

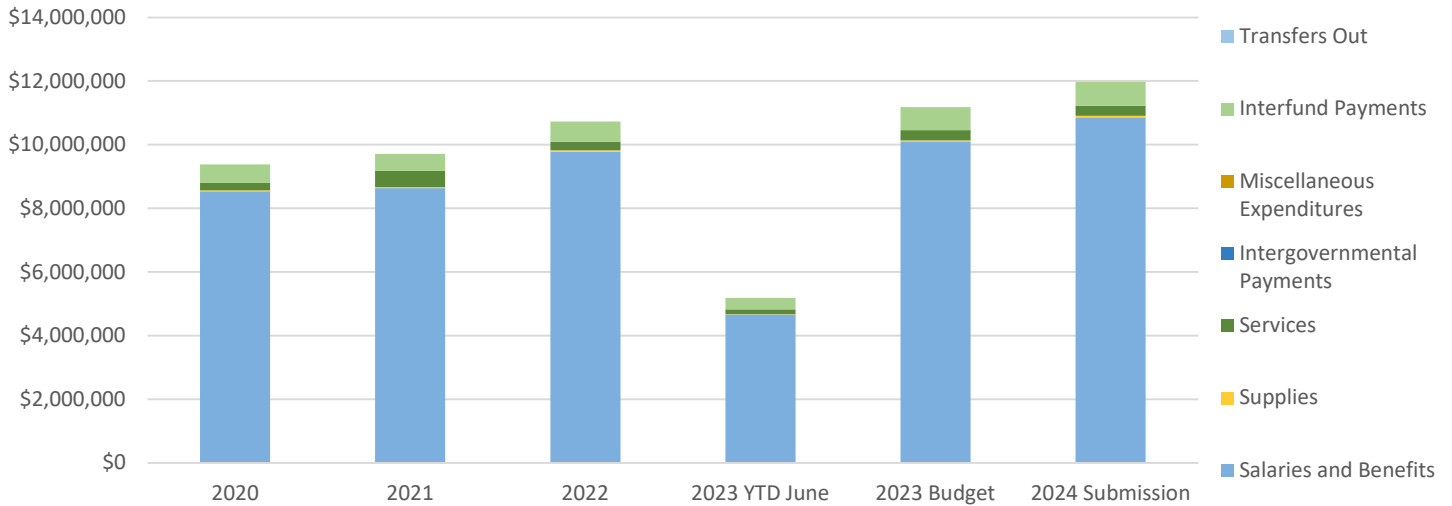
Prosecutor

Elected Official: Chad Enright

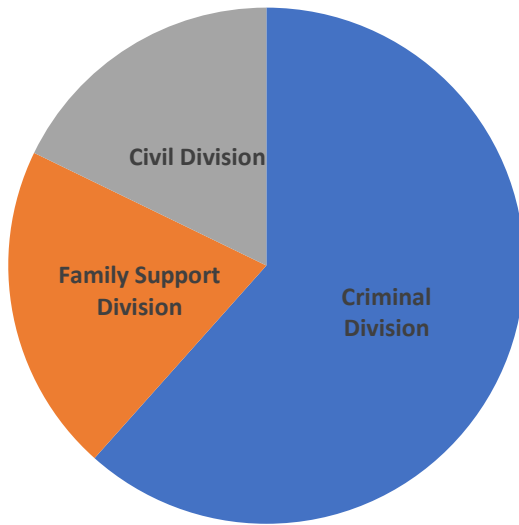
Mission: Pursuing justice with integrity and respect

Total Revenue \$2.67 M
 Total Expense \$11.98 M
 Total Budget Change \$0.80 M
 Total FTE 77.60

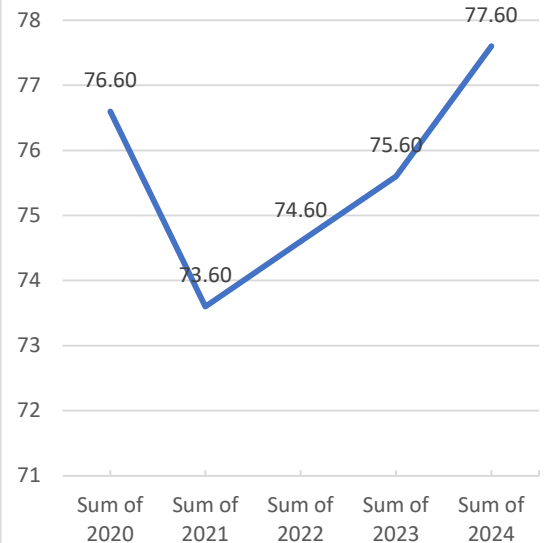
Summary of Expenses



Programs



Total FTE



	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission	Change
Salaries and Benefits	\$8,537,316	\$8,637,327	\$9,785,139	\$4,661,788	\$10,078,882	\$10,851,899	\$773,017
Discretionary Spend	\$272,191	\$541,002	\$304,959	\$159,295	\$371,589	\$365,139	-\$6,450
Other	\$570,505	\$532,929	\$632,851	\$364,645	\$728,810	\$758,975	\$30,165

Prosecutor - Budget Request

		2023	2024	2024	Description
Summary	Type	Budget	Change	Submission	
Salaries and Benefits	Salaries and Benefits	\$10,078,882			
			\$475,968		Status Quo Salaries & Benefits
			\$10,815		Mid-Year Position Reclassification - Records
			\$9,094		Mid-Year Position Reclassification - Attorney 3
			\$132,094		Position Allocated from American Rescue Plan
			\$145,046		Attorney Moved with Revenue Contract
				\$10,851,899	
Discretionary Spend	Supplies	\$57,150			
			-\$4,300		Computer Software Decrease
				\$52,850	
Discretionary Spend	Services	\$314,439			
			-\$22,000		Operating Rentals and Leases decrease
			\$19,850		Dues, Subscriptions, Registration and Professional services increase
				\$312,289	
Discretionary Spend	Intergovernmental Payments	\$0			
				\$0	
Discretionary Spend	Miscellaneous Expenditures	\$0			
				\$0	
Other	Interfund Payments	\$728,810			
			\$10,402		IS Rates Increase
			\$19,763		Insurance Rate Increase
				\$758,975	
Other	Transfers Out	\$0			
				\$0	
Grand Total		\$11,179,281	\$796,732	\$11,976,013	

