



Understanding the External Landscape: External Trends

Planning for the Future of the Courts

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1. Pandemic Trends

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Pandemic Trends

1. Agility and Resilience: The ability to adapt, respond quickly, and bounce back (or bounce forward) from setbacks or hardships is 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/reimagined (e.g., virtual hearings and services; virtual voir dire; etc.)
3. Filings and Backlogs: Courts are working to reduce backlogs. There is a need to 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 / Fatigue / Employee Well-Being: There is increased focus on the effects of isolation, burnout, stress, anxiety, and other mental health issues; employee fatigue is real and well-being is 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?



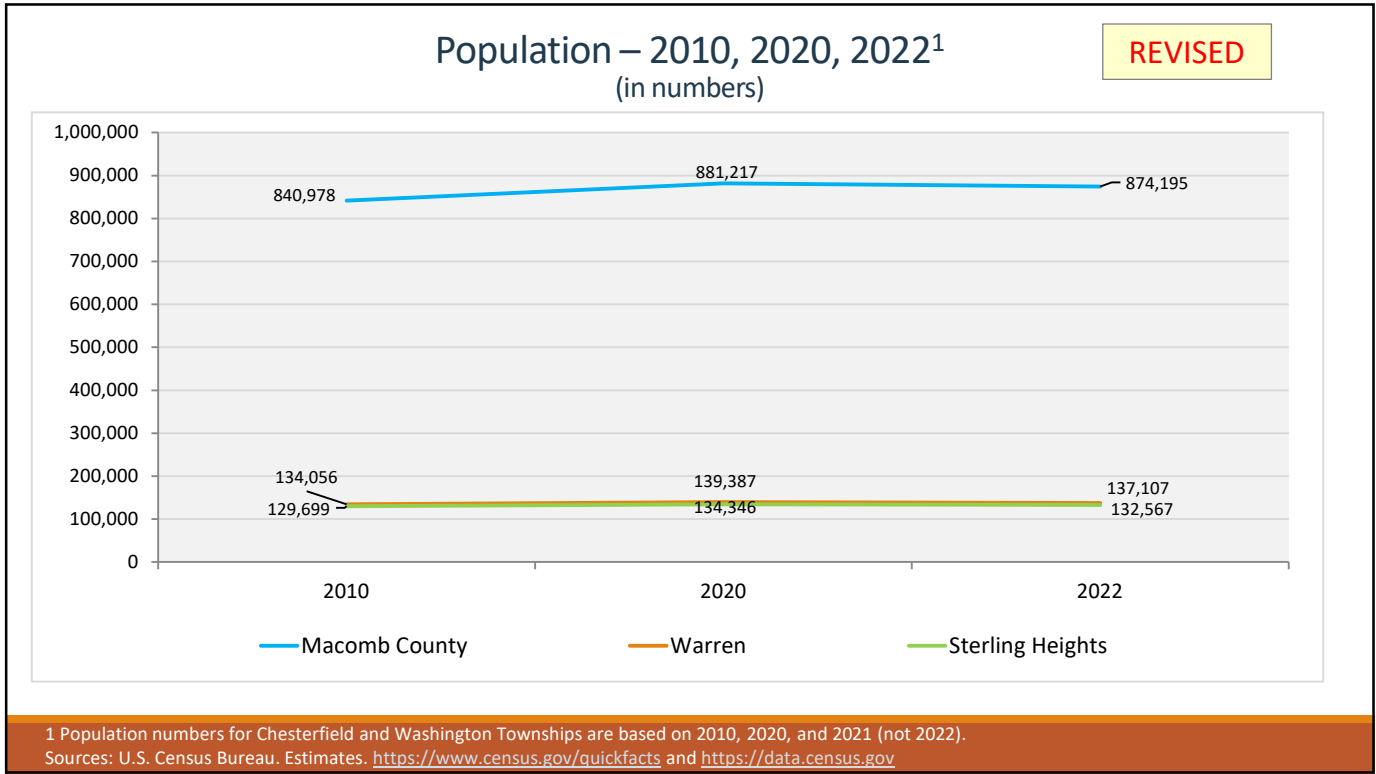
Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey

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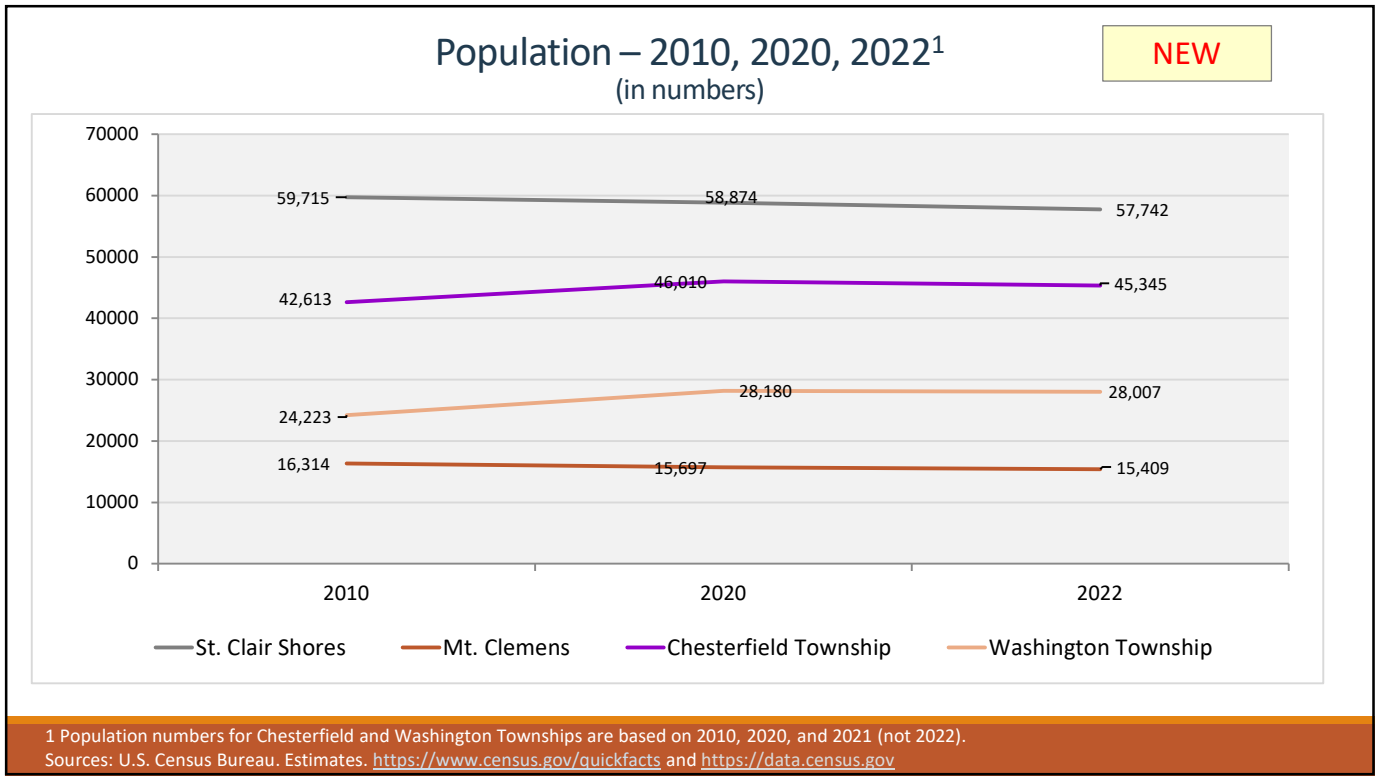
2. Social / Demographic Trends

