



THE STATE
of **ALASKA**
GOVERNOR MICHAEL J. DUNLEAVY

Department of Law

CRIMINAL DIVISION
CRIMINAL DIVISION CENTRAL OFFICE

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February 3, 2020

The Honorable Bert Stedman, Co-Chair
Senate Finance Committee
Alaska State Capitol
Juneau, AK 99801

The Honorable Natasha von Imhof, Co-Chair
Senate Finance Committee
Alaska State Capitol
Juneau, AK 99801

The Honorable Neal Foster, Co-Chair
House Finance Committee
Alaska State Capitol
Juneau, AK 99801

The Honorable Jennifer Johnston, Co-Chair
House Finance Committee
Alaska State Capitol
Juneau, AK 99801

Re: Recruitment and Retention Report

Dear Senator Stedman, Senator von Imhof, Representative Foster and Representative Johnston:

Pursuant to CH 1 FSSLA 19, the Criminal Division of the Alaska Department of Law provides this report on recruitment and retention of its employees.

The Criminal Division's primary function is prosecution of all felonies and approximately two-thirds of the misdemeanor prosecutions across the state of Alaska.¹ Prosecution of crime, by the nature of the work, is labor intensive, and requires skilled, highly educated professionals more than any other resource. The Department's most valuable resource is its people.

RECRUITMENT AND RETENTION

Recruitment, retention, and ongoing support of a skilled and qualified workforce is critical to sustaining successful legal outcomes for Alaska. Successful legal outcomes protect the public. Department management has made it a priority to address problems in

¹ There are two municipal prosecutions offices in Anchorage and Juneau. Together these two offices handle the remaining one-third of misdemeanor prosecutions in the state.

personnel recruitment and retention, identifying the causes and developing appropriate responses to these issues. As stated in a letter dated February 26, 2019 to the Senate Finance Committee:

“Retention of prosecutors and prosecutor staff is a challenge nationwide. The majority of prosecutor offices report retention being a significant management issue. Alaska is no different. The prosecutor’s office is a demanding and stressful work environment. Employees routinely deal with human tragedy and face high workloads. Employees leave the prosecutor’s office for a variety of reasons, including stress, workload, pay, and opportunities in the private or public sector.”²

That letter gave an approximate turnover rate of 44% for all employees in the Division in CY 2018. That number decreased to 29 % in 2019; however, 29% remains a high turnover rate when considering our goals for the Division.

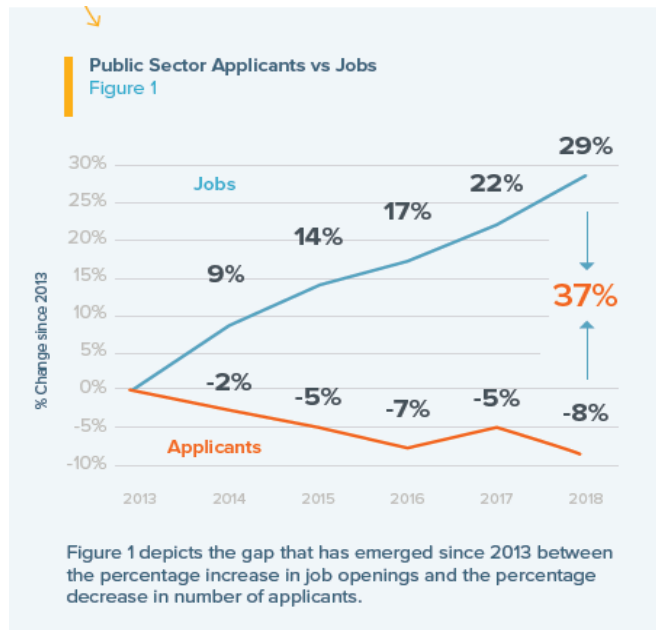
Criminal Division Turnover

	2018		2019	
	#	%	#	%
Attorneys	42/115	36.5%	27/121	22.3%
Paralegals	13/32	40.6%	10/36	27.8%
Support Staff	36/55	65.5%	29/61	47.5%
Other	2/10	20%	1/10	10%
Total	93/213	43.7%	67/229	29.3%

The statistics for the Criminal Division’s turnover indicate difficulty in retention over time; unfortunately, recruitment has also become increasingly difficult in recent calendar years. The Division posted recruitments for 49 prosecutor positions during 2019 and received an average of fewer than 5 applicants per position, accounting for both internal and outside applicants. As of late January 2020, the Division has 15 open recruitments for attorney positions, 2 open recruitments for paralegal positions, and 3 open recruitments for support staff positions; a total of 20 vacancies.

² Letter from Anna Kim, Administrative Services Director of the Alaska Department of Law, to Senator Bert Steadman, Co-Chair of the Senate Finance Committee (February 26, 2019) (on file with the Alaska Office of Management and Budget).

The Criminal Division is not alone in its struggles to recruit and retain good



employees. Alaska shares the recruitment platform NEOGOV with 18 other states³, 20 cities⁴, 19 counties⁵, and 18 different courts⁶ across the country. When NEOGOV issued its 2019 Hiring Trend Report,⁷ based on an analysis of 783 agencies, over 38 million applicants, and 550,000 hires since 2003, it found that “the public sector is becoming less appealing to job seekers” and that “public sector jobs are being vacated at a much higher rate than they are being filled.”⁸ Between 2013 and 2018, the gap between the number of jobs vacated and applicants is a very concerning 37%.⁹

The report proposes two explanations for this gap: 1) an aging workforce and 2) public sector jobs increasingly seen as less attractive due to eroding benefits and less stability.

³ States are Ohio, Nebraska, New Mexico, Utah, West Virginia, South Carolina, New Jersey, Tennessee, Michigan, Illinois, Rhode Island, North Carolina, Colorado, Hawaii, Massachusetts, Pennsylvania, Oregon, and Washington.

⁴ Cities include Baltimore, Boise, Des Moines, Honolulu, Los Angeles, Indianapolis, Peoria, San Antonio, Seattle, Bend, Dallas, Detroit, Houston, Minneapolis, Portland, San Diego, and St. Louis.

⁵ Counties include Denver County CO, Erie County NY, Westchester County NY, Sacramento County CA, Orange County CA, Napa County CA, Fairfax County VA, Clark County NV, and Bay County FL.

⁶ Courts located in Minnesota, Florida, Virginia, California, Arizona, Missouri, and a federal court in Texas.

⁷ NEOGOV, Hiring Trends Report (2019), <https://info.neogov.com/resources/white-papers/hiring-trends-report>.

⁸ *Id.* at 2.

⁹ *Id.*

AN AGING WORKFORCE

The NEOGOV report references a study indicating that 30-40% of the public workforce is, or soon will be, eligible to retire and shows thousands of “baby boomers” retiring from the public sector workforce per day. Alaska’s Department of Administration looked at the number of employees expected to retire from State employment in the next five years and places that number at 20%, with 11% eligible to retire in less than a year.¹⁰ Fortunately, the Criminal Division anticipates only around 5-7% of its current workforce will retire in the next two years based solely on eligibility to retire. The Division also looked at our prosecutors’ years of experience from 2007 to 2019.¹¹

The smaller percentage of Criminal Division employees eligible to retire when compared to state and national public sector workforce, combined with the small number of prosecutors with more than 15 years of experience, suggests that an aging workforce is not one of the primary drivers of the Criminal Division’s retention issue.