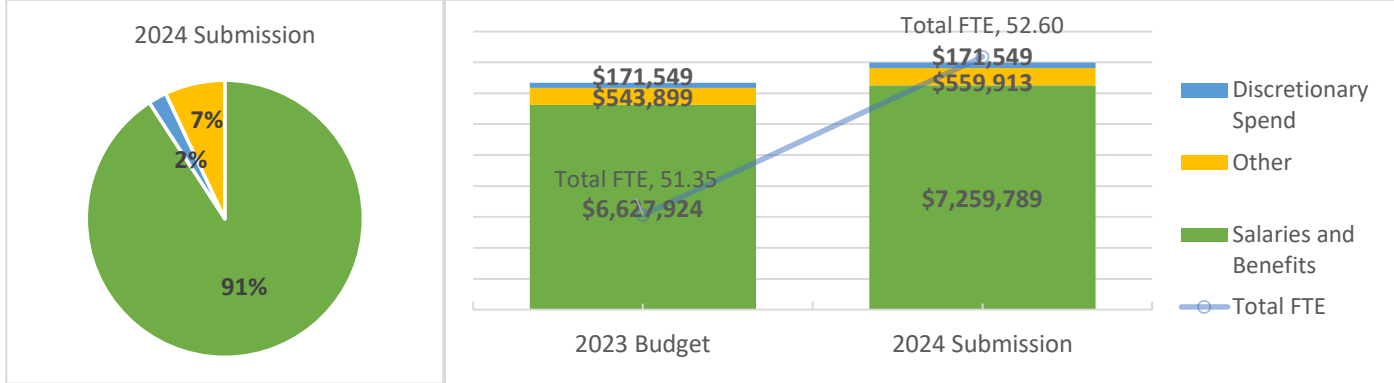
**Prosecutor
Criminal Division**

Fund Type: General Fund

\$7.99 M

Budget Change:

\$647,879



Purpose

It is difficult to imagine another program in Kitsap County government that is more vital in meeting the goals of Kitsap County’s mission statement: Kitsap County government exists to protect and promote the safety, health, and welfare of our citizens in an efficient, accessible, and effective manner.

The Criminal Division of the Prosecutor’s Office is comprised of several units that prosecute crime in Kitsap County and perform a wide array of legal duties: the Juvenile Unit, Therapeutic Court Unit, General Trial Unit, Appeals Unit, District and Municipal Unit and Special Assault Unit

Strategy

The General Trial Unit reviews all general adult criminal referrals made by law enforcement within the county based on established and consistent standards and procedures to ensure consistent prosecution of crime. The District and Municipal Court Division handles pre-charging work, charging through disposition, and appeals for all misdemeanor and gross misdemeanor criminal referrals, as well as contested traffic infractions. The Special Assault Unit (SAU) reviews law enforcement referrals for charging and aggressively prosecutes crimes of domestic violence, sexual assault, human trafficking, crimes against children, and abuse of vulnerable adults. The Juvenile unit is responsible for review, screening, diversion, charging, processing, prosecution, and disposition of all referrals related to criminal conduct committed in Kitsap County by anyone under the age of eighteen. The prosecutors in the appellate practice provided by the Prosecutor’s Office is an essential and necessary part of the prosecution of criminal cases, as is the only way to ensure that criminal convictions are not needlessly overturned on appeal. Therapeutic Courts Unit work to find the unique balance between protecting public safety and building consistent eligibility criteria that can assist in diverting appropriate participants from the traditional criminal-justice paradigm focused on punishment to the therapeutic-court paradigm focused on identification and treatment of behavioral health conditions that, left untreated, doom the person to “recycle” through the criminal justice system over and over.

Results

The goal of the General Trial Unit is to prosecute cases in a manner that holds offenders accountable and seeks resolutions that account for the suffering of crime victims. The District and Municipal Division has continued to increased efficiencies with the recent implementation of a new Case Management System to enhance the paperless trend of the District Court, electronic discovery and court forms, streamlining processes for all involved agencies. The Special Assault Unit (SAU) includes not only lawyers and legal staff, but also an investigator, a forensic interview and a human trafficking specialist, all of whom specialize in crimes of domestic violence, sexual assault, human trafficking crimes against children, and abuse of vulnerable adults. The Juvenile division has adapted many of the same technical efficiencies as our adult divisions to maximize delivery and quality in our caseloads. The TCU provides cohesive and integrated prosecutorial services to all of Kitsap County’s therapeutic programs and offers alternatives to prosecution for individuals suffering from mental health or chemical dependency issues who face criminal charges that are a result of untreated behavioral health conditions. Identifying and treating the core issues that bring these individuals into the criminal justice system has proven far more efficient both to address criminal recidivism and to protect the community. The Appeals Unit has been a paperless unit for several years and maintains all of its records and documents electronically. This allows the attorneys to have quick and efficient access to all necessary records and documents and has greatly reduced the need for recordkeeping or legal assistant support.

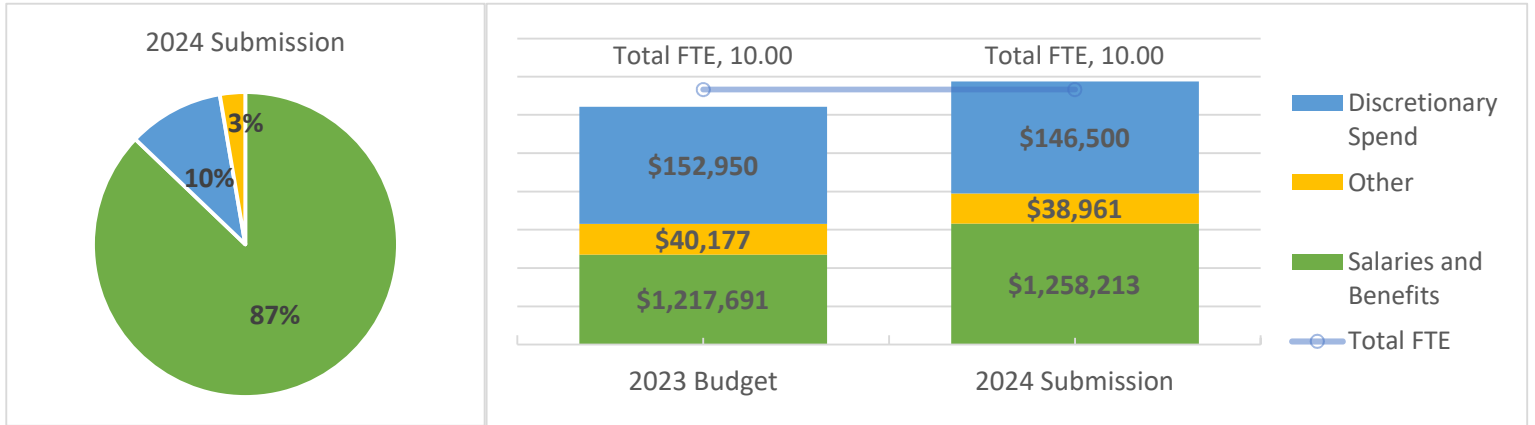
	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission
Revenue	\$ 841,762	\$ 914,281	\$ 854,984	\$ 330,745	\$ 839,118	\$ 1,027,917
Expense	\$ 6,195,342	\$ 6,155,079	\$ 7,129,902	\$ 3,418,416	\$ 7,343,372	\$ 7,991,251
Total FTE	50.10	50.35	50.85		51.35	52.60

Prosecutor

Family Support Division

Fund Type: General Fund **\$1.44 M**

Budget Change: \$32,856



Purpose

The Family Support Division of the Prosecutor’s Office litigates child support issues in cases referred by the State Department of Social and Health Services, Division of Child Support.