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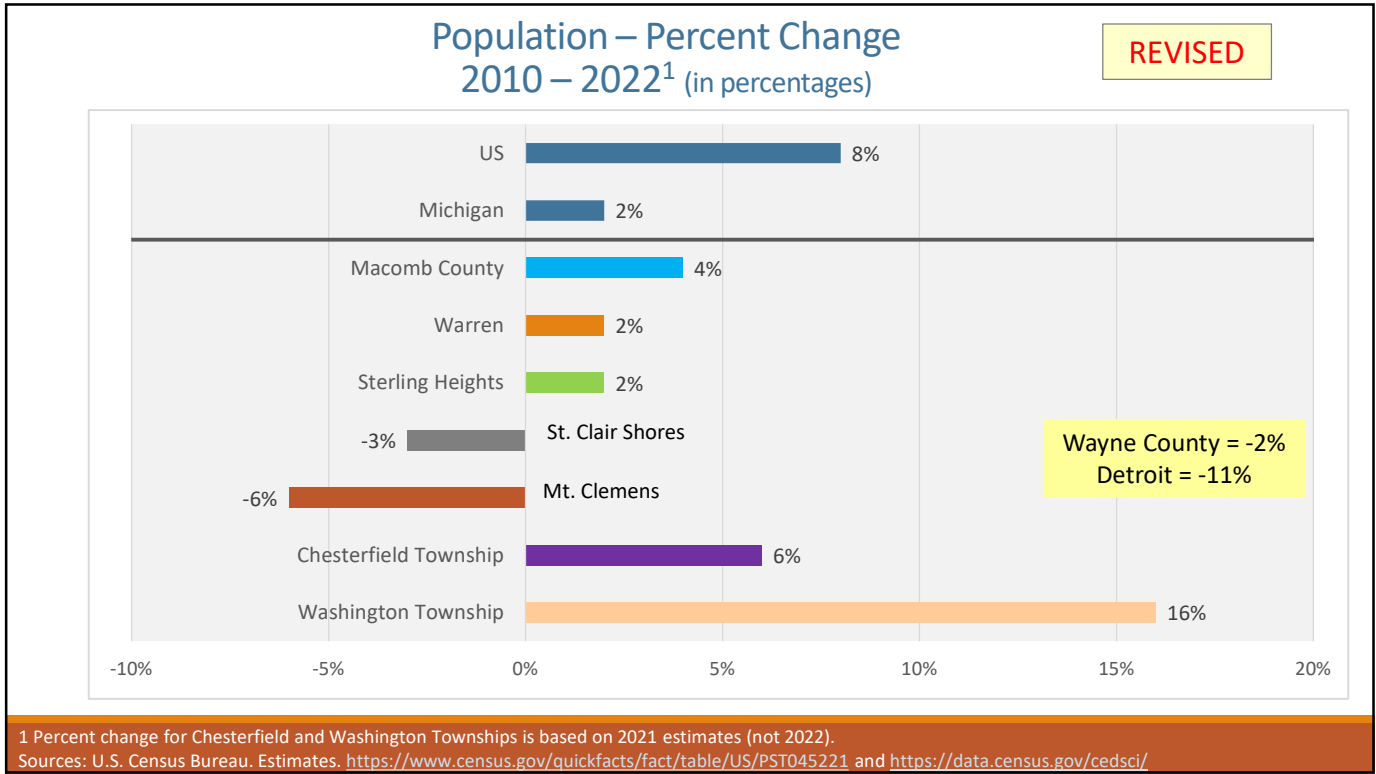
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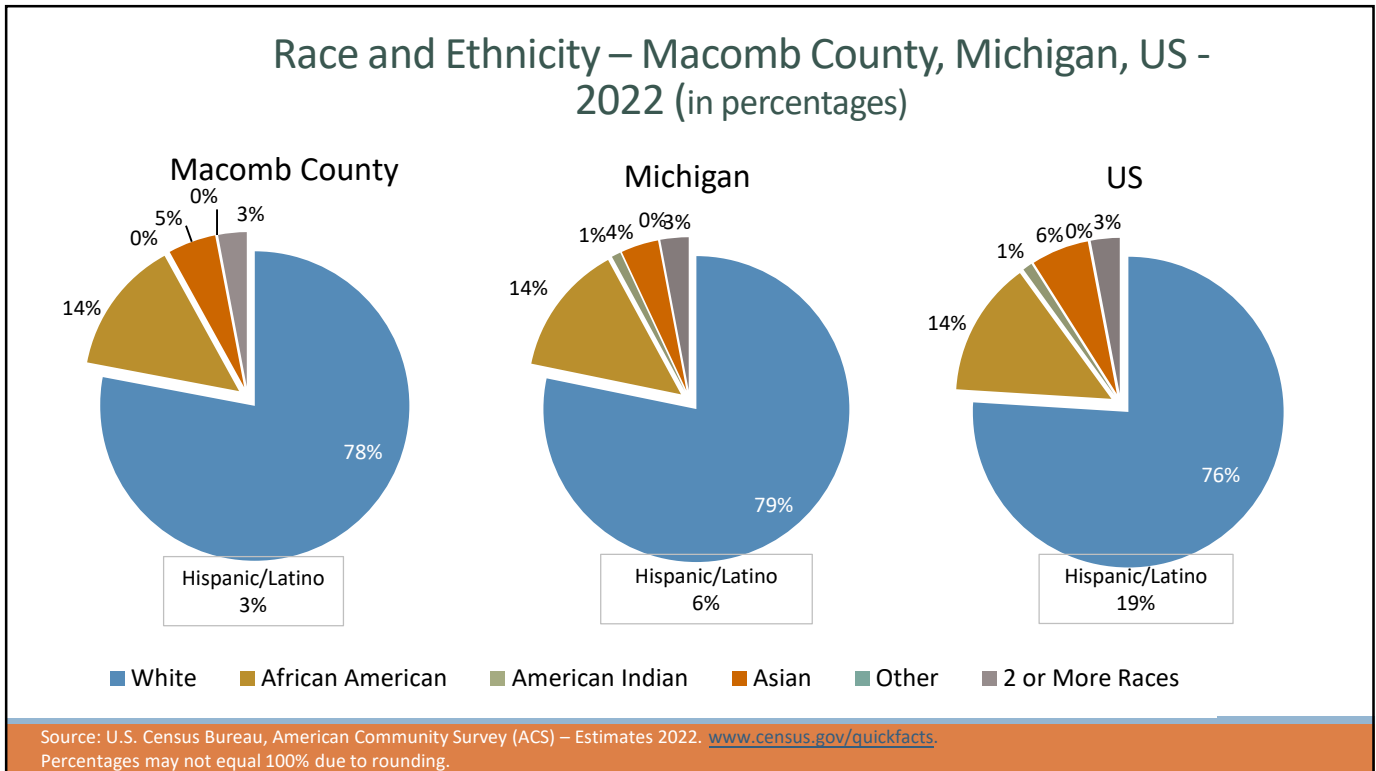
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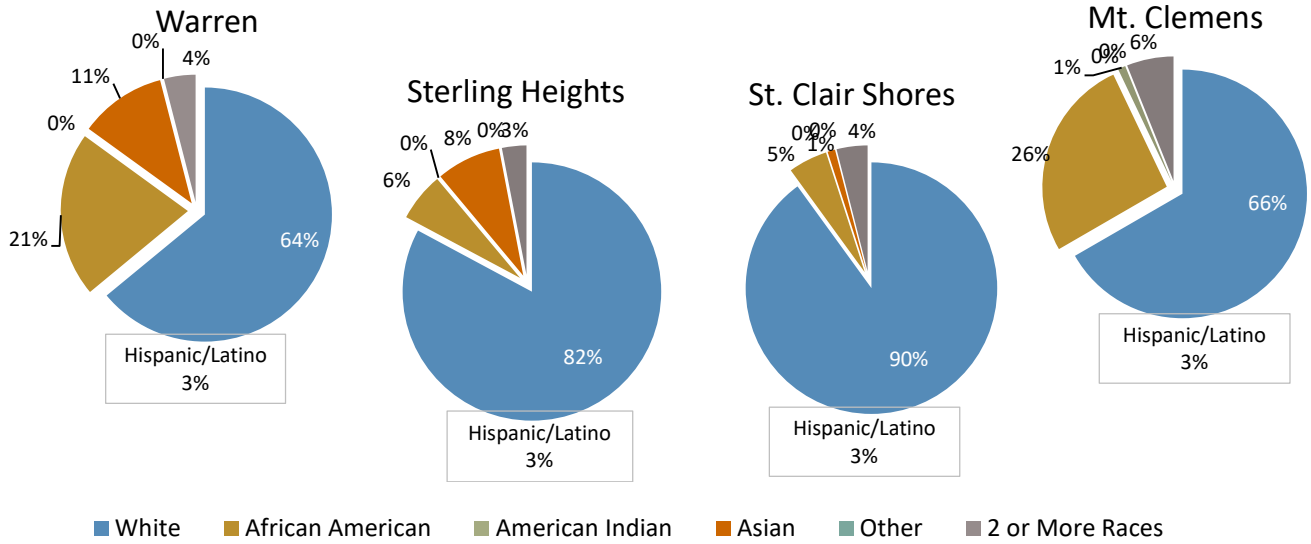