PUBLIC SECTOR SEEN AS LESS ATTRACTIVE

The larger issue for the Criminal Division, as documented by the analysis above, occurs when state employees leave before retirement. Division employees leave in favor of employment in the U.S. Attorney’s Office, the Civil Division of the Department of Law, the court system (usually as a judge), and various other public sector or private practice positions in Alaska and the lower 48 states. Again, Alaska is not alone, as NEOGOV documented a 29% increase in public sector job openings since 2013.¹² Only a portion of those openings occurred due to retirement.

In addition to an increase in job openings, NEOGOV documented an 8% reduction in applicants for public sector jobs since 2013.¹³ Alaska’s Department of Administration found a 19% decrease in applicants for jobs all across State government over the last five

¹⁰ Memo from Kate Sheehan, Director of the Division of Personnel and Labor Relations, Alaska Department of Administration, to Human Resource Managers (December 19, 2019) (on file with author).

¹¹ See Attachment A.

¹² NEOGOV, *supra* note 7, at 2.

¹³ *Id.*

Re: Recruitment and Retention Report

years.¹⁴ When looking at applicants for legal positions, NEOGOV shows that it has the largest reduction in interest among government jobs, finding a 64% decrease in applicants for legal jobs.¹⁵ That finding is consistent with the Department of Law's experiences referenced above, finding fewer than 5 applicants per prosecutor posting in 2019 and 15 open recruitments with fewer than 15 applicants at the time of this report.

The NEOGOV report asserts that a loss of or change in retirement benefits may be contributing to fewer applicants seeking public sector work.

“[Loss of defined retirement benefits] could lead to younger employees avoiding the public sector in search of higher salaries and more reliable retirement benefits, contributing to an even greater gap between applicants and open jobs.”¹⁶

The report also suggests that a perceived lack of job security may have impacted the gap between openings and applicants. The perception that an incoming public employee will lack job security may come from the 5.7% reduction in state work forces nationwide from 2008 to 2018, translating to a loss of 161,500 state jobs.¹⁷

Along with the perceived lack of job security comes the perception that even if their job is secure, a new public employee will not have pay security. The 2018/2019 federal government shutdown – the longest in history – left 800,000 federal workers without a paycheck for 35 days according to NEOGOV.¹⁸ The fact that many employees later received back pay does not eliminate the perception that a person's regular paycheck is at risk. When discussions of government shutdowns at the federal or state level occur, this may also contribute to applicants' perception that public sector jobs do not provide the same level security that those jobs once enjoyed. The more times such discussions occur and the greater frequency with which discussion of shutdown occur may also negatively impact perceptions about pay security in public sector jobs.¹⁹

¹⁴ Letter from Kate Sheehan, *supra* note 10.

¹⁵ NEOGOV, *supra* note 7, at 5.

¹⁶ *Id.* at 3.

¹⁷ *Id.* at 4.

¹⁸ *Id.*

¹⁹ *See, id.*

Interestingly, many of the attorneys who leave the Criminal Division do remain in the public sector, taking jobs in the Department of Law's Civil Division, with the U.S. Attorney's Office, or in the court system. However, there is a substantial number of Criminal Division employees who leave the public sector, and the Division is struggling to attract new applicants.

Finding studies and data on recruitment and retention for prosecutor positions nationwide is difficult. In March of 2018, the Rand Corporation, in connection with the U.S. Department of Justice, the Police Executive Research Forum, TRI Internal, and the University of Denver, held a forum for prosecutors from across the country. The report from that forum found:

“State and local prosecutors face an ever-increasing array of challenges and responsibilities, including recruiting and retaining talented and diverse prosecutors and handling, storing, and using growing bodies of evidence generated through modern technology.”²⁰

In July of 2006, the Bureau of Justice Statistics released a report²¹ on a 2005 national survey of 2,344 state prosecutor offices that handle felony cases in state courts. Among the numerous topics covered was recruitment and retention. At that time, 24% of the offices reported that recruitment was an issue, while 35% reported that retention was an issue. The primary reason cited for the issues was salary. Eighty-three percent of respondents listed salary as the primary issue for recruitment problems and 71% listed salary as the primary reason for retention problems.

Neither the Rand or Bureau of Justice Statistics reports provide rates of turnover, but they do provide a national perspective suggesting a long-term trend. News articles from the last 20 years, however, show a rate of turnover that offers some comparison.²² In 2018 in Florida, a 15%-20% turnover was reported for some prosecutors' offices – the “highest turnover in the last six years.”²³ In Wisconsin, the La Follette School of Public

²⁰ https://www.rand.org/content/dam/rand/pubs/research_reports/RR2800/RR2892/RAND_RR2892.pdf

²¹ Steven W. Perry, *Prosecutors in State Courts, 2005*, BUREAU OF JUSTICE STATISTICS BULLETIN (July 2006)

²² Other articles reported significant turnover in offices related to the election of a new District Attorney. That type of turnover seems fundamentally different than what the Criminal Division experiences, since Alaska has no elected District Attorneys.

²³ In Florida, in the last fiscal year, about one in five public defenders and prosecutors left their jobs, a Times-Union analysis of state employment data found. That was the highest turnover rate in at least the last six years.

Re: Recruitment and Retention Report

Affairs conducted a study in 2011 that documented a 15.6% turnover for prosecutors statewide in 1990, a 17.2% turnover in 2000, and an 18.4% turnover in 2005.²⁴ The study suggested low pay and punishing hours due to high workloads caused a cumulative turnover of 75% from 2001-2007.²⁵ In 2004, the state of Maryland documented a 40% turnover in Baltimore, resulting in an office where nearly two-thirds of prosecutors had less than five years of experience, and past employees blamed it on low salaries and high stress.²⁶ In 2019, an article documented a 2014 Massachusetts study that found a 13.5% turnover rate in their prosecutor offices statewide and reported that low salaries were a perpetual problem.²⁷ The same article reported the attrition improved to 5.4% after they raised salaries.²⁸

In each of the articles cited above, the salaries reported during recruitment and retention problems were below the salaries offered by the Department of Law. However, for a salary comparison to be meaningful, cost of living and inflation differences must be considered. Though we have anecdotal accounts related to salaries and costs of living in Alaska, it remains unknown to what degree salaries may contribute to the Division's challenges on a broad scale.²⁹ The Department has requested a salary study to assist in analyzing this issue.

<https://www.jacksonville.com/news/20180223/paying-for-justice-public-defenders-and-prosecutors-flee-for-better-salaries>

²⁴ See Study of prosecutor turnover subject of newscast, La Follette School of Public Affairs (December 30, 2011); Steven Elbow, *Crime and Courts: Turnover of prosecutors reaching crisis proportions, report says*, The Capital Times (October 26, 2011); Crocker Stephenson, *State assistant prosecutors quitting over pay, caseloads*, MILWAUKEE JOURNAL SENTINEL (October 27, 2008).

²⁵ See note 23, *supra*.

²⁶ Allison Klein, *City's prosecutors exit as their job takes a toll*, THE BALTIMORE SUN (July 6, 2004).