In cooperation with the State Division of Child Support (DCS), the Family Support Division provides services including but not limited to:

- Accepting referrals involving the establishment of paternity and reviewing and modifying support orders.
- Enforces support obligations through civil contempt actions and in privately filed domestic relations cases to protect the State’s financial interest when public assistance has been paid on behalf of a child.

Strategy

The general goals of the Family Support division are:

- to establish paternity on behalf of minor children;
- to obtain required support orders; and
- to ensure support, both current and arrears, is being collected.

These items must be accomplished in a cost-effective manner, meeting federal timelines and performance indicators that are tied to federal funding incentives.

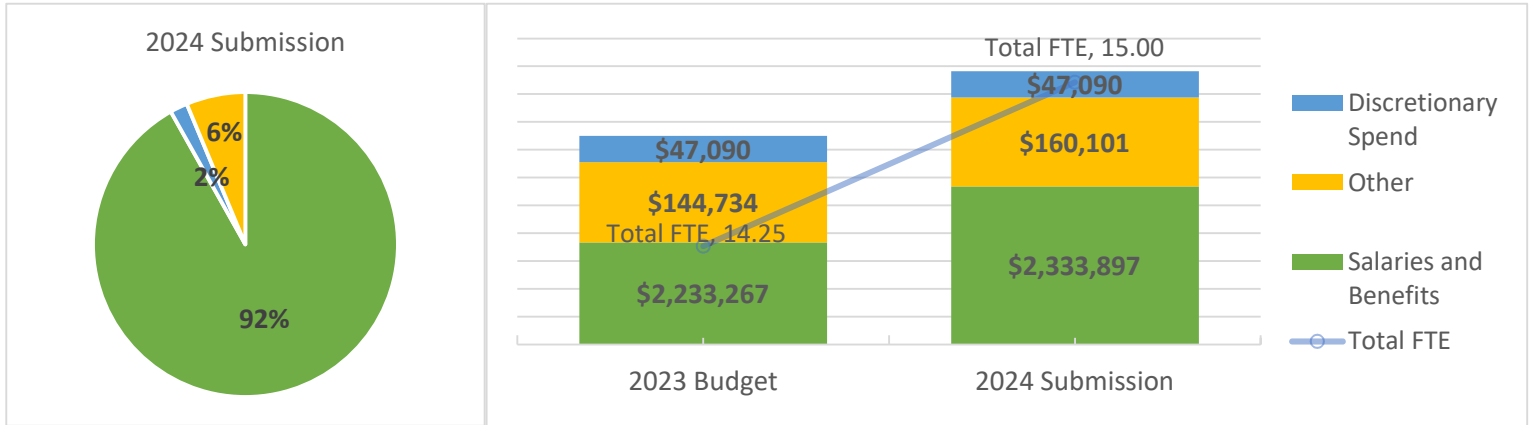
Results

The Department of Social and Health Services - Division of Child Support's Support Enforcement Management System (SEMS) and the Washington Association of Prosecuting Attorneys' Support Enforcement Project (WAPA-SEP) partner with the Kitsap County Prosecuting Attorney to implement Title IV-D policy in counties and promote uniform practice in the judicial adjudication of child support cases. They do so by giving legal and technical training, and support and tracking performance. The entities noted above, in addition to the County, are also reimbursed by the IV-D program.

	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission
Revenue	\$ 1,433,603	\$ 1,344,274	\$ 1,333,945	\$ 540,699	\$ 1,420,000	\$ 1,575,000
Expense	\$ 1,320,947	\$ 1,288,920	\$ 1,264,249	\$ 622,114	\$ 1,410,818	\$ 1,443,674
Total FTE	12.00	10.00	10.00		10.00	10.00

**Prosecutor
Civil Division**

Fund Type: General Fund **\$2.54 M**
Budget Change: \$115,997



Purpose

The Civil Division of the Prosecutor’s Office serves as the legal advisor to all County officials and their departments on legal matters and defends and prosecutes civil cases on behalf of county government. The Civil Division provides a wide array of legal services including but not limited to:
 Provides legal services to more than 50 departments, divisions, and affiliated agencies - assisting them in making decisions in the best legal interests of the community.
 Specialized advice in the areas of Land Use, Labor and Employment, Law Enforcement Law, Public Records and General Municipal matters.
 Provides tort defense by evaluating and defending claims of personal injury, property damage, trespass, and nuisance; claims of violations of Constitutional Law; and employment law claims.
 Prosecutes mental health commitment petitions.
 Reviews and prosecutes animal, drug, and other criminal forfeitures.

Strategy

With nearly every County action of any consequence being subject to review for conformity with state and federal laws, the Prosecuting Attorney has an important function to play in advising county decision makers on the many aspects of an action that might be challenged. When a county officer or the officer’s department exercises power, a wide range of legal issues can arise.

The Civil division acts as the legal advisor and assists in making decisions in the best legal interests of the community. By providing advice on the existence, interpretation, and application of federal and state laws and regulations, the Civil division protects the County from adopting and entering into illegal or unenforceable instruments and inadvertently violating the law. In addition, handling the County’s litigation, whether as a plaintiff or defendant, is a major part of the Civil division’s work.

Results

The new case management system (PbK) which was implemented in July has allowed the Civil division to begin in a paperless direction, with automated functionality and workflows while maintaining the tracking and reporting capabilities. This information is valuable for budgeting, auditing, and billing.

