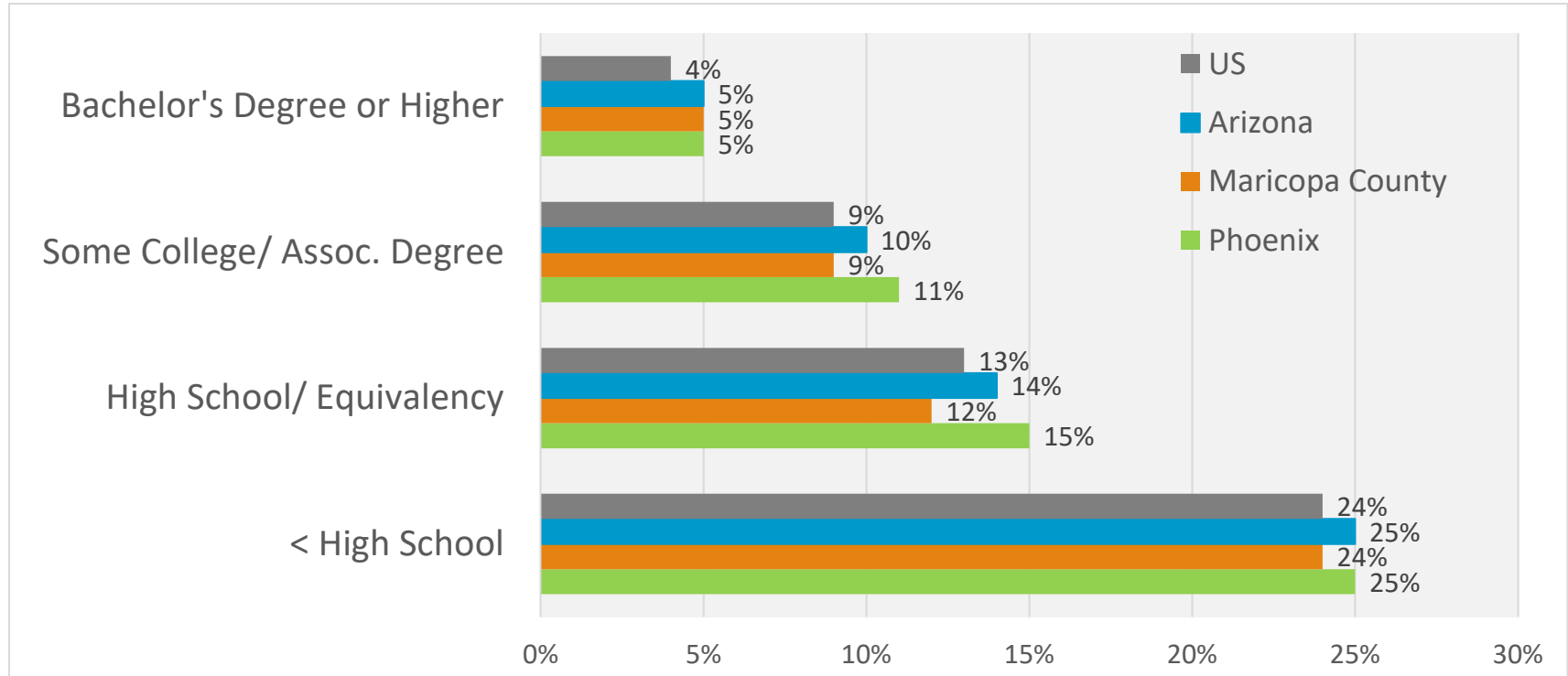
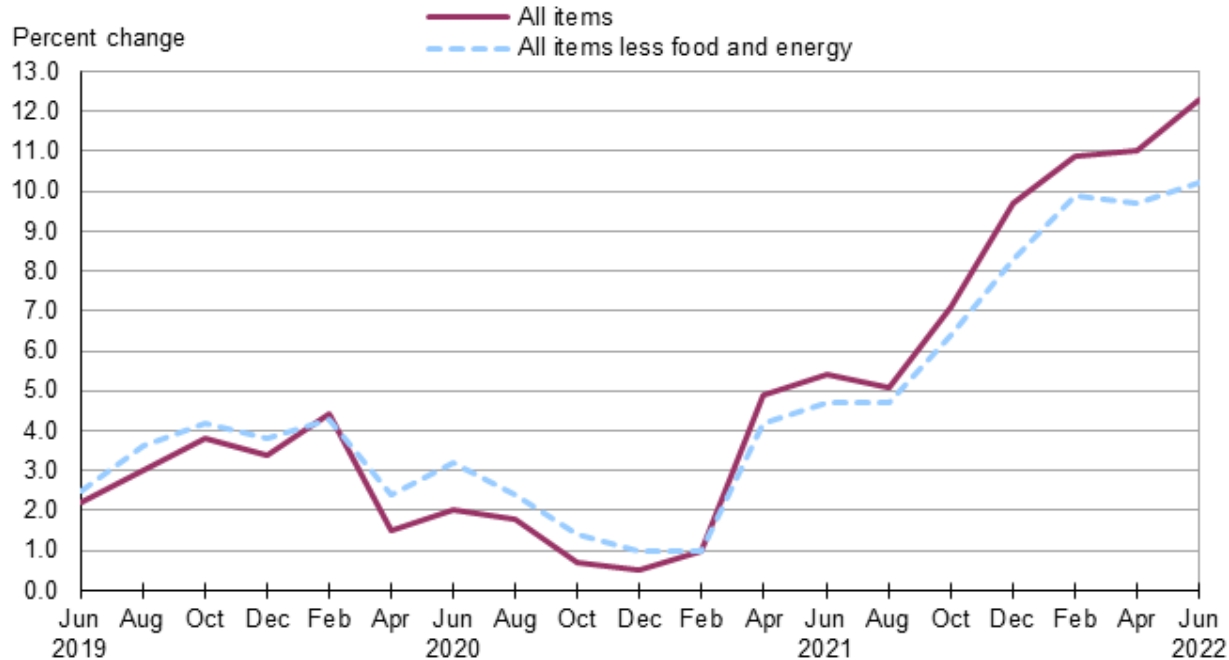


Chart 1. Over-the-year percent change in CPI-U, Phoenix-Mesa-Scottsdale, AZ, June 2019–June 2022



Source: U.S. Bureau of Labor Statistics.