²⁷ Cyrus Moulton, *Audit: Worcester district attorney's office had lowest assistant district attorney turnover rate*, TELEGRAM (April 25, 2018).

²⁸ Shira Schoenberg, *Salary boost helps retain Massachusetts prosecutors*, MASSLIVE (updated January 30, 2019).

²⁹ We know some applicants have turned down offers when requested salaries could not be met. We know through exit surveys that some have left to seek higher salaries in private practice. Neither of these types of anecdotal information provide specific

As noted in the NEOGOV study, recruiting and retaining attorneys is an industry-wide problem. Consider these two excerpts from a website dedicated to employment in the legal industry³⁰:

“According to the NALP Foundation’s [2017 Update on Associate Attrition Report](#), 44 percent of associates leave their firms after being there for three years, including entry-level and lateral hires. Associates often cite intense time demands, a toxic culture, or a lack of work-life balance as primary reasons for their dissatisfaction. Their relationships, health, mental and emotional stability, and overall happiness dissipate or are disrupted. While part of this is the predictable shift from student life to the workplace (and underestimation of how much more difficult practicing law is from law school), part of this is also due to this generation of lawyers’ values and goals. They want a long and full life, a workplace that they enjoy (and no Sunday night knot-in-the-stomach), and a sustainable balance in life. When these values conflict with the old-school associate model, the proof is in the pudding: the turnover problem we are seeing today.”

“Turnover in law firms, especially with young lawyers, is at its highest level ever. Nothing law firms have done to date has reversed this trend and the damage to firms is almost unfathomable. Thanks to turnover, the top 400 law firms lose roughly [\\$9.1 billion](#) annually, according to a [report by JD Match and Right Profile](#). Further, high turnover rates compromise morale, taint reputation, forfeit hundreds of hours of training and teaching, and disrupt and challenge firm culture and practice groups.”

Part of the challenge for the legal profession may be explained by the small number of net increases in the number of active attorneys over the last decade. The American Bar Association reports statistics on Resident Active Attorney Counts, and Alaska *decreased* the net number of active lawyers since 2009 by 1.6%. Meanwhile the national numbers grew by 14.5% through 2019, though for the last year the national net

information about the number of persons making decisions based on salaries, nor do they offer indications of the amount of salary increase that would have made a difference.

³⁰ Link Christian, Confronting Lawyer Turnover in Law Firms, Attorney At Work, May 2, 2018, available at <https://www.attorneyatwork.com/confronting-lawyer-turnover-in-law-firms/>

increase is only .7% or slightly less than 10,000 attorneys. Alaska reached 2324 active lawyers in 2019 – a net increase of only .6% or 13 attorneys.³¹

Department of Law Responses to Recruitment and Retention Challenges

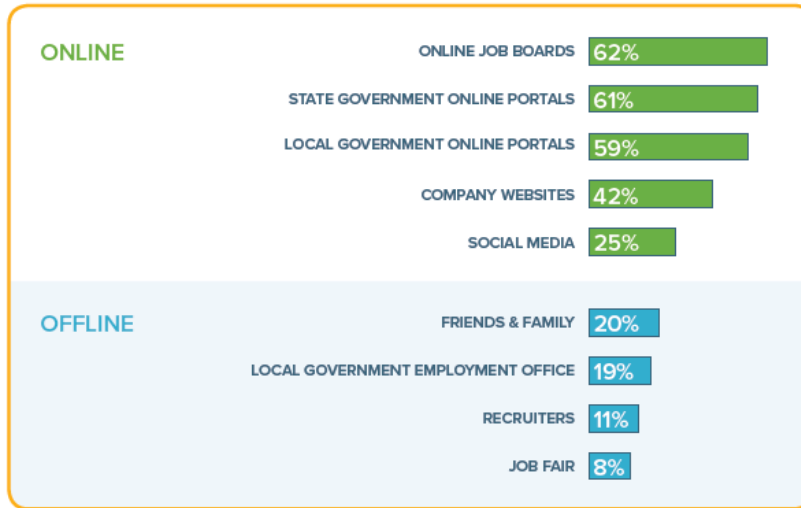
The problems documented above led the Department to develop a number of steps within the Department's control to address these challenges.

The Department's management team created a strategic plan for the near future, and named recruitment and retention of good employees as a key priority. Actionable goals under this priority include developing policies and practices designed to *attract* good employees, training and developing current employees' skills, and keeping employees with the Department for as long as possible. An example of these policies and practices include:

- (1) Reviewing and expanding the places where vacancies are posted (use NEOGOV for attorney postings; posting positions where more military spouses might see them; finding more places to post in the lower 48 state resources; and using social media).

NEOGOV suggests "Utilizing online job boards and portals, agency websites, and social media should absolutely be part of a modern public sector recruiting strategy." The diagram below from the NEOGOV report indicates where they believe job seekers find out about employment opportunities.

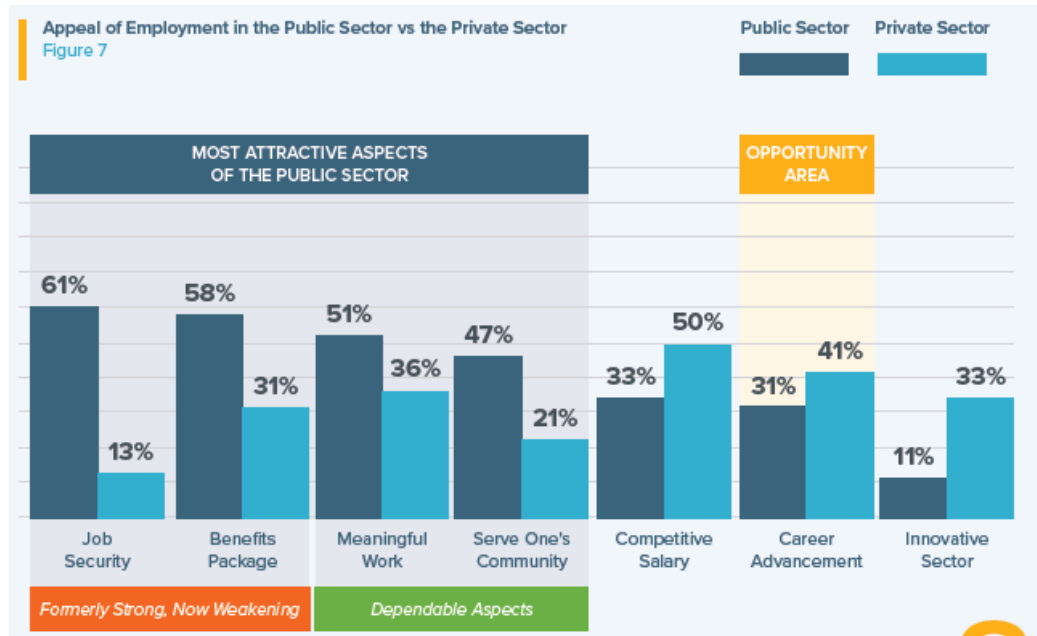
³¹National Lawyer Population Survey, American Bar Association (2019) https://www.americanbar.org/content/dam/aba/administrative/market_research/national-lawyer-population-by-state-2019.pdf Although it is too soon to tell, Alaska's 2014 adoption of the Universal Bar Exam (UBE), may further impact recruitment and retention. The UBE is a standardized bar examination that offers portability of scores across state lines. As of February 2019, the UBE has been adopted in 33 jurisdictions. As of this writing, the State of Alaska has the highest score required for passage. National Conference of Bar Examiners, <http://www.ncbex.org/exams/ube/score-portability/minimum-scores/>. Because each state sets its own standards, it is possible to fail the bar exam in Alaska, and transfer that same score to another jurisdiction where that same score is passing.