	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission
Revenue	\$ 78,935	\$ 30,382	\$ 84,525	\$ 52,285	\$ 60,000	\$ 65,000
Expense	\$ 1,863,722	\$ 2,267,259	\$ 2,328,798	\$ 1,145,198	\$ 2,425,091	\$ 2,541,088
Total FTE	14.50	13.25	13.75		14.25	15.00

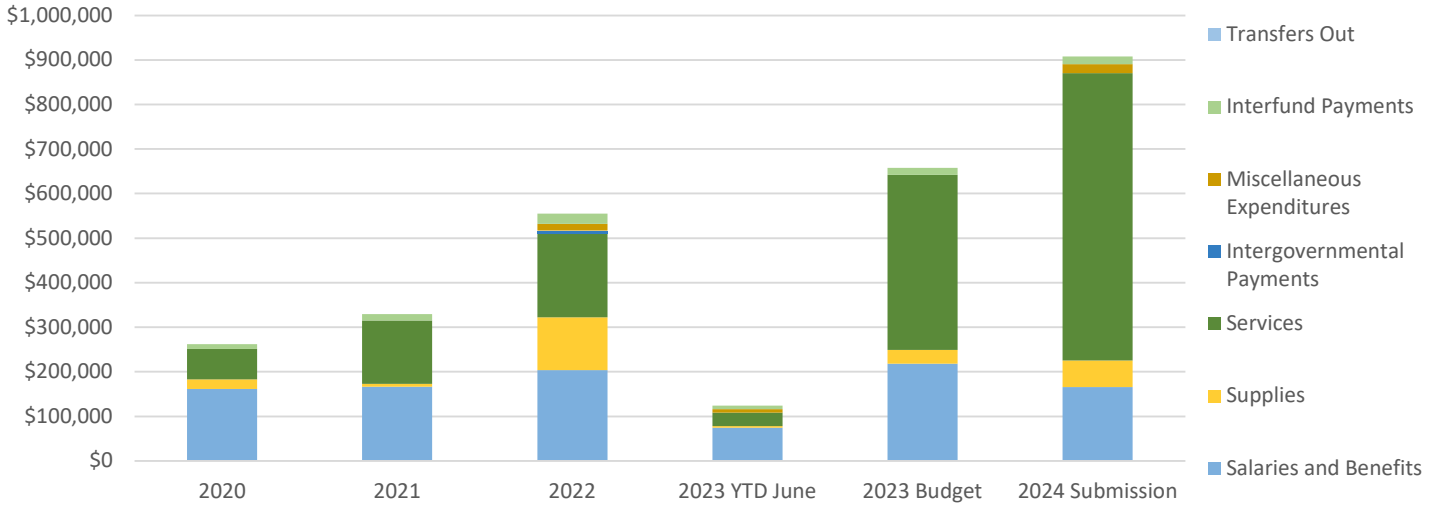
Prosecutor - Special Revenue Funds

Elected Official: Chad Enright

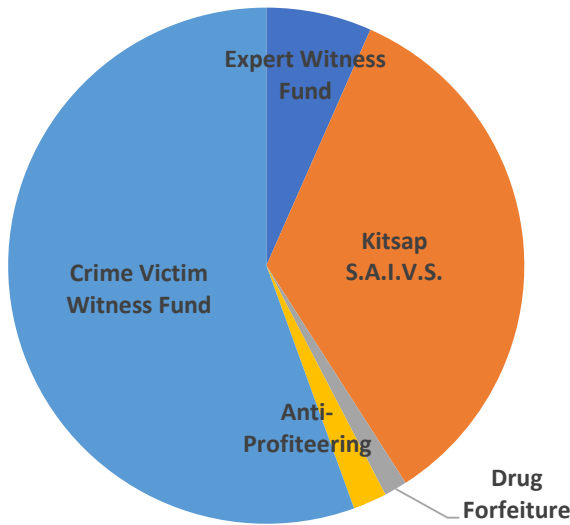
Mission: Pursuing justice with integrity and respect

Total Revenue	\$0.35 M
Total Expense	\$0.91 M
Total Budget Change	\$0.25 M
Total FTE	2.00

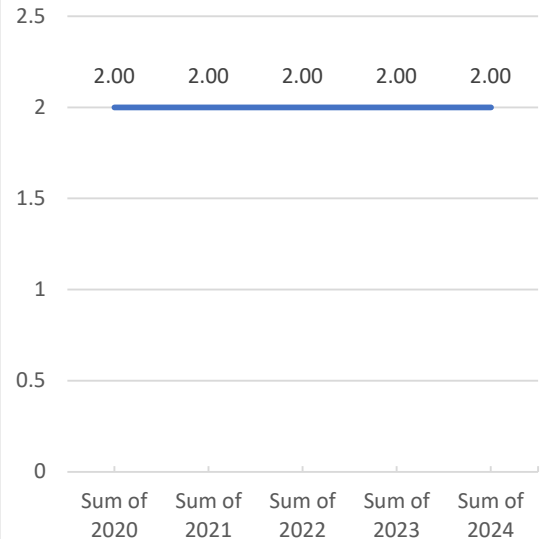
Summary of Expenses



Programs



Total FTE



	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission	Change
Salaries and Benefits	\$161,275	\$166,338	\$203,655	\$74,834	\$217,925	\$166,057	-\$51,868
Discretionary Spend	\$89,867	\$149,174	\$328,239	\$41,517	\$424,015	\$724,150	\$300,135
Other	\$10,791	\$14,312	\$23,206	\$8,083	\$15,685	\$17,442	\$1,757