Consumer Price
Index:

Phoenix Area
2019 – 2022
(in percentages)

Additional Economic Trends

1. Shrinking middle class;
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 inflation / cost of living (food, gas, etc.)
5. Rising costs for rent / housing
6. Others?



4. Technological

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 (burnout).
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, big data, data analytics = predictive analytics for Judicial Branch, courts, justice system.



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.
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.



5. Policy / Political Trends

Policy/Political Trends (p. 2)

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



6. Justice System Trends

National Justice System Trends (p. 1)

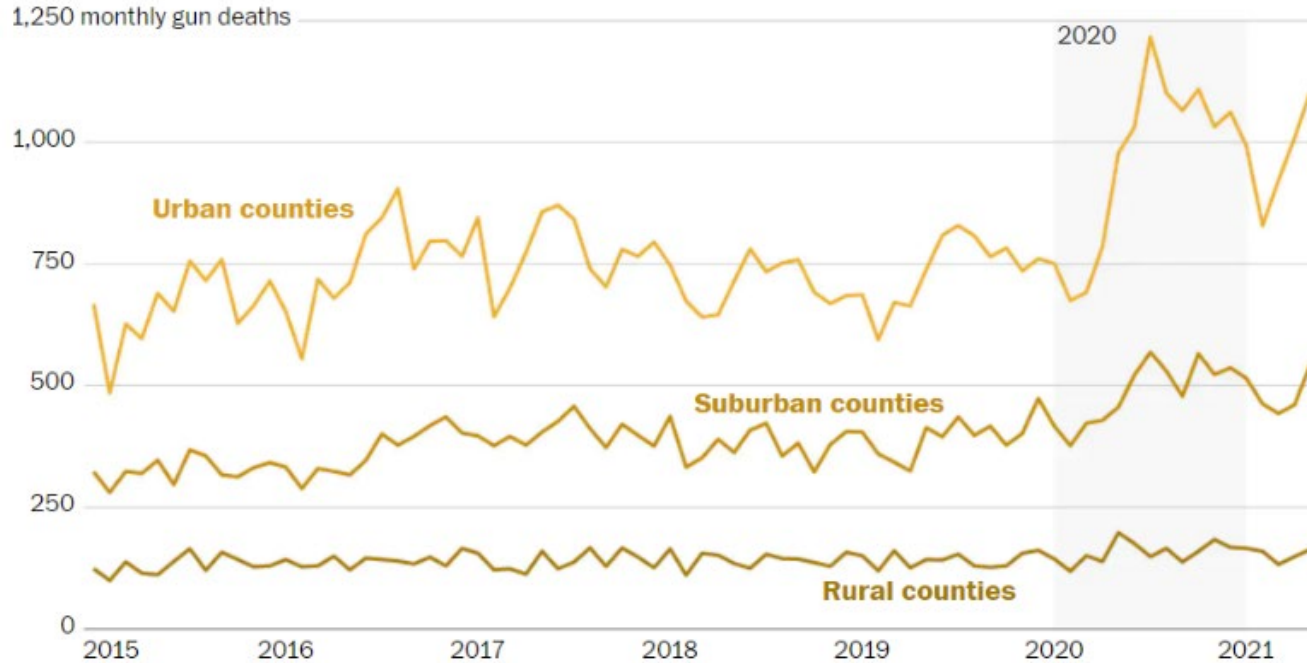
1. System Reform: Access to Justice Initiatives; Fines & Bail/Pre-Trial Services; Regulatory Reform; Legal Representation; Legal Education; Jury Practices; etc.
2. Embracing technological innovation/transforming service delivery models
3. Racial/Social Equity & Justice and Diversity, Equity, and Inclusion (DEI) initiatives
4. Increasing focus on: procedural fairness; implicit bias, secondary trauma, etc.
5. Increasing number of litigants with mental health and/or addiction problems; increasing number of treatment/therapeutic courts
6. Pre-COVID – significant decline in some case type filings, decline in jury trials
7. Amid/Post-COVID – anticipated deluge of filings; case backlogs
8. Increase in alternative/innovative methods for resolving disputes (e.g., restorative justice, online dispute resolution, treatment models)

National Justice System Trends (p. 2)

9. Increasing use of evidence-based practices (e.g., risk/needs assessments) to inform judicial and supervision decisions = achieve more effective case outcomes.
10. Declining court infrastructures (e.g., facilities, equipment, security).
11. Increasing need to develop the next generation of judicial/court leaders; succession planning.
12. High turnover 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, etc.)
15. More distance/online education, training, micro-learning; growing need to re-skill and up-skill judges/workforce
16. Increase in gun violence/other violent crime (especially in urban areas – see next slide)

Gun Violence is on the Rise

Areas across the country saw an increase in gun deaths in 2020. High-population **urban areas** were the most affected, but residents in **suburban** and **rural** areas also experienced more gun violence.



Questions? Discussion!