- (2) Partnering with law schools and other institutions of higher education to develop internship and externship programs with the Alaska Department of Law for support staff, paralegal, and attorney positions.
- (3) Enlisting all employees in the recruitment process to spread the word of opportunities by word of mouth and to solicit employees' suggestions to improve recruitment and retention.
- (4) Improving the Department's recruitment website and other materials to better articulate the benefits of employment with the Alaska Department of Law.
- (5) Evaluating pay scales for all employees – a salary study has been requested for both attorneys and support staff.
- (6) Reviewing and adjusting where appropriate minimum qualifications for all positions
- (7) Advocating for the elimination of the Alaskan residency requirement to enable nationwide recruitments, while encouraging incentives for in-state applicants.

The Department will also develop policies and make efforts to *retain* its skilled, valued, and experienced employees. NEOGOV research suggests that while benefit packages for, and job security in, government jobs are not as strong an incentive as they once were, they are still reasons applicants seek government jobs. Another reason that provides strong incentive is the motivation to do the work – to do something meaningful and serve one's community. An area NEOGOV suggests working to improve is in offering career advancement.

Re: Recruitment and Retention Report



To improve retention, the Department is:

(1) Improving training opportunities by

- offering more internal trainings;
- partnering with the U.S. Attorney's Office on training opportunities for prosecutors;
- increasing opportunities for training out-of-state funded by grants and scholarships;
- developing and distributing desk manuals; and
- evaluating the creation of a training position or unit.

A Criminal Division employee survey in 2017 suggested more training was desired for all employees.

(2) Continuing efforts to establish/create more promotional opportunities for all employees. This includes exploring how to ensure Law offers a career path through its positions both in terms of the types of positions offered and the requirements for promotion.

A Gallup survey found 87% of Millennials and 69% of non-Millennials indicated “professional or career growth and development” as key factors in looking for a job and staying in a job.³² Willis Towers Watson reported that over 70% of the employee at high

³² NEOGOV, *supra* note 7, at 14

risk to leave a job do so because of a perception of being in a dead-end job with no future advancement possible.³³

- (3) Considering a more flexible work structure, including job sharing, part-time work, and telecommuting
- (4) Evaluating pay scales for all employees – a salary study has been requested for both attorneys and support staff.
- (5) Exploring rural housing options.
- (6) Improving supervisory practices that affect retention.
- (7) Reviewing resource allocation in terms of whether each office has the resources needed for their workload and is the ratio of attorneys, paralegals, support staff, and administrative staff at the optimal ratio for efficiency and effectiveness. Realigning office resources and throughout the Division as indicated.

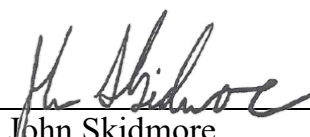
Conclusion

Recruitment and retention of quality legal staff in the public sector is a nationwide problem and an increasing challenge in Alaska. However, the shared vision of an Alaska where citizens are safe and criminals are held accountable requires a robust and healthy Criminal Division.

The Department of Law is committed to continuing to identify and address impediments to retaining our current highly skilled and dedicated employees, and to attracting the next generation of legal minds to our team. We thank the Legislature for its interest and support in these endeavors.

Sincerely,

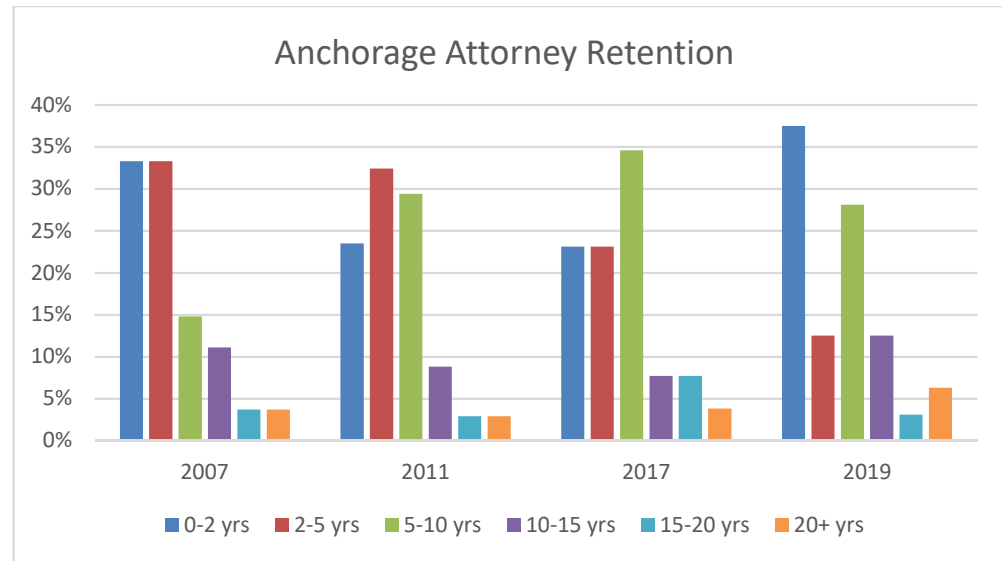
KEVIN G. CLARKSON
ATTORNEY GENERAL

By: 
John Skidmore
Deputy Attorney General

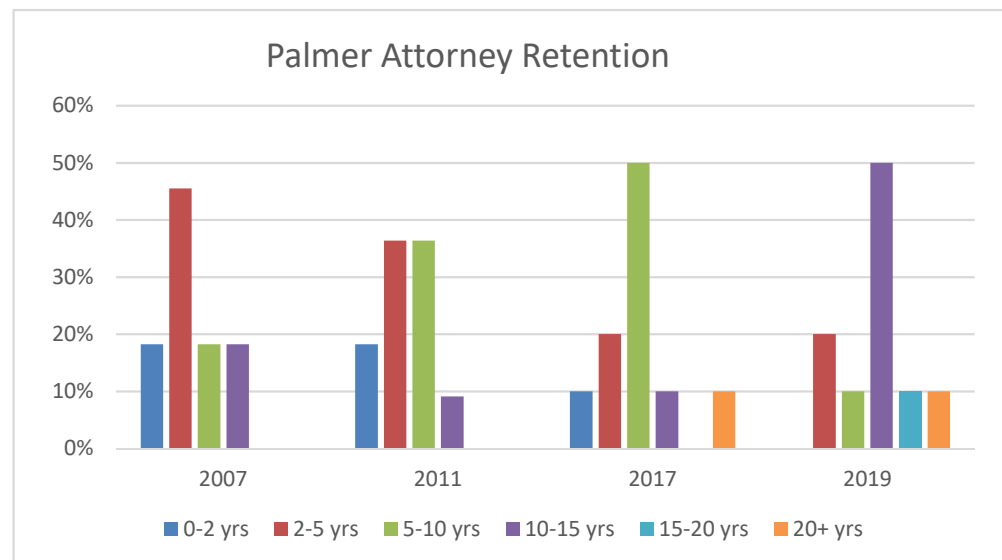
³³ *Id.* At 15.