Prosecutor

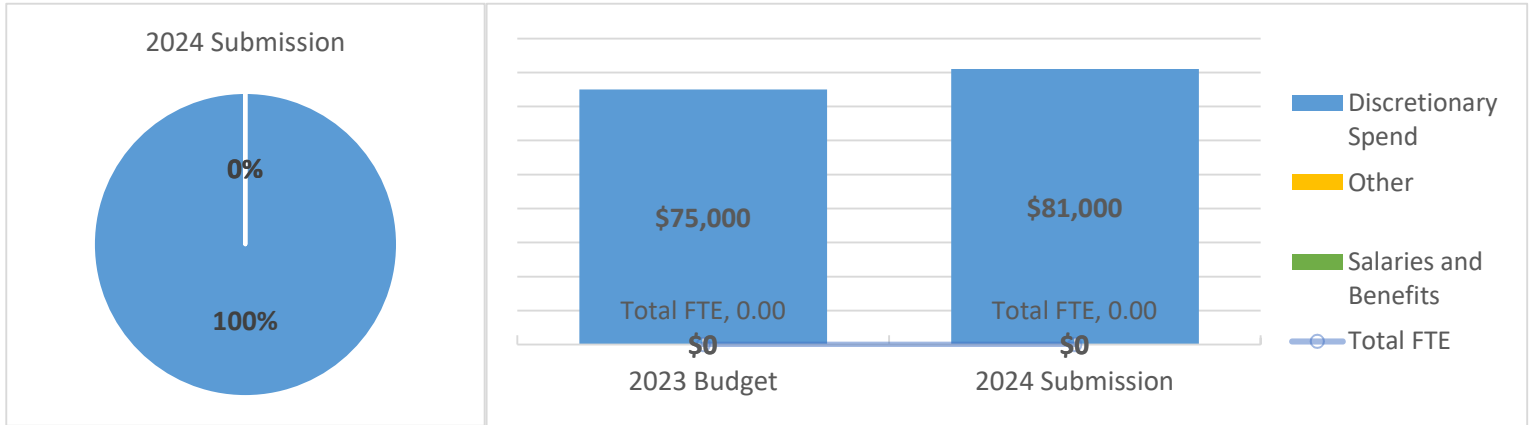
Fund Type: Special Revenue Fund

\$0.08 M

Expert Witness Fund

Budget Change:

\$6,000



Purpose

The Expert Witness fund was established by ordinance and can be found in the Kitsap County Code at sections 4.84.010 – 4.84.120. The purpose of the fund is explained in section 4.84.040, which states, “The money in the fund shall be used exclusively by the Prosecuting Attorney to provide reasonable compensation to any expert witness who has provided or who will provide services to the Prosecuting Attorney.” Section 4.84.030 states, “Subsequent to the initial funding, the fund shall be maintained with monies recovered for the County by the Prosecuting Attorney pursuant to court orders requiring defendants to reimburse the State for costs of expert witnesses.”

Strategy

This fund shall be maintained with monies recovered for the County by the Prosecuting Attorney pursuant to court orders (judgments and sentences) requiring defendants to reimburse the State for costs of expert witnesses.

Results

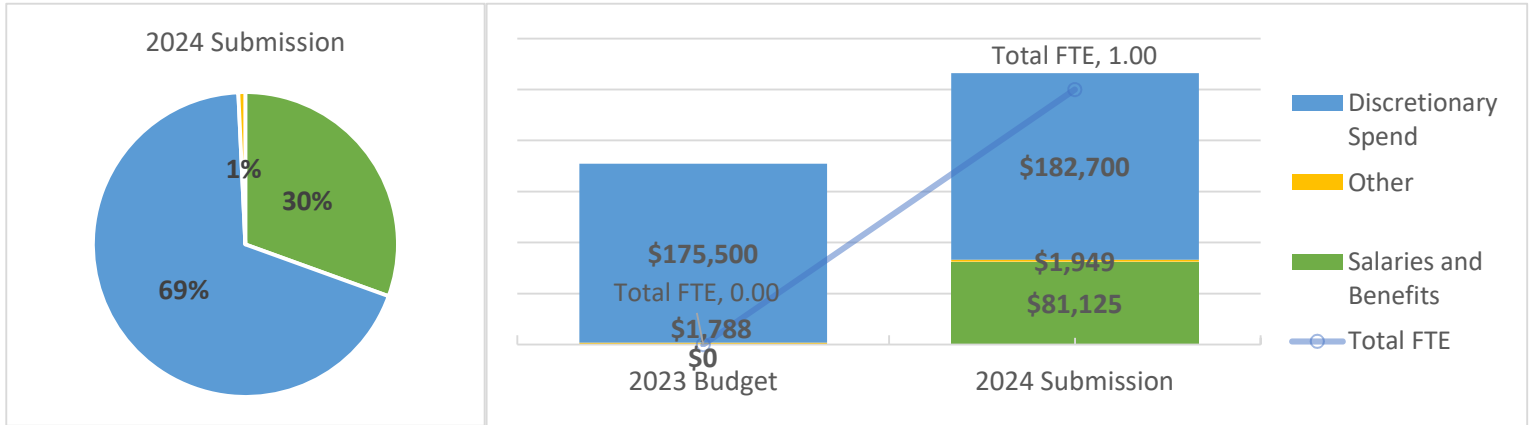
The fund was established to offset the cost to the General Fund to secure the necessary experts associated with criminal prosecution. This fund has been used primarily to assist in the preparation, investigation, and prosecution of homicide cases and sexual and physical assault cases against women and children

	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission
Revenue	\$ 9,912	\$ 8,305	\$ 5,362	\$ 1,290	\$ 1,000	\$ 2,000
Expense	\$ 450	\$ 4,325	\$ 17,494	\$ -	\$ 75,000	\$ 81,000
Total FTE	0.00	0.00	0.00		0.00	0.00

**Prosecutor
Kitsap S.A.I.V.S.**

Fund Type: Special Revenue Fund **\$0.27 M**

Budget Change: \$88,486



Purpose

The mission of the Special Assault Investigation and Victim's Services (S.A.I.V.S.) division is: Ensure the safety of all victims and the public at large; Minimize the secondary trauma of all victims and witnesses who are interviewed during the course of an investigation; Consistently follow a framework for coordination and communication among all participants and avoid conflicts among participants that may hinder the effectiveness of an investigation; Constantly strive for improvement through training, communication, and critical review of current investigative practices; Increase the overall reliability of the investigation; and Protect the rights and interests of victims, witnesses, and suspects.

Strategy

Revenue to support S.A.I.V.S. is provided by RCW 36.18.016. Six dollars of a \$54 filing fee (petition for modification of a decree of dissolution or paternity) shall be retained by the County for the purpose of supporting community-based services within the county for victims of domestic violence. The funds are deposited into this special revenue fund whose expenditures are overseen by the board that governs the S.A.I.V.S. program.