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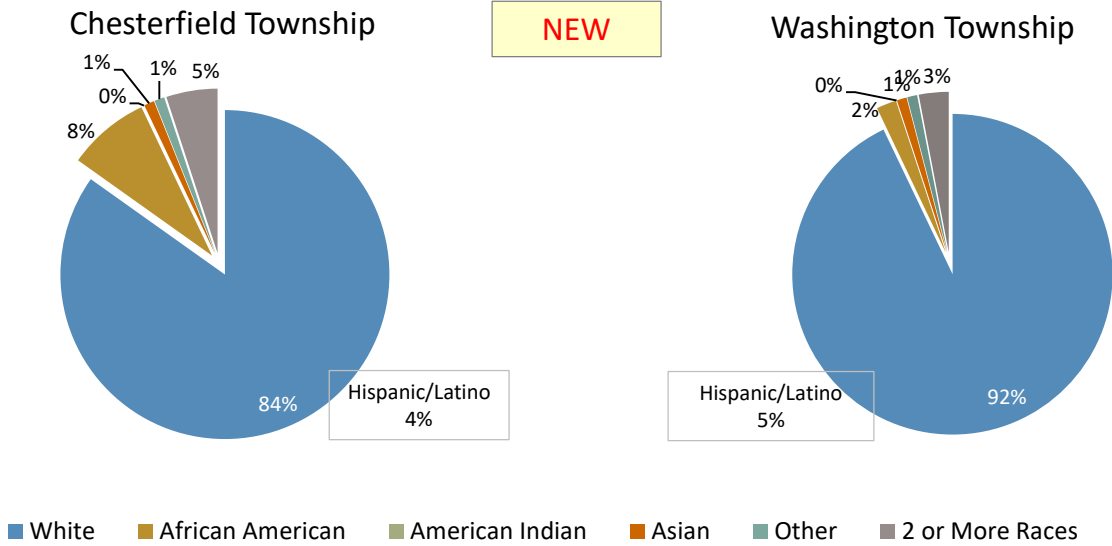
Race and Ethnicity – Warren, Sterling Heights, St. Clair Shores, Mt. Clemens - 2022 (in percentages)



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

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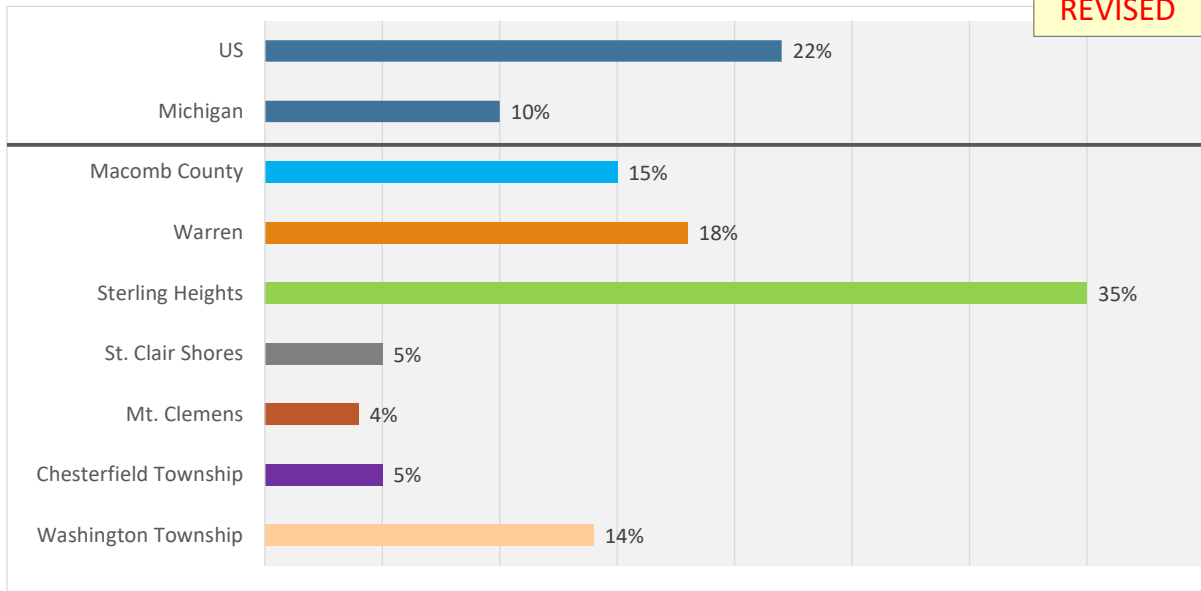
Race and Ethnicity – Chesterfield and Washington Townships - 2021 (in percentages)



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

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

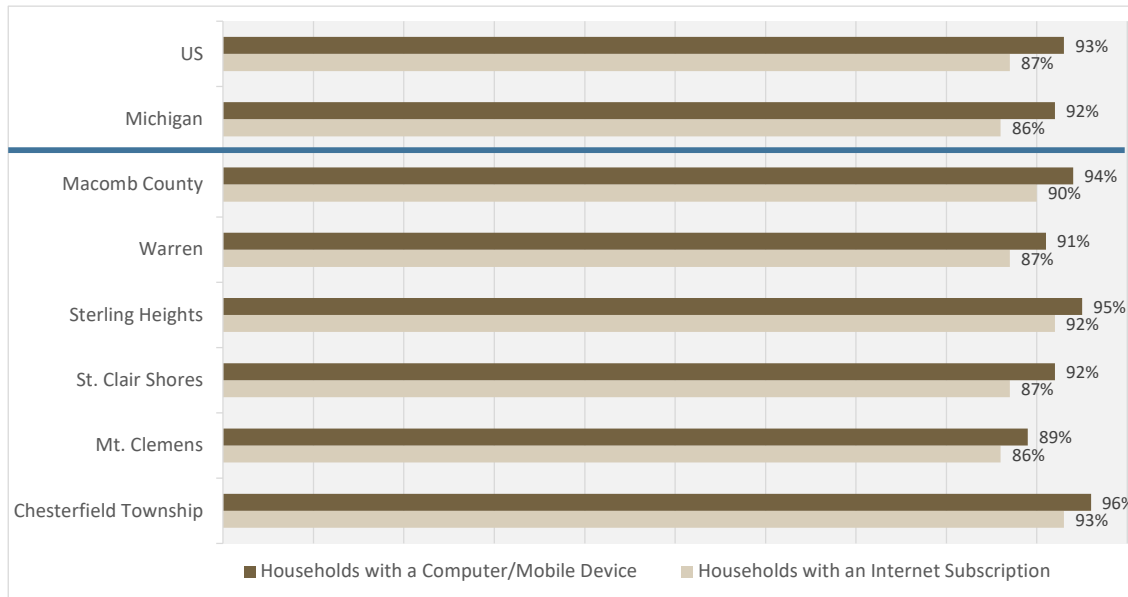


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Sources: U.S. Census Bureau, American Community Survey (ACS) – Estimates 2017 – 2021. www.census.gov/quickfacts/