ATTACHMENT A

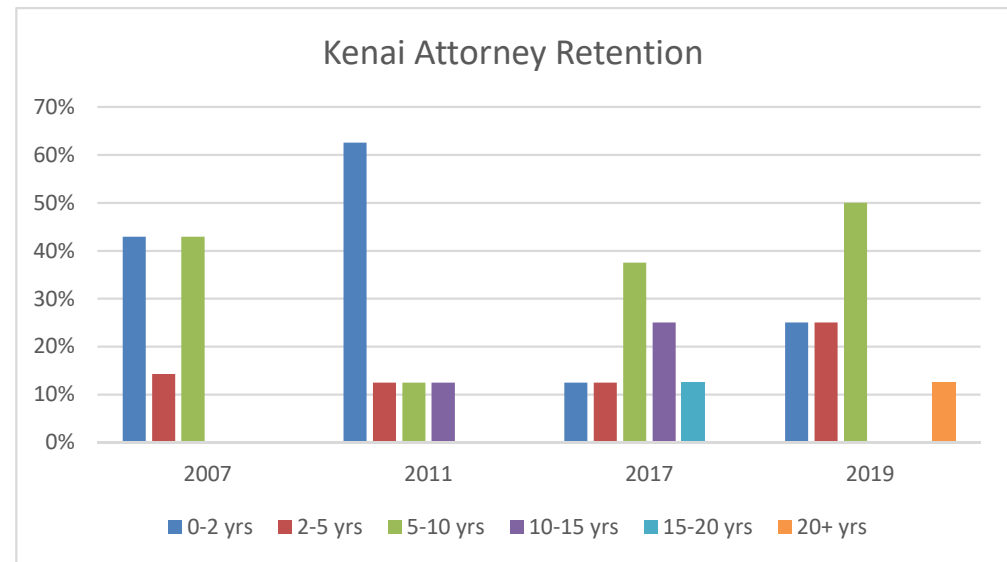
Anchorage				
	2007	2011	2017	2019
0-2 yrs	33.3%	23.5%	23.1%	37.5%
2-5 yrs	33.3%	32.4%	23.1%	12.5%
5-10 yrs	14.8%	29.4%	34.6%	28.1%
10-15 yrs	11.1%	8.8%	7.7%	12.5%
15-20 yrs	3.7%	2.9%	7.7%	3.1%
20+ yrs	3.7%	2.9%	3.8%	6.3%



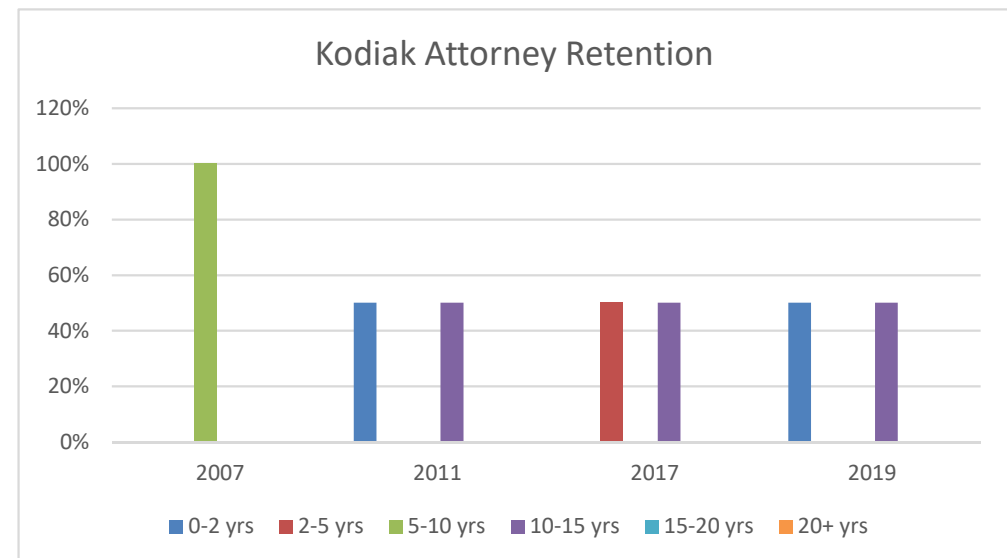
Palmer				
	2007	2011	2017	2019
0-2 yrs	18.2%	18.2%	10.0%	0.0%
2-5 yrs	45.5%	36.4%	20.0%	20.0%
5-10 yrs	18.2%	36.4%	50.0%	10.0%
10-15 yrs	18.2%	9.1%	10.0%	50.0%
15-20 yrs	0.0%	0.0%	0.0%	10.0%
20+ yrs	0.0%	0.0%	10.0%	10.0%



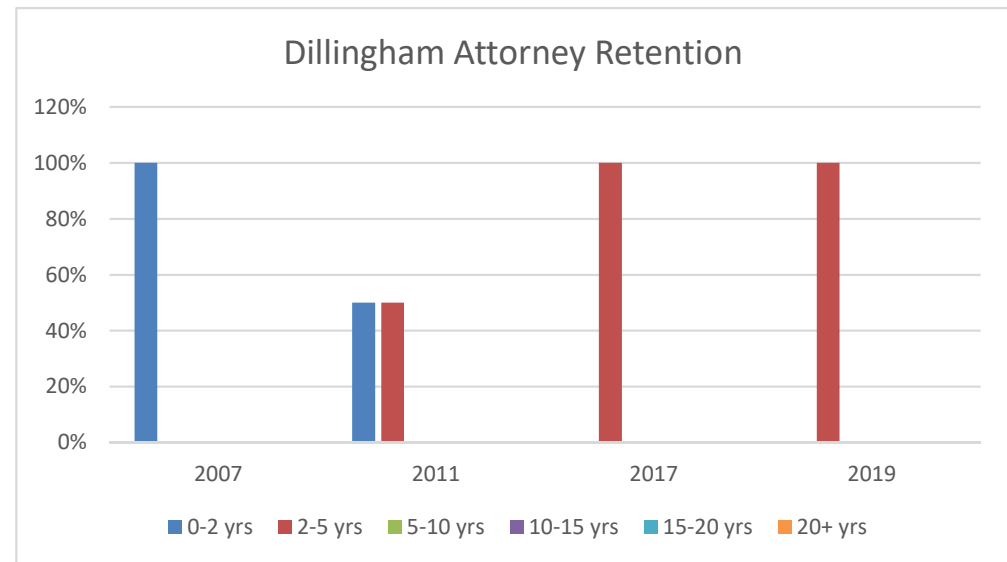
Kenai				
	2007	2011	2017	2019
0-2 yrs	42.9%	62.5%	12.5%	25.0%
2-5 yrs	14.3%	12.5%	12.5%	25.0%
5-10 yrs	42.9%	12.5%	37.5%	50.0%
10-15 yrs	0.0%	12.5%	25.0%	0.0%
15-20 yrs	0.0%	0.0%	12.5%	0.0%
20+ yrs	0.0%	0.0%	0.0%	12.5%