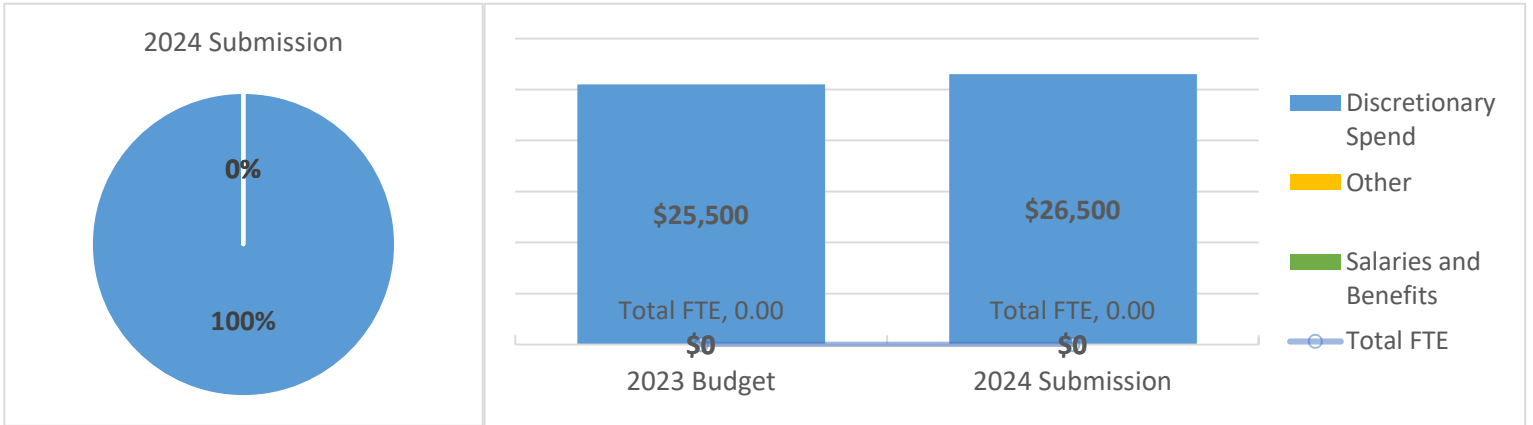
Results

It is the mission of Kitsap S.A.I.V.S. to coordinate services between community and criminal justice services to protect and serve victims of child abuse, domestic violence, and sexual assault. Kitsap S.A.I.V.S.' goal is to establish and maintain a facility that will house a team of professionals who investigate and respond to criminal allegations of sexual abuse and domestic violence, and who provide immediate intervention and advocacy to victims of these crimes.

	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission
Revenue	\$ 86,693	\$ 135,098	\$ 222,091	\$ 12,528	\$ 164,854	\$ 164,659
Expense	\$ 82,641	\$ 140,370	\$ 178,778	\$ 29,680	\$ 177,288	\$ 265,774
Total FTE	0.00	0.00	0.00		0.00	1.00

Prosecutor
Anti-Profitteering

Fund Type: Special Revenue Fund **\$0.03 M**
Budget Change: \$1,000



Purpose

The Anti-Profitteering Revolving Fund was established by ordinance and can be found in the Kitsap County Code sections 4.76.010 – 4.76.120. The moneys in the fund shall be used by the Prosecuting Attorney for the investigation and prosecution of any offense included in the statutory definition of criminal profiteering, including civil remedies pursuant to Chapter 9A.82 RCW as now existing or hereafter amended.

Strategy

The term “criminal profiteering” is defined by statute, specifically RCW 9A.82.010(4) which states that, “Criminal Profiteering means any act, including an anticipatory or completed offense, committed for financial gain, that is chargeable or indictable under the laws of the state in which it occurred and regardless of whether the act is charged or indicted.

Results

This program reduces the impact to the General Fund and is used primarily in the area of technological advancements to enhance prosecution efforts. These funds were used most recently to promote/facilitate the video arraignment project in District Court.

	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission
Revenue	\$ 1,308	\$ 1,077	\$ 322	\$ 86	\$ 400	\$ 150
Expense	\$ -	\$ -	\$ -	\$ -	\$ 25,500	\$ 26,500
Total FTE	0.00	0.00	0.00		0.00	0.00

Prosecutor

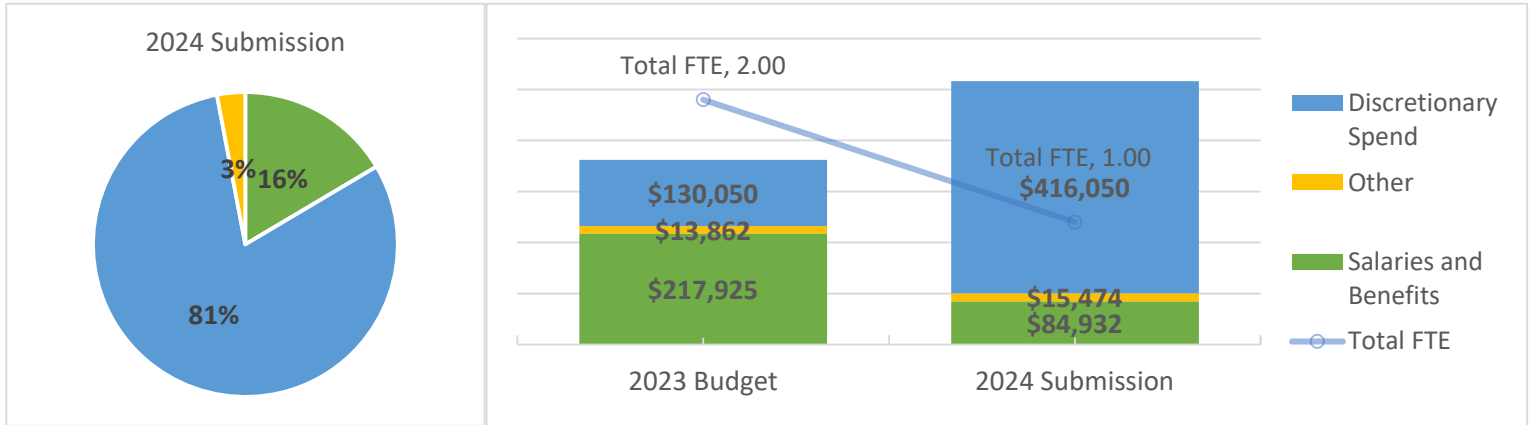
Fund Type: Special Revenue Fund

\$0.52 M

Crime Victim Witness Fund

Budget Change:

\$154,619



Purpose

Provide comprehensive services to victims and witnesses of all types of crime with particular emphasis on serious crimes against persons and property. Services are not restricted to victims and witnesses of a particular type or types of crime and include assistance in the adjudication process, restitution and crime victim services.

Strategy

Revenue to support the crime victim and witness program is provided by RCW 7.68.035. As a certified comprehensive program, we are entitled to 100% of the fees collected as ordered under this RCW.

Results

This fund was used most recently to re-organize our specialized victim/witness unit to increase efficiency within in the unit which amplify our victim/witness service capacity. In addition, the funds were used to create a more secure and comfortable waiting room for victims/witnesses involved in the criminal justice process. This fund will also be used to update our aging child victim forensic interview recording and storage system.