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

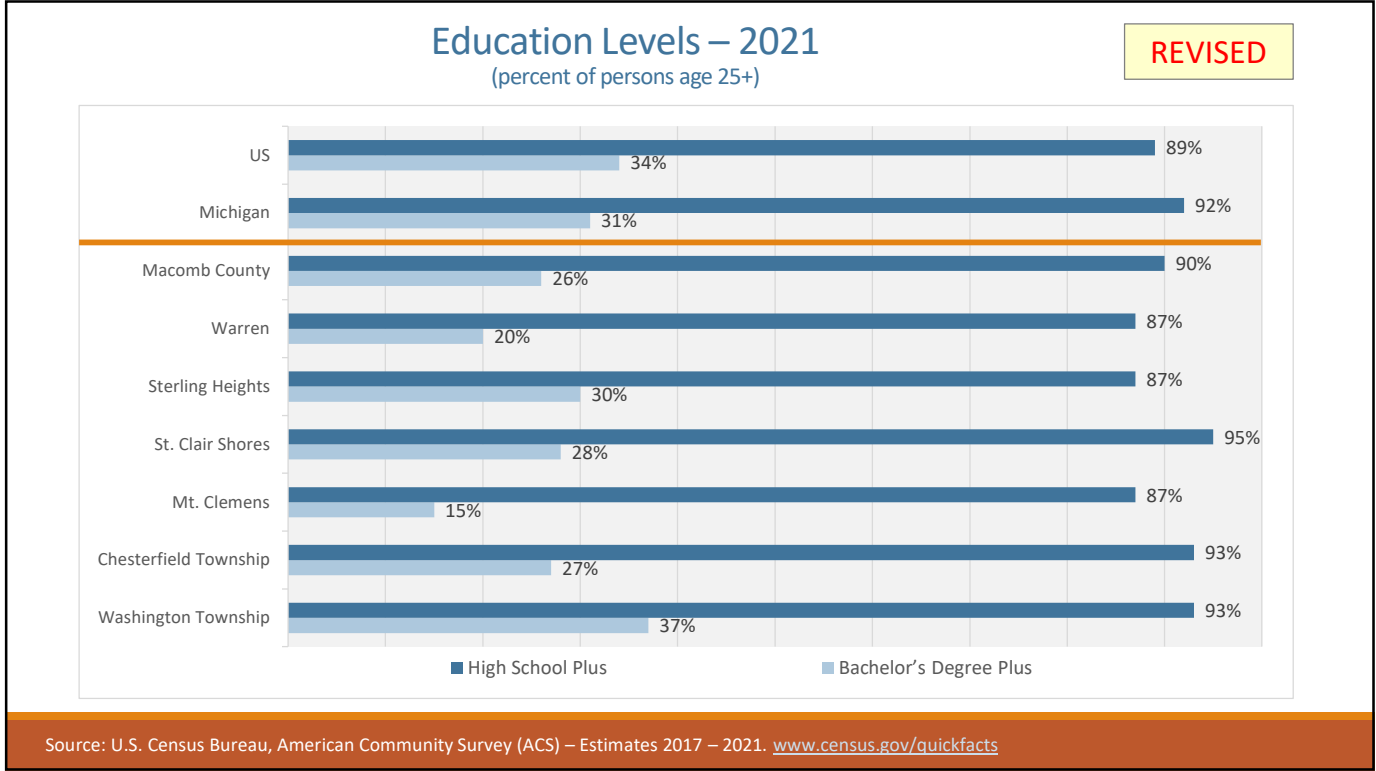


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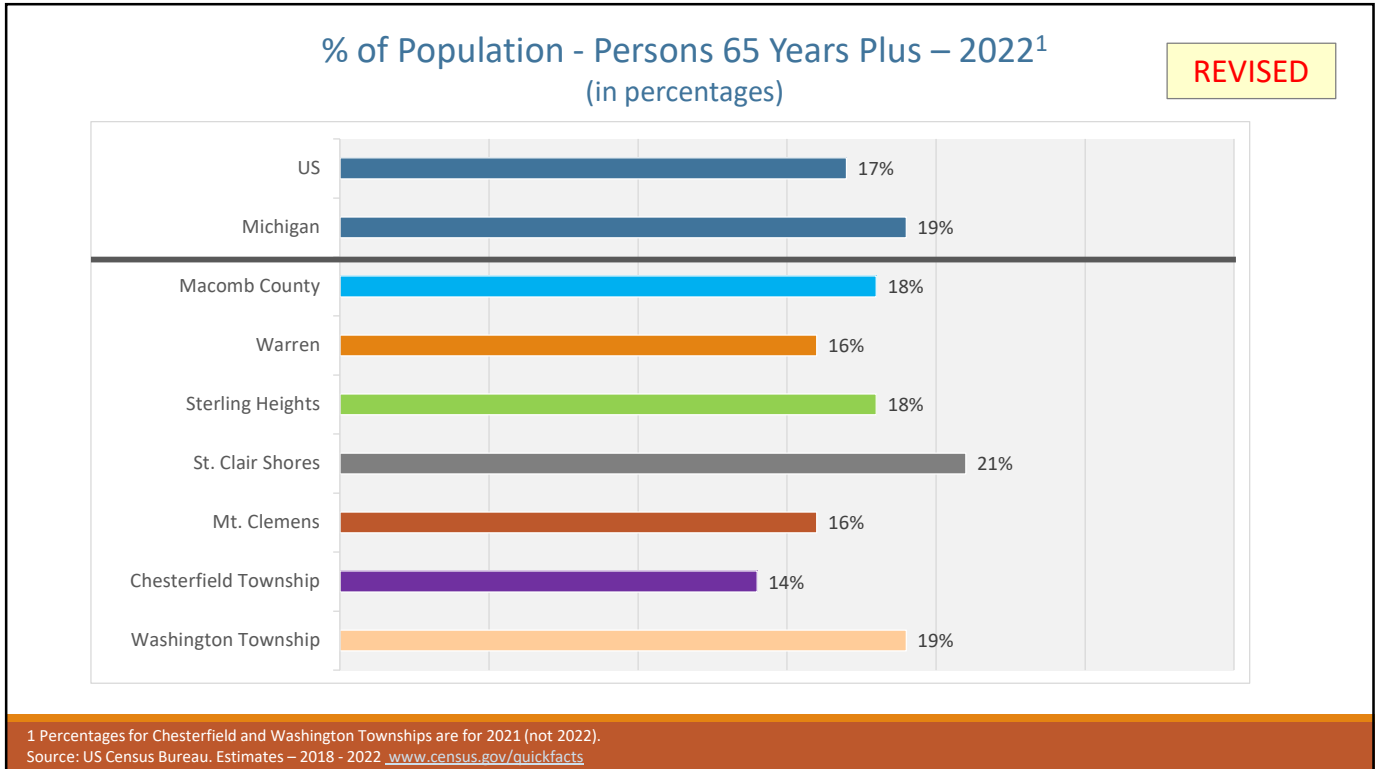
Information is not available for Washington Township.

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

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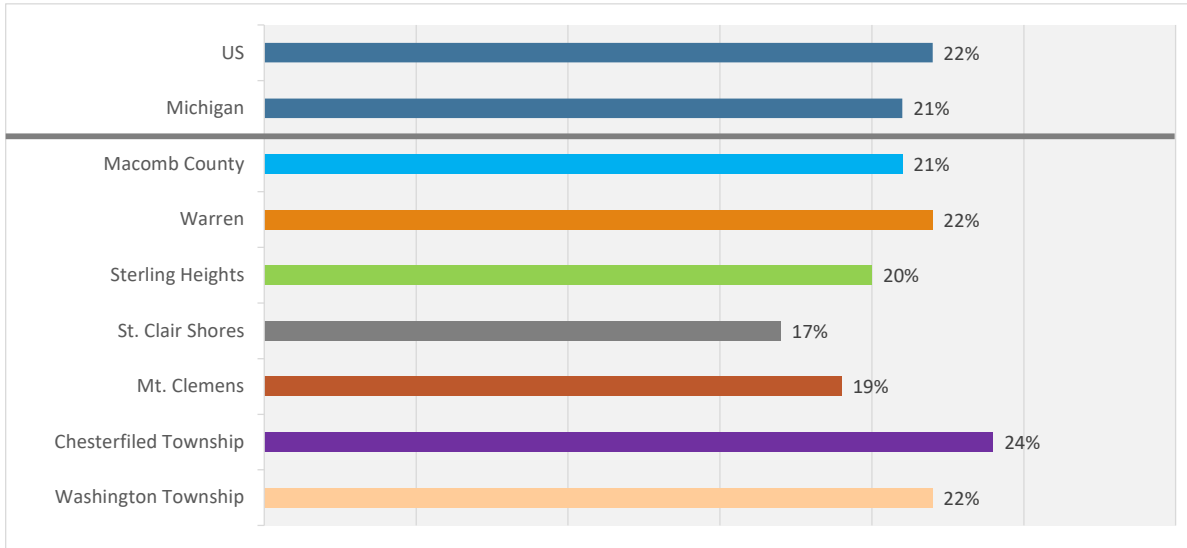
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% of Population - Persons Under 18 Years – 2022¹ (in percentages)

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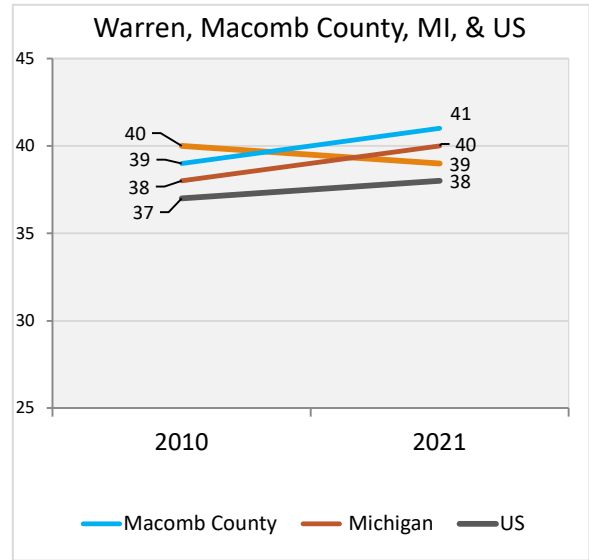
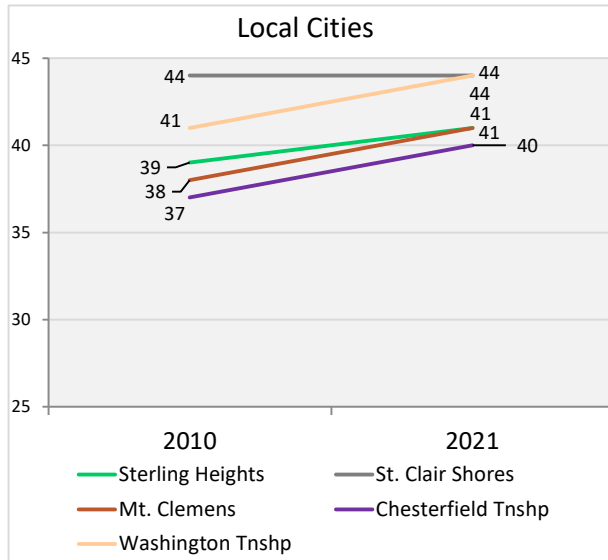


¹ Percentages for Chesterfield and Washington Townships are for 2021 (not 2022).
Source: US Census Bureau. Estimates – 2018 - 2022 www.census.gov/quickfacts

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

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¹ Median = the midpoint; ½ are above and ½ are below the value.
Sources: U.S. Census Bureau, American Community Survey (ACS) – Estimates. <https://www.census.gov/quickfacts/> and <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?