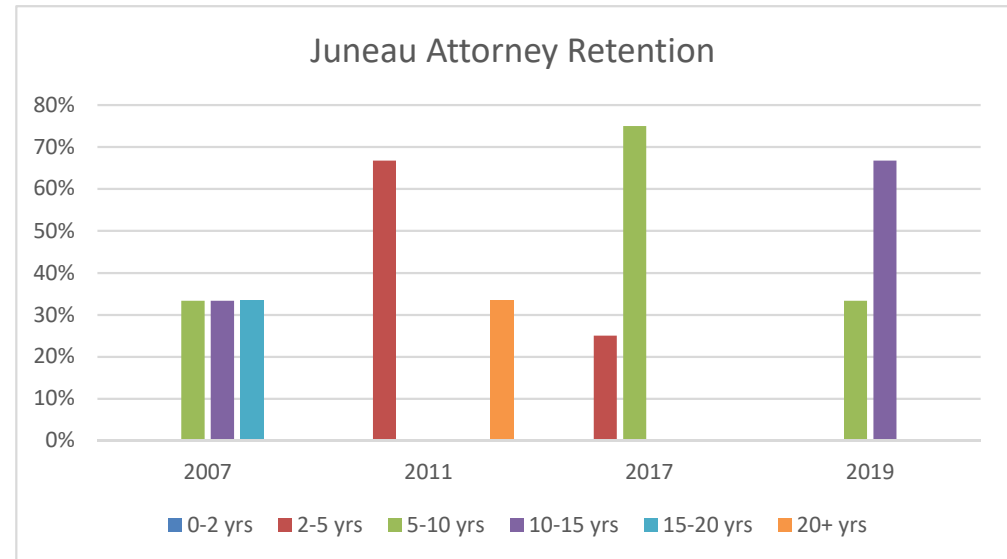
Kodiak				
	2007	2011	2017	2019
0-2 yrs	0.0%	50.0%	0.0%	50.0%
2-5 yrs	0.0%	0.0%	50.0%	0.0%
5-10 yrs	100.0%	0.0%	0.0%	0.0%
10-15 yrs	0.0%	50.0%	50.0%	50.0%
15-20 yrs	0.0%	0.0%	0.0%	0.0%
20+ yrs	0.0%	0.0%	0.0%	0.0%



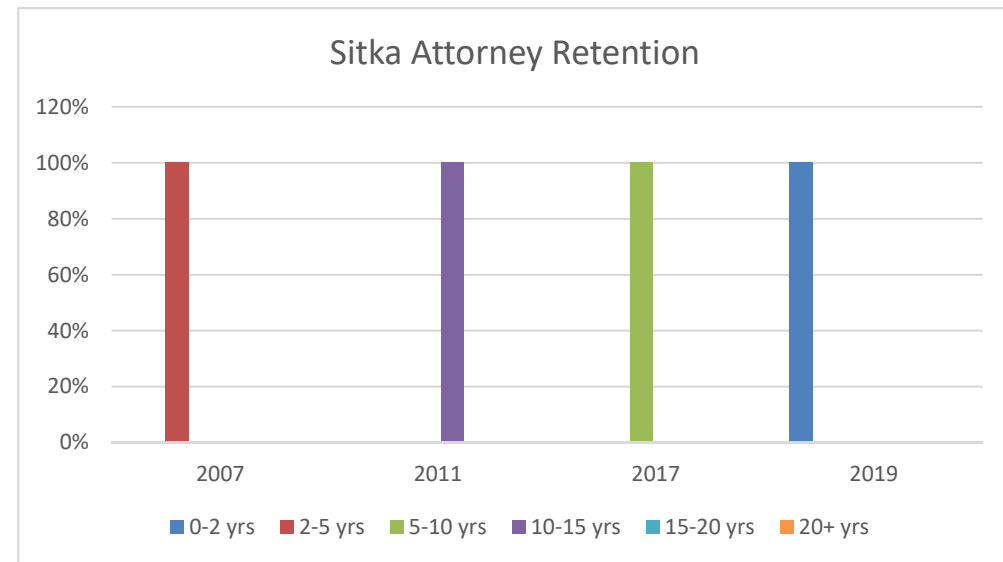
Dillingham				
	2007	2011	2017	2019
0-2 yrs	100.0%	50.0%	0.0%	0.0%
2-5 yrs	0.0%	50.0%	100.0%	100.0%
5-10 yrs	0.0%	0.0%	0.0%	0.0%
10-15 yrs	0.0%	0.0%	0.0%	0.0%
15-20 yrs	0.0%	0.0%	0.0%	0.0%
20+ yrs	0.0%	0.0%	0.0%	0.0%



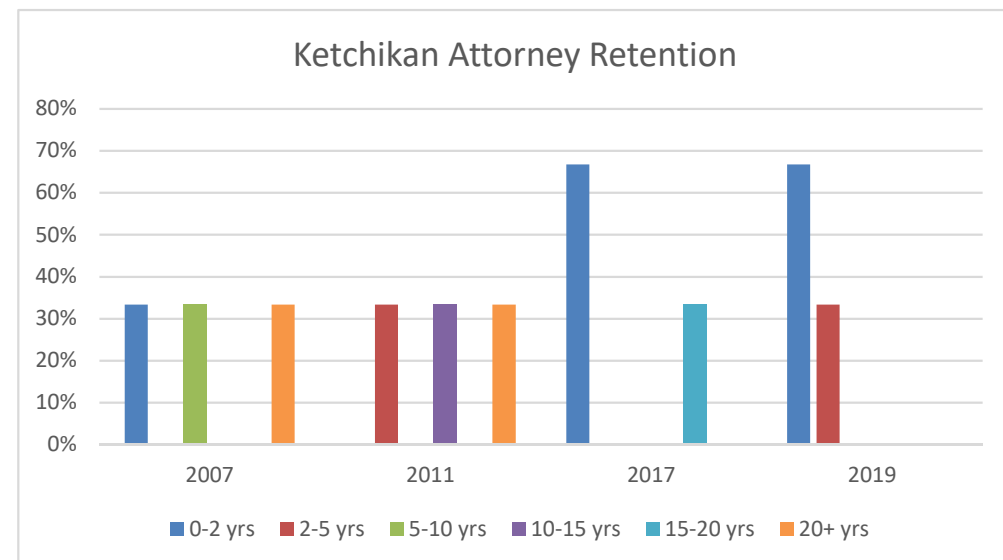
Juneau				
	2007	2011	2017	2019
0-2 yrs	0.0%	0.0%	0.0%	0.0%
2-5 yrs	0.0%	66.7%	25.0%	0.0%
5-10 yrs	33.3%	0.0%	75.0%	33.3%
10-15 yrs	33.3%	0.0%	0.0%	66.7%
15-20 yrs	33.3%	0.0%	0.0%	0.0%
20+ yrs	0.0%	33.3%	0.0%	0.0%