	2020	2021	2022	2023 YTD June	2023 Budget	2024 Submission
Revenue	\$ 454,919	\$ 401,388	\$ 256,039	\$ 90,857	\$ 189,642	\$ 179,942
Expense	\$ 174,834	\$ 181,339	\$ 358,793	\$ 94,737	\$ 361,837	\$ 516,456
Total FTE	2.00	2.00	2.00		2.00	1.00

Performance Measures	2020	2021	2022	2023	2024
# of Referrals	9,423	8,418	8,947	8,929	8,765
# of Cases Filed	6,458	5,699	5,622	5,926	5,749
# of Cases Disposed	5,602	7,551	6,229	6,461	6,747
# of DUI Cases Filed	484	536	502	572	537
# of Therapeutic Court Participants	126	87	99	128	105
# of Therapeutic Court Applications Received	230	208	228	276	237
# of Therapeutic Court Applications Accepted	94	87	92	128	102
# of Drug, ITC, Diversion Participants	67	73	33	45	50
# of Victims Served	4,856	4,352	5,264	5,228	4,948
# of Child Victims	241	305	481	386	391
# of DCT/Muni Appeals Filed	5	4	6	4	5
# of Felony Appeals Filed	35	27	9	30	22
# of Collateral Appeals Filed	40	32	27	16	25
# of Appellate Briefs Filed	50	49	45	50	48
# of Civil Work Requests	887	867	827	914	860
# of Contracts Reviewed	1,160	1,196	1,197	1,132	1,184
# of Civil Litigation files	368	440	419	390	409
# of Public Records Requests Processed	182	302	192	184	225
# of Civil Billable Hours	16,838	15,441	17,312	16,714	16,530
# of Family Support cases referred	298	301	368	272	322
# of Paternity/Contempt cases referred	304	257	249	294	270

How does the organization measure its performance toward the County's strategic goals?

The Prosecutor's Office is directly in line with Kitsap County's mission and strategic goals. The Criminal Division reviews more than 8100 criminal cases including filing over 500 DUI cases every year, a direct measurement of protecting the public and making our community safer. This Division includes a General Trial Unit, Special Assault Unit, Juvenile Court Unit, District and Municipal Courts Unit, Appellate Unit, and Therapeutic Courts Unit. The devotion to our citizens as well as our customer focused service and dedication to healthy communities is additionally measured by resources provided to more than 5200 adult victims and nearly 400 child victims each year as well as serving more than 150 participants in the Therapeutic Court program each year.

The Civil Division provides legal advice to County officials and represents the County's interests in Court. This Division handles more than 400 litigation matters each year (e.g., tort damage claims and court litigation, mental health commitments, bail bond justifications, and animal, drug and other criminal forfeitures), a direct measurement of protecting community safety, health, and economic security through defensive and affirmative litigation. Additional measurements include handling nearly 200 public records requests each year, which demonstrates dedication to inclusive government, transparency and accountability. The burdens of the Public Records Act can never be understated. This county, like all governments, spends an inordinate amount of resources replying to requests and seeking to avoid liability.

The Family Support Division represents the State of Washington, Department of Social and Health Services, in various family law matters. The Division reviews nearly 300 cases each year to establish parentage and child support, and more than 250 cases to modify and enforce existing child support obligations, a direct measurement of commitment to a safe and healthy community and economic development. Children that are supported by both parents have better access to health care and more access to medical treatment. When children are better taken care of, they present less of a health risk to their peers at school and daycare. This program advances economic development in that a custodial parent who receives child support for his/her children will spend money in the community on food, clothing, shelter, etc.

How has the organization's staffing changed in the last five years and why? Please discuss vacancy, turnover and overtime if applicable.

Changes:

In 2019, we were able to add three grant funded position which make up our Therapeutic Courts Unit. We also had an office re-organization which removed two FTEs. (77.6 FTEs)

In 2020 we added another grant funded position to our Victim/Witness Unit/Special Revenue Fund, however, later In 2020/2021 the we lost/froze 9 positions to the covid budget reduction. (69.6 FTEs)

Later in 2021, were able to unfreeze seven of those. We still have two frozen staff positions, one in the Civil Division and one in Family Support. (75.6 FTEs)

In 2022, we added one Attorney to the Civil Division to deal with the backlog left by covid. (76.6 FTEs)

And, to date in 2023, we have added two ARPA funded positions as well as one grant funded position into or SAIVS/Special Revenue Fund. (79.6 FTEs)

Vacancy:

We Currently have 9 Vacant positions:

9081: 6 (3 Attorneys and 3 Staff)

9082: 1 (1 Attorney)

9086: 2 (1 Staff, 1 Public Records Officer)

Turnover:

Turnover has increased substantially. From 2022 to this point in 2023, separation from the Prosecutor's Office has increased 100%.

How does the organization monitor remote employee productivity and ensure accountability?

Deadlines are typically set by clients or the court. Ultimately, it is the duty of the attorney to see that all deadlines are met, regardless of the location where the work is performed. This July, our office “went live” with a new case management system, Prosecutor by Karpel (PbK). This should dramatically improve our ability to telecommute. This is an internet-based program that now allows our employees to access case files from any device connected to the internet. Supervisors can now access any electronic file and review the status of any case. A particularly important function of PbK is its automated workflow task reminders. As cases progress, reminders and tasks are sent to attorneys and legal assistants. They can then check the task as “complete” when the task is finished. We can now track all incomplete and completed tasks for each employee, regardless of their work location.

What changes would the organization need to make if it were necessary to implement budget reductions of 10% in 2025?

A 10% budget reduction would be accomplished primarily through reduction of staff and attorneys. Reduction of staff and attorneys ultimately results in a reduction of criminal cases prosecuted and civil matters handled.

Criminal – If asked to reduce staffing, we would identify categories of crimes that we could not file due to budgetary constraints. For District Court, we would prioritize DUI and domestic violence cases for continued prosecution. We would likely not file charges for non-violent misdemeanors like trespassing, driving with a suspended license and misdemeanor theft offenses. We would also consider drug possession as a low priority offense and likely decline to file charges in those cases.

In Superior Court, we would also reduce the number of non-violent/property felony offenses. These include felony thefts, possession of stolen property, vehicle thefts, forgery and other crimes that are not legally considered “crimes against persons.” Our resources would be dedicated to prosecuting violent crimes, sexual assaults, and crimes against persons. Although the crimes we would not charge are often considered “low priority”, they are also crimes that would likely cause noticeable impacts on local businesses and others in the community.