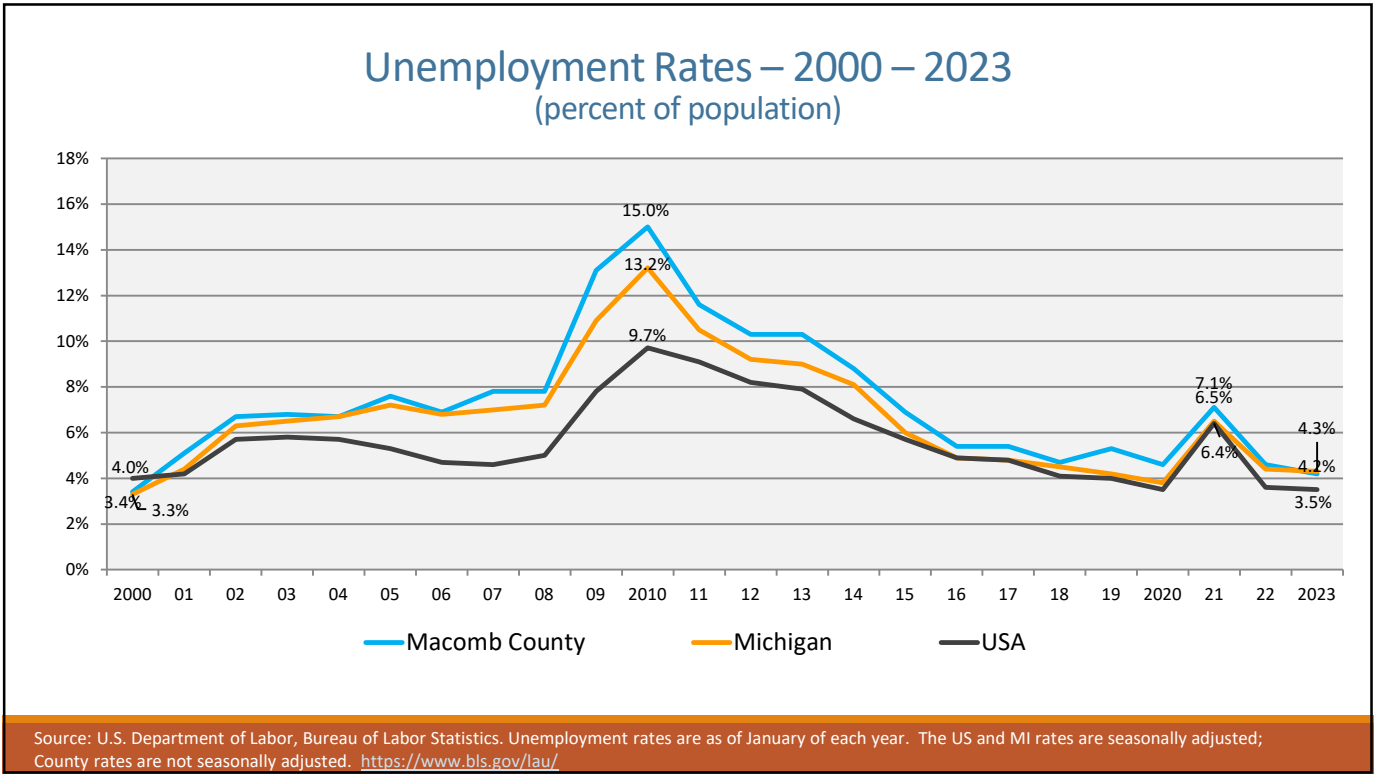
Sources: PRAXIS Consulting, Inc./Dr. Brenda Wagenknecht-Ivey. NCSC Trends Publications. National Association for Court Management – Future in Courts Survey.

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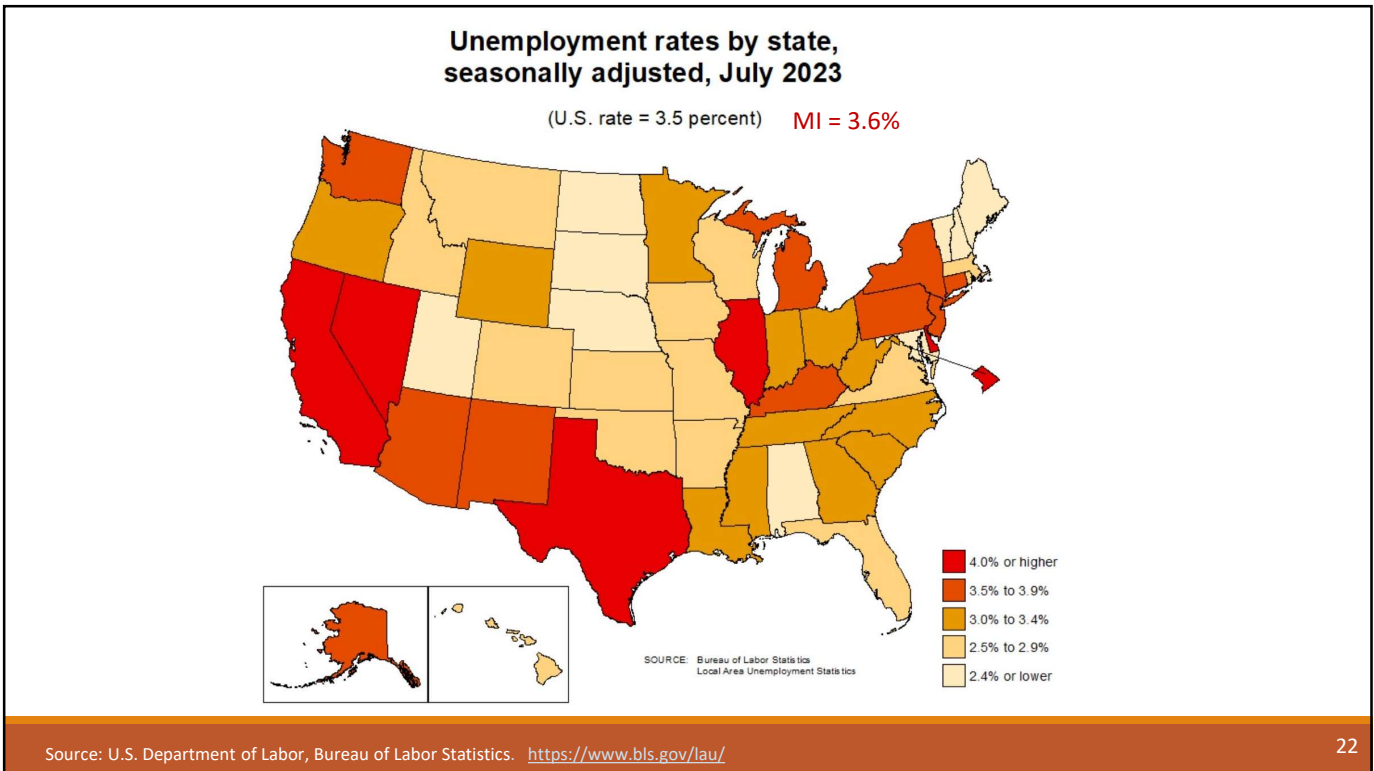
3. Economic Trends