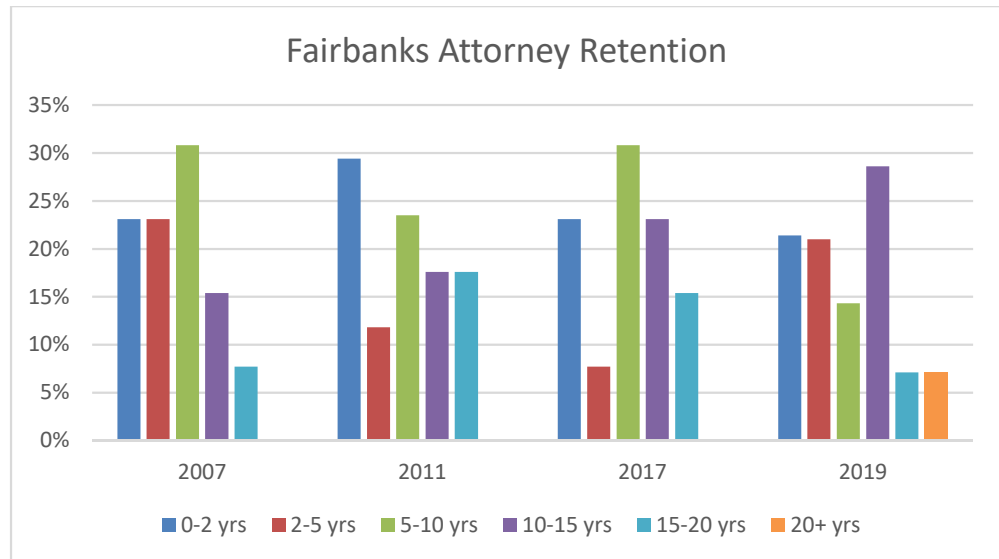
Sitka				
	2007	2011	2017	2019
0-2 yrs	0.0%	0.0%	0.0%	100.0%
2-5 yrs	100.0%	0.0%	0.0%	
5-10 yrs	0.0%	0.0%	100.0%	
10-15 yrs	0.0%	100.0%	0.0%	
15-20 yrs	0.0%	0.0%	0.0%	
20+ yrs	0.0%	0.0%	0.0%	



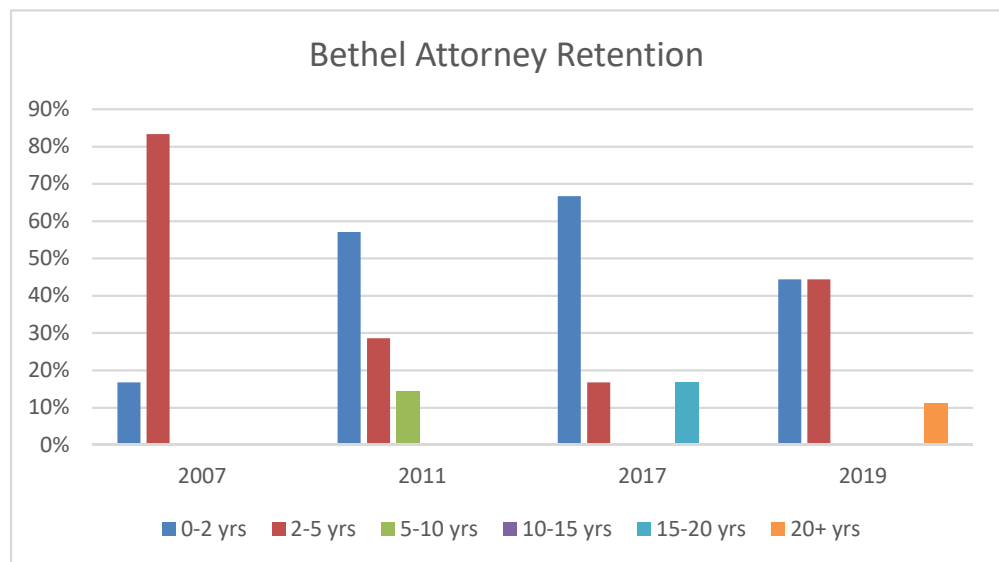
Ketchikan				
	2007	2011	2017	2019
0-2 yrs	33.3%		66.7%	66.7%
2-5 yrs	0.0%	33.3%		33.3%
5-10 yrs	33.3%			
10-15 yrs	0.0%	33.3%		
15-20 yrs	0.0%		33.3%	
20+ yrs	33.3%	33.3%		



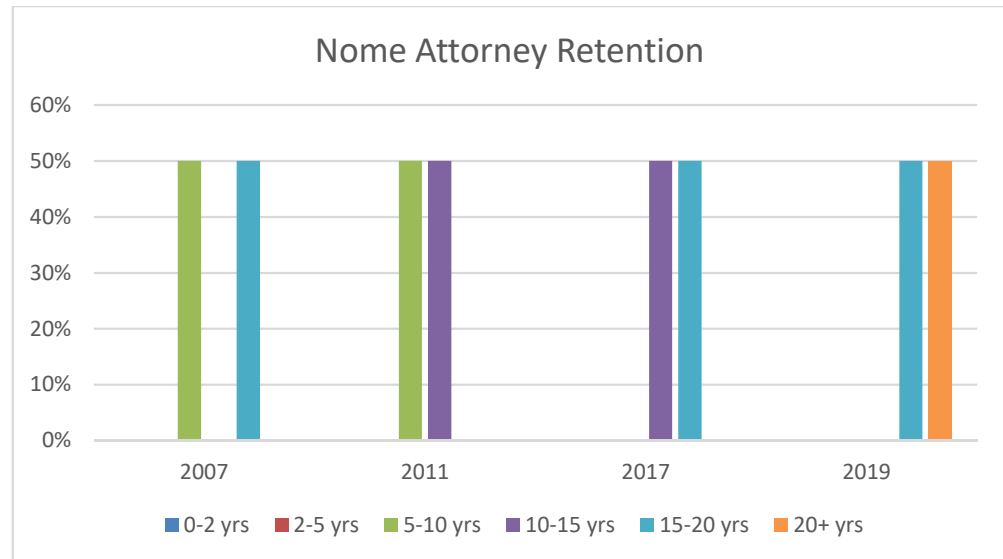
Fairbanks				
	2007	2011	2017	2019
0-2 yrs	23.1%	29.4%	23.1%	21.4%
2-5 yrs	23.1%	11.8%	7.7%	21.0%
5-10 yrs	30.8%	23.5%	30.8%	14.3%
10-15 yrs	15.4%	17.6%	23.1%	28.6%
15-20 yrs	7.7%	17.6%	15.4%	7.1%
20+ yrs	0.0%	0.0%	0.0%	7.1%