Currently, we contract to provide misdemeanor/gross misdemeanor criminal legal services to the Cities of Poulsbo, Port Orchard, and Bainbridge Island. We would anticipate those cities would continue to provide us resources to fully prosecute misdemeanor/gross misdemeanor crimes in their jurisdiction. Our reduction in services would be limited to misdemeanors/gross misdemeanors in the unincorporated portions of the county. We would be in the awkward position of providing greater services to our contracted cities, than we would to our mandated county jurisdiction. However, a reduction in felony services would impact the entire county.

Civil Division – A reduction in civil attorneys likely results in higher costs to the general fund as we would need to seek outside, private counsel to complete work currently done by the civil division. Additionally, significant budget cuts to the criminal division could lead to the transfer of civil attorneys to criminal in order to meet our statutory requirement to prosecute crimes. The ultimate result of transferring civil attorneys to the criminal division is that it would require us to seek outside counsel to perform civil work at market prices and result in increased costs.

Please discuss any non-essential functions that the organization provides beyond mandated services?

Civil Division-

The Civil Division provides the following non-essential services to the following outside agencies -

- Kitsap Public Health District
- Housing Kitsap
- Kitsap Regional Coordinating Council
- Bremerton Government Center Association (Norm Dicks building condo association)
- Peninsula Regional Transportation Planning Organization

We have taken on much of this work on the request of the Kitsap Board of Commissioners. Additionally, other Civil Division mandated services can be provided through hiring outside counsel at a significantly higher cost than in house civil services we currently provide.

Criminal Division-

The Criminal Division contracts to provide municipal criminal prosecution for the City of Port Orchard, City of Poulsbo and City of Bainbridge Island. This is non-mandatory services. However, the compensation from these cities' funds roughly 3 deputy prosecutors and 1 legal assistant in order to provide municipal criminal prosecution services for these cities. The cities pay for these services, so there is no direct impact on the county general fund.

Additionally, the Criminal Division provides on-call, 24-hour services to local law enforcement in order to answer legal questions and seek telephonic search warrants. We also provide legal updates and trainings to all of our local law enforcement agencies within Kitsap County. Staffing reductions would impact our ability to provide these services to law enforcement.

Are there any initiatives in place to enhance employee engagement and satisfaction, and/or retention strategies to reduce turnover and associated hiring costs?

In recent years, we have begun to focus increasingly on vicarious trauma for our employees. Vicarious trauma can occur with anyone who engages with survivors of traumatic incidents and material relating to their trauma. We have organized work groups to discuss vicarious trauma and have had multiple trainings over the last year to address vicarious trauma.

In 2020, we worked with an organization called Prosecutor Impact, who met with our attorneys and staff to discuss the operations of the office and make suggestions for additional trainings and office changes. Unfortunately, the Prosecutor Impact was unable to survive the Covid pandemic and our work with that organization ended. However, after analyzing our office they found that employee satisfaction was high. However, the landscape has changed dramatically over the last three years. The job market has changed and the expectations that employees have from employers has changed significantly. If given the opportunity, we would like to take advantage of another evaluation and consider any recommendations from an outside consultant.

In 2023, we have lost half of our DPAlls. These attorneys are our primary felony level trial attorneys. In conducting exit interviews, we found that the primary concerns were (1) salary; and (2) working conditions/ability to telecommute. Given the nature of our criminal work, personal presence is generally required in court. Therefore, our ability to have attorneys telecommute is limited. Our transition to PbK has increased our legal staff's ability to telecommute. However, telecommuting remains a limited option for them as well because they are often called upon to work with victims and witnesses here at the courthouse.

Turnover has been less dramatic in the Civil Division over the last year. However, we will be losing our primary civil litigator in October. Our salary for a civil litigator is not competitive with the market. We have sought authorization from the Board of Commissioners for step increases on multiple occasions of the last few years when a civil division attorney has received offers from other employers. We have been able to keep attorneys in those instances.

Competitive salaries remain the primary concern of our attorneys and staff in all areas of the office.

What emerging challenges do you expect the organization to face in the next three years?

Competitive wages/retention – See above.

Victim services – Victim services are being impacted by (1) Court cases limiting our ability to collect legal financial obligations (LFOs); (2) legislation reducing LFO's while not fully replacing victim services funding from the State; and (3) loss of local outside victim services. Our victim services had historically been funded through grant funding and through LFO's. That funding has been consistently decreasing in recent years as courts are no longer willing to impose LFO's on criminal defendants. Recent legislation eliminated the collection of victim service LFO's. The intent

of the legislation was to replace that funding with steady State funding. We had anticipated 4 million dollars in victim services for prosecutors across the state, but only 2 million was provided for in the legislation. To make up for victim service gaps, we have historically relied upon outside agencies to provide many services to victims. In 2023, the Kitsap Sexual Assault Center closed. We relied heavily on them for victim advocates. Other non-profits continue to struggle to find qualified victim advocates in today's job market.

Civil Litigation – Kitsap County is one of the few counties that relies on deputy prosecutors to handle the majority of civil litigation. We have been able to consistently save thousands each year by handling this work “in house.” However, our ability to do this “in house” is increasingly precarious. The market for civil litigators is increasingly more than our current salary structure can provide. In order to continue to do this “in house” we must find candidates who are willing to make a career of public service and sacrifice hundreds of thousands of dollars (if not millions) over the course of their career. For much of the last 20 years, we’ve found that person with lone George. However, we have been unable to find a consistent replacement for Ms. George. Christy Palmer has been our primary civil litigator for the last 2 years. Ms. Palmer is joining a private firm here in Kitsap County in October. Filling this position has become increasingly difficult as our salary for this type of work is well below the current private market.

Family Support Facility – Our family support division is currently in a facility on Prospect Street. The lease for this building is scheduled to run out at the end of 2025. However, the long-time owner of the property recently passed away and we are increasingly concerned that the new owner may terminate the lease prior to 2025. If the lease is terminated, we would need to find space for our Family Support Division within the courthouse or rent other office space near the courthouse.

Kitsap Courthouse – The Kitsap Courthouse remains an outdated and barely functional facility. In recent years, we have closed our office due to cold weather or water leaks within the building. This past winter, the Deputy Prosecutor’s Guild raised their concerns with the facility. We anticipate closing to the public more often as we cannot continue to ask our attorneys and staff to work in temperatures that have fallen below 50 degrees inside.

Expert Witness Costs – Criminal cases often require us to seek expert witnesses to provide testimony. This may include medical doctors, scientists, engineers or other subject matter experts. Historically, we have paid for these services through the collection of Legal Financial Obligations (LFOs). Over the last decade, we have seen courts move away from imposing LFOs. As this has occurred, we have watched our Expert Witness Fund dwindle. These are costs that will ultimately need to be funded by the general fund.