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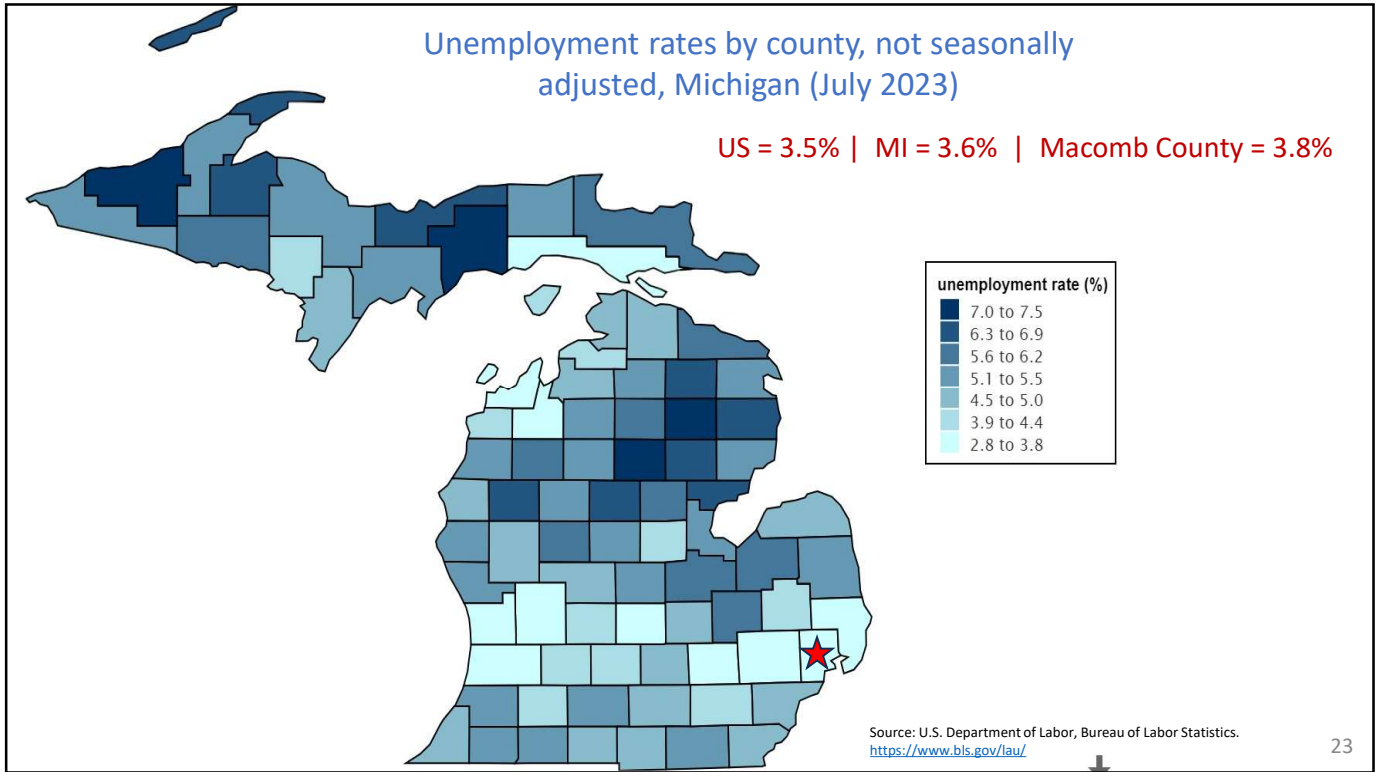
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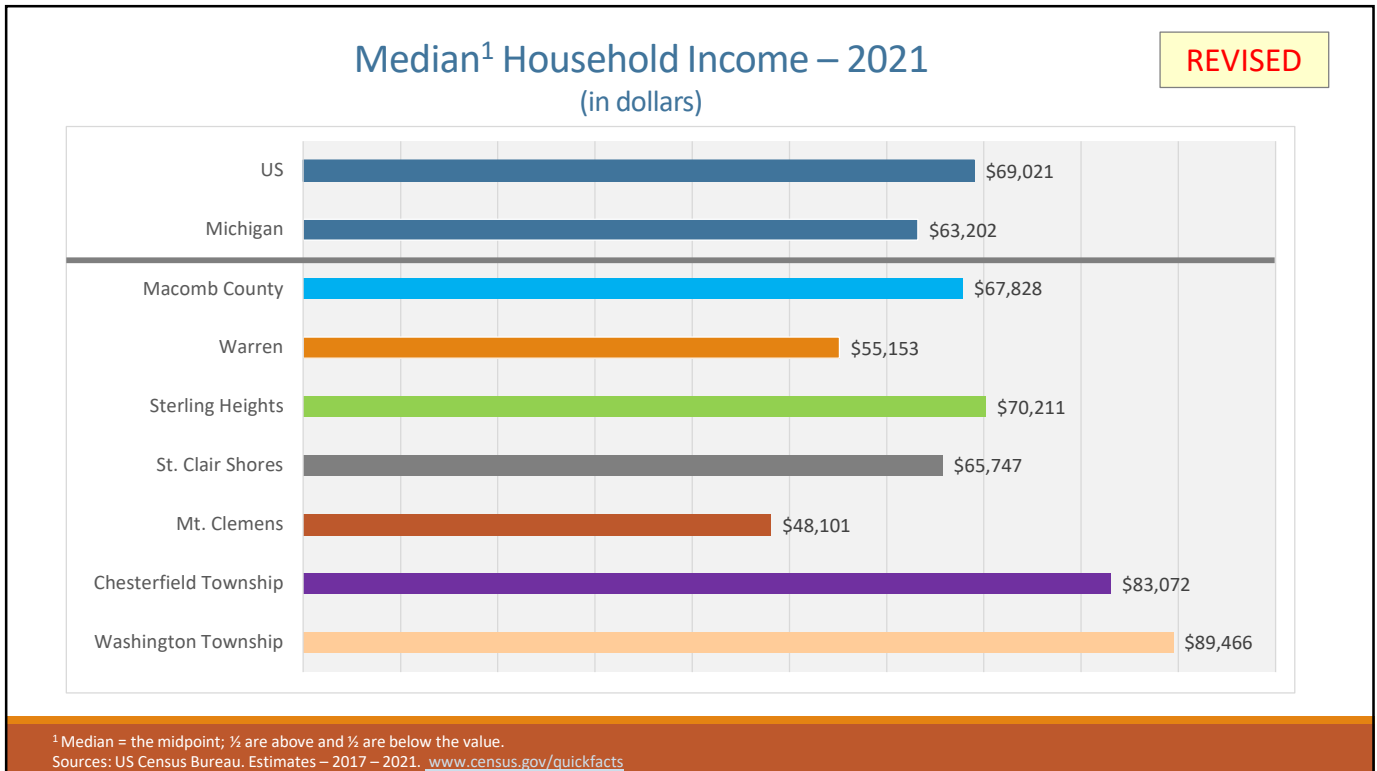
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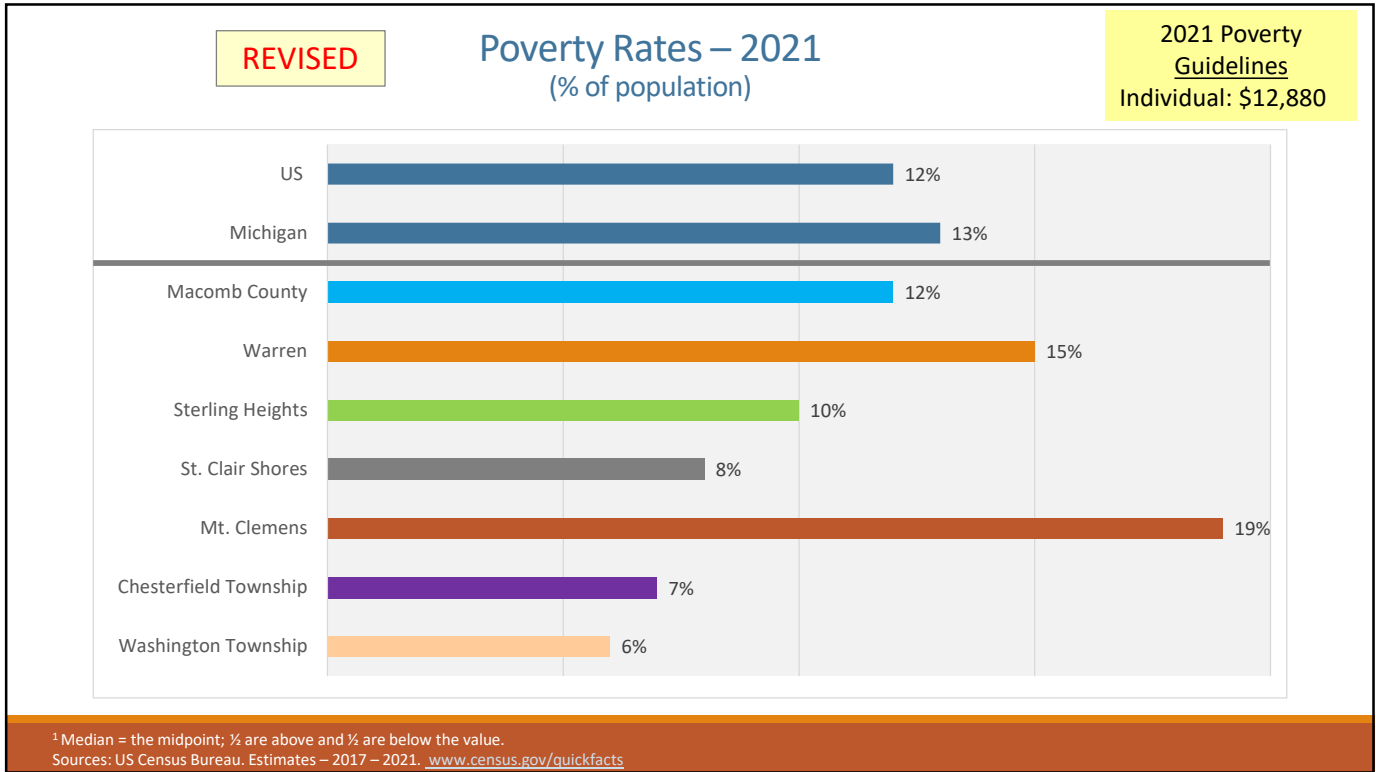
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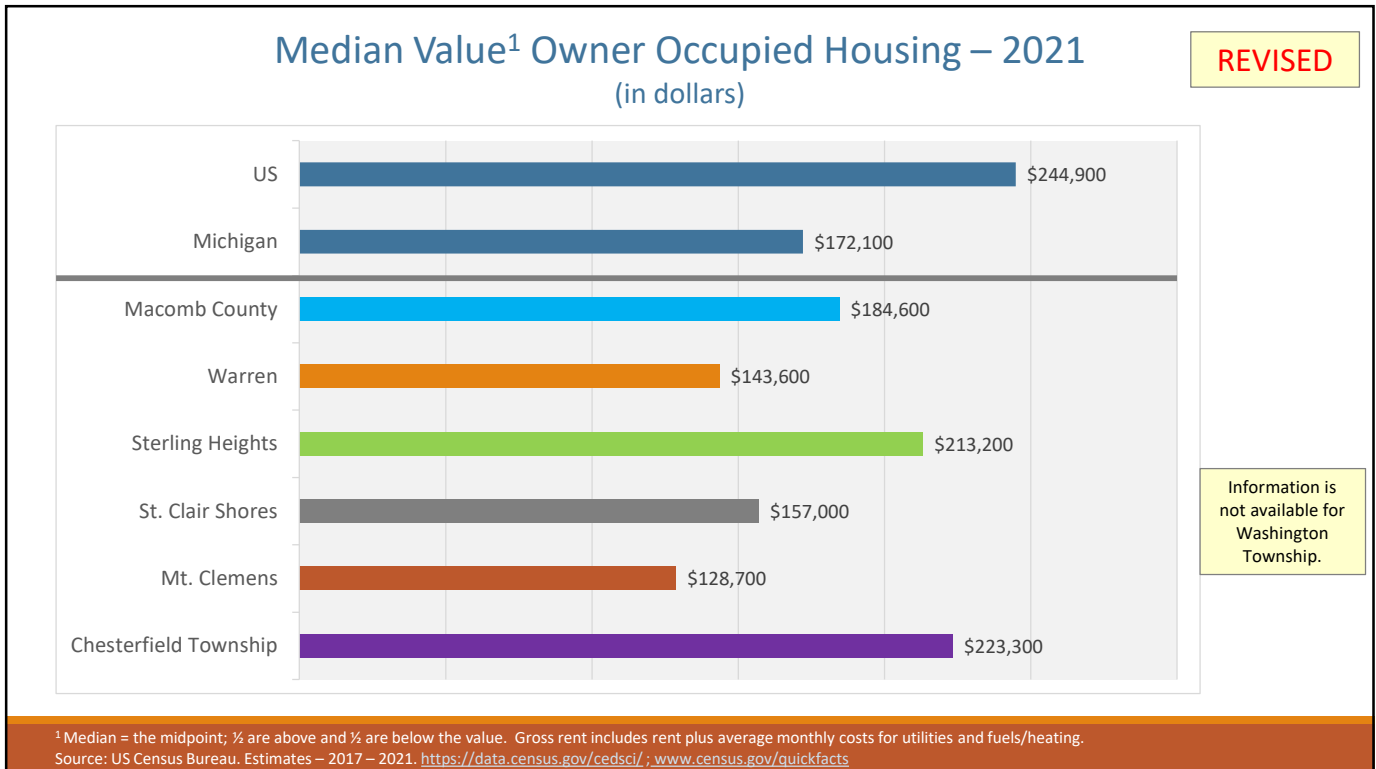
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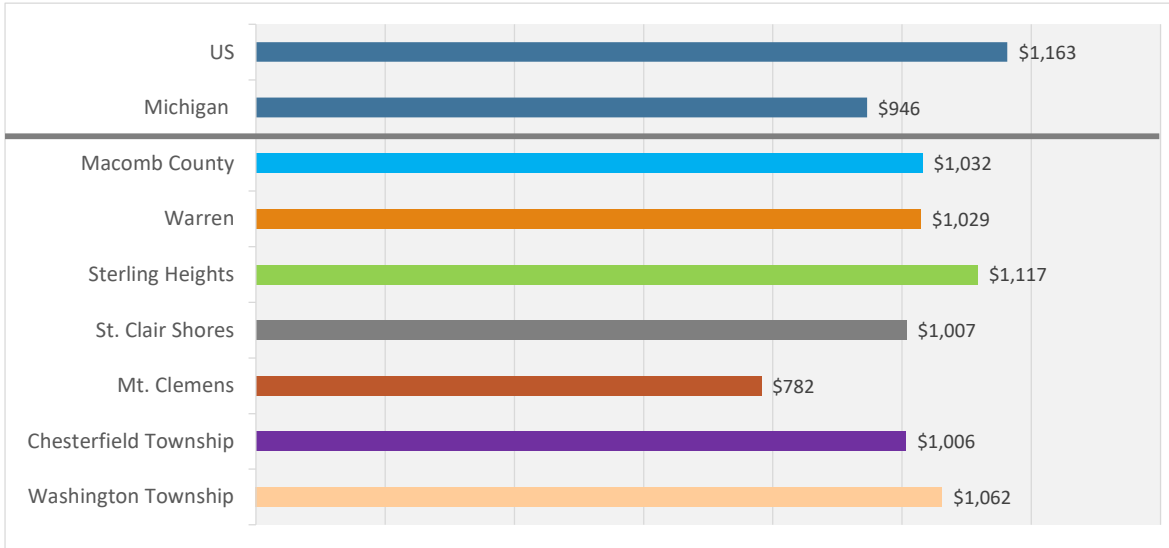
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Median Value¹ Gross Rent – 2021 (in dollars)