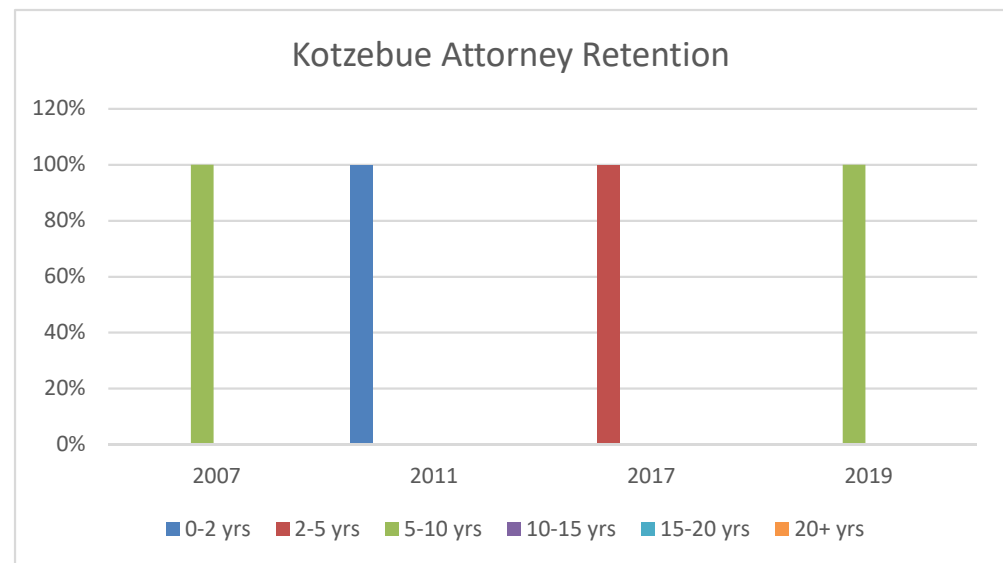
Bethel				
	2007	2011	2017	2019
0-2 yrs	16.7%	57.1%	66.7%	44.4%
2-5 yrs	83.3%	28.6%	16.7%	44.4%
5-10 yrs	0.0%	14.3%	0.0%	
10-15 yrs	0.0%	0.0%	0.0%	
15-20 yrs	0.0%	0.0%	16.7%	
20+ yrs	0.0%	0.0%	0.0%	11.1%



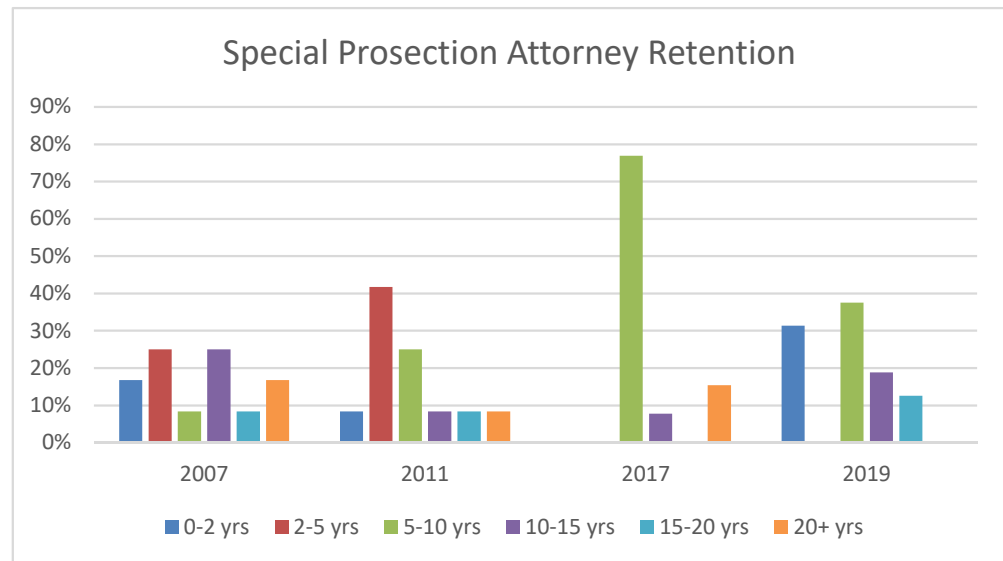
Nome				
	2007	2011	2017	2019
0-2 yrs		0.0%	0.0%	
2-5 yrs		0.0%	0.0%	
5-10 yrs	50.0%	50.0%	0.0%	
10-15 yrs		50.0%	50.0%	
15-20 yrs	50.0%	0.0%	50.0%	50.0%
20+ yrs		0.0%	0.0%	50.0%



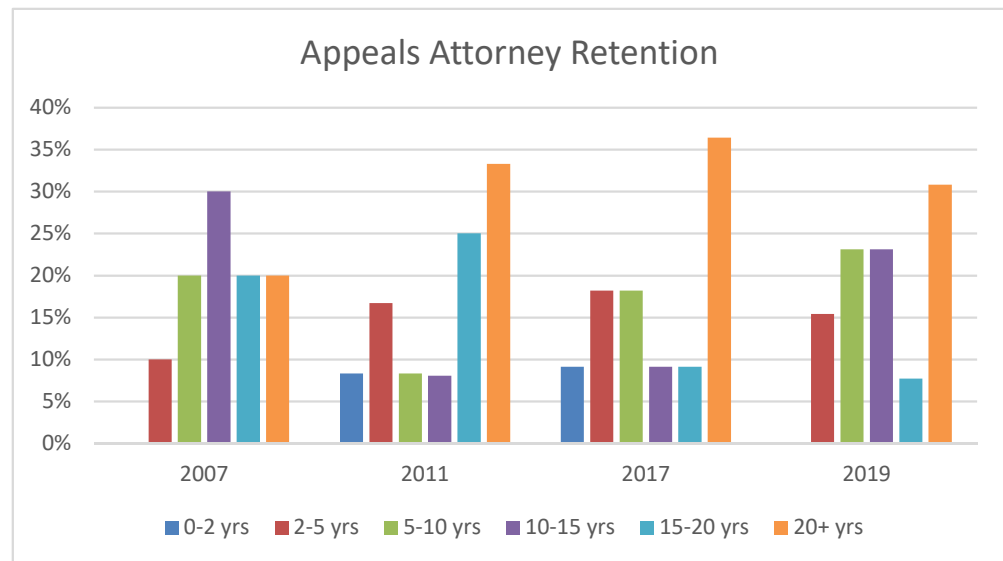
Kotzebue				
	2007	2011	2017	2019
0-2 yrs	0.0%	100.0%		
2-5 yrs	0.0%		100.0%	
5-10 yrs	100.0%			100.0%
10-15 yrs	0.0%			
15-20 yrs	0.0%			
20+ yrs	0.0%			



Special Prosecution				
	2007	2011	2017	2019
0-2 yrs	16.7%	8.3%	0.0%	31.3%
2-5 yrs	25.0%	41.7%	0.0%	
5-10 yrs	8.3%	25.0%	76.9%	37.5%
10-15 yrs	25.0%	8.3%	7.7%	18.8%
15-20 yrs	8.3%	8.3%	0.0%	12.5%
20+ yrs	16.7%	8.3%	15.4%	



Appeals				
	2007	2011	2017	2019
0-2 yrs	0.0%	8.3%	9.1%	0.0%
2-5 yrs	10.0%	16.7%	18.2%	15.4%
5-10 yrs	20.0%	8.3%	18.2%	23.1%
10-15 yrs	30.0%	8.0%	9.1%	23.1%
15-20 yrs	20.0%	25.0%	9.1%	7.7%
20+ yrs	20.0%	33.3%	36.4%	30.8%



CDCO				
	2007	2011	2017	2019
0-2 yrs	0.0%	28.6%	0.0%	33.3%
2-5 yrs	0.0%	0.0%	25.0%	16.7%
5-10 yrs	20.0%	0.0%	0.0%	16.7%
10-15 yrs	20.0%	14.3%	25.0%	16.7%
15-20 yrs	0.0%	14.3%	0.0%	0.0%
20+ yrs	60.0%	42.9%	50.0%	16.7%