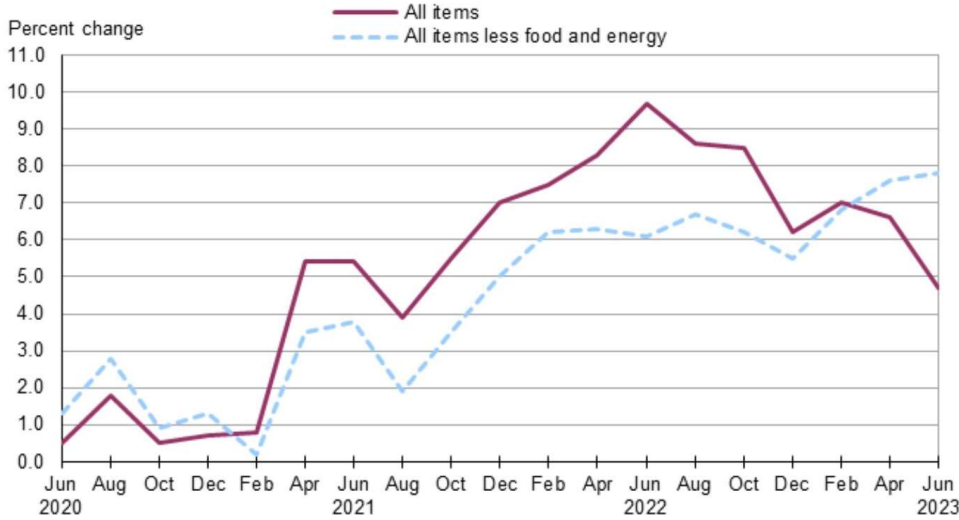
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¹ Median = the midpoint; ½ are above and ½ are below the value. Gross rent includes rent plus average monthly costs for utilities and fuels/heating. Source: US Census Bureau. Estimates – 2017 – 2021. <https://data.census.gov/cedsci/>; www.census.gov/quickfacts

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Chart 1. Over-the-year percent change in CPI-U, Detroit-Warren-Dearborn, MI, June 2020–June 2023



Source: U.S. Bureau of Labor Statistics.

Consumer Price Index:
Detroit Area
2020 – 2023

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

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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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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 – 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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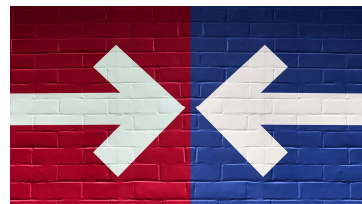
5. Policy / Political Trends

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Policy and Political Trends

- 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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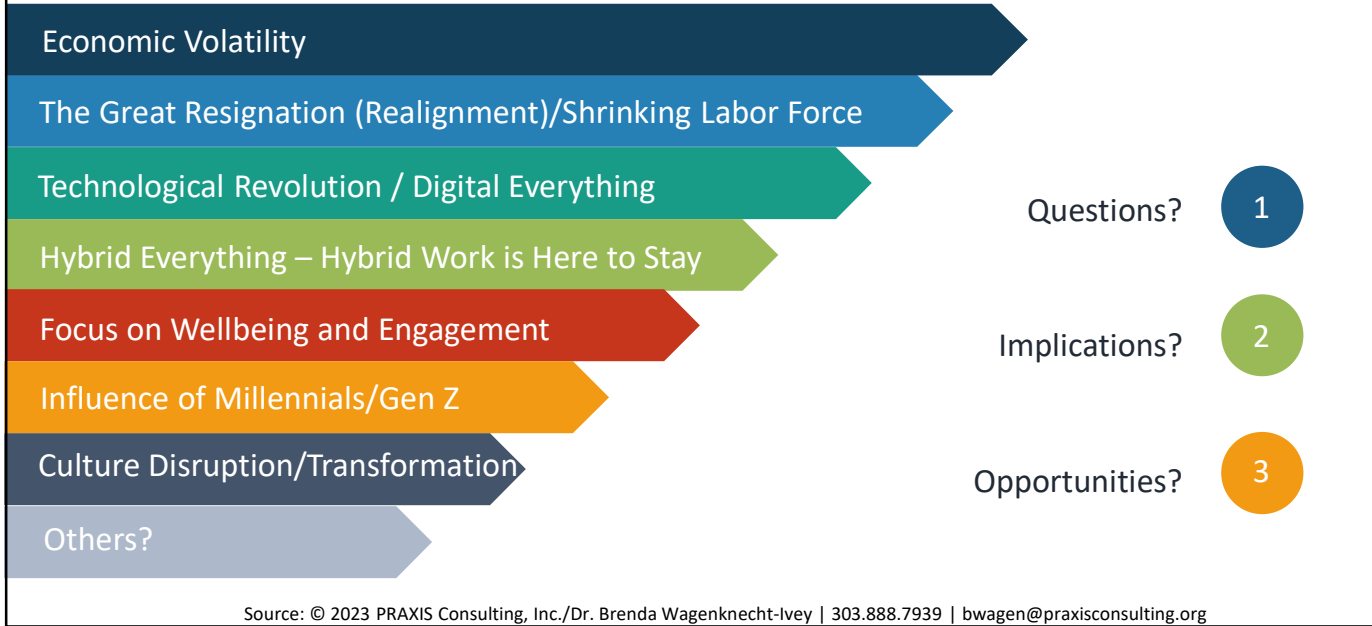
6. *The New Future of Work*

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THE NEW WORLD OF WORK: TRENDS AND PREDICTIONS

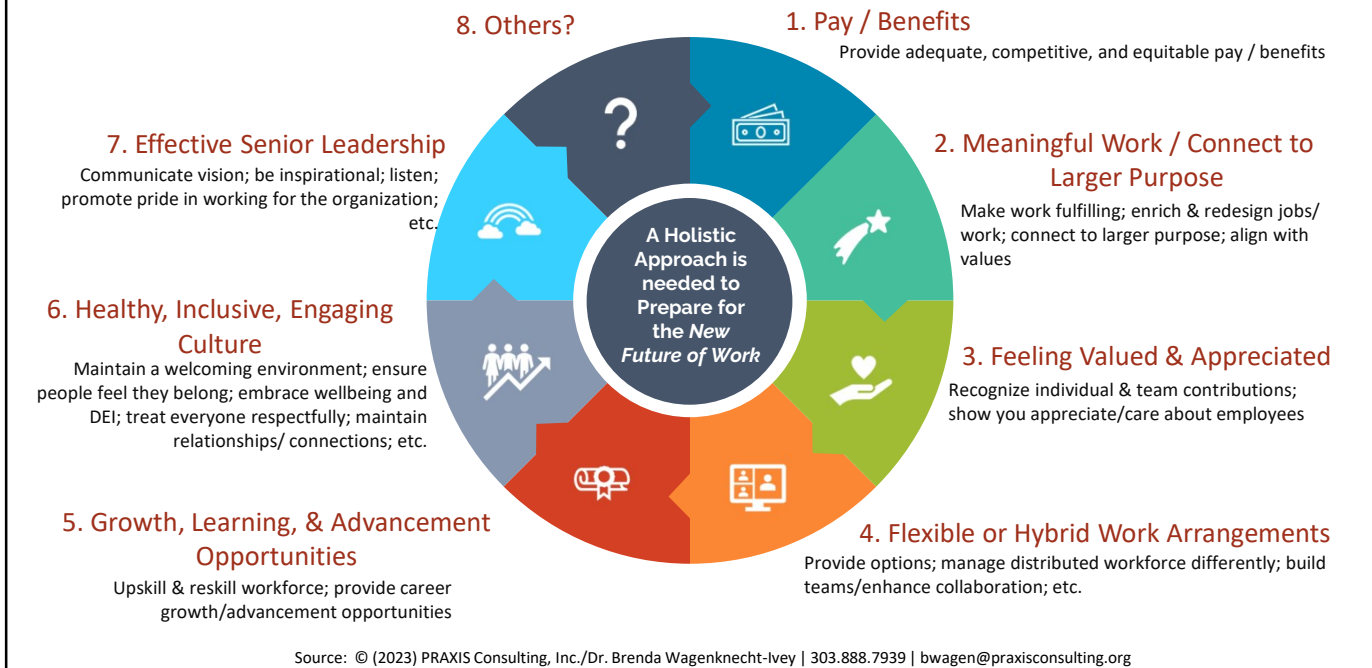
Feb. 23, 2023



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Blueprint – Preparing for the New World of Work/ Workforce of the Future

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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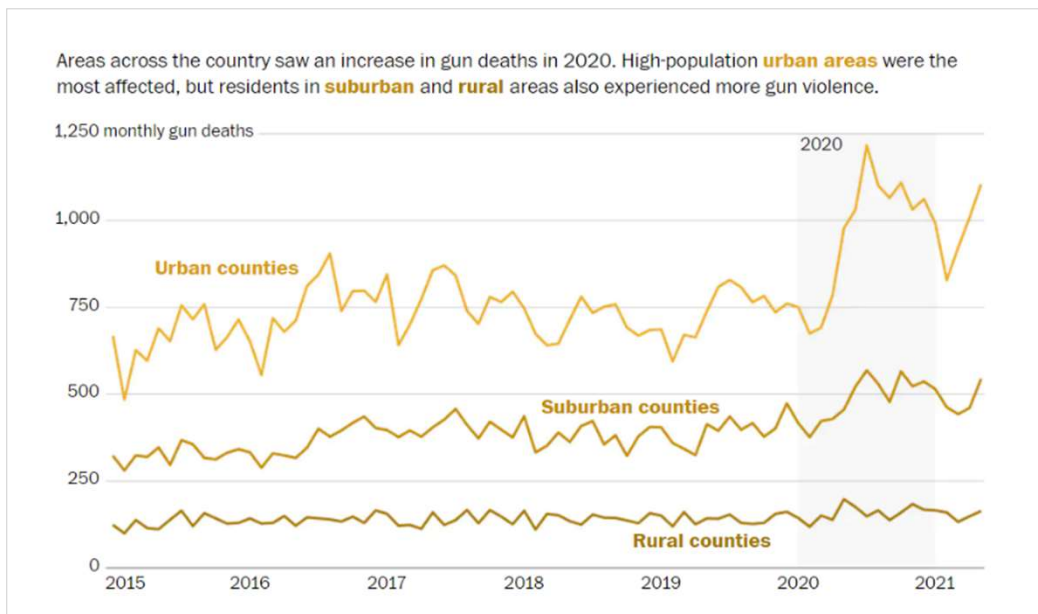
National Justice System Trends (p. 2)

- 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 world 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

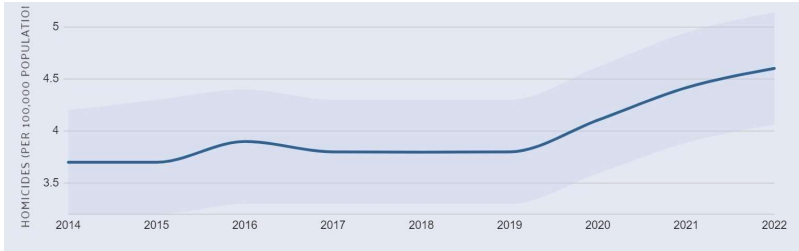


<https://www.gunviolencearchive.org/> ; <https://www.washingtonpost.com/nation/2021/06/14/2021-gun-violence/>

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Macomb County: Crime Rates

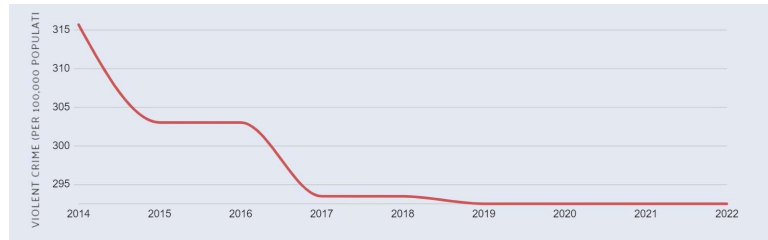
Homicides



In 2022, the number of deaths due to homicides per 100,000 population was 4.6 in Macomb County, MI. From 2014 to 2022, the indicator grew 0.903 per 100,000 population. The graph shows the trend in the number of deaths due to homicides per 100,000 population.

In 2022, the number of reported violent crimes offenses per 100,000 population was 293 in Macomb County, MI. From 2014 to 2022, the indicator declined 23.2 per 100,000 population. The graph shows the trend in the number of reported violent crimes offenses per 100,000 population.

Violent Crimes



Source: Data from the County Health Rankings & Roadmaps [County Health Rankings](#) and <https://datausa.io/profile/geo/macomb-county-mi>

Questions? Discussion!

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

