

**Overview and Initial Issues Identification  
Seattle Office of Civil Rights**

Staff: Rebecca Herzfeld  
Date Prepared: October 24, 2011

*Expenditures/Revenues*

	2011 Adopted Budget	2012 Endorsed Budget	2012 Proposed Budget	% Change 2012 Endorsed to 2012 Proposed Budget	% Change 2012 Endorsed to 2012 Proposed Budget without technical change
<b>Civil Rights BCL</b>					
Total Expenditures	\$2,226,000	\$2,248,000	\$ 2,484,000	10%	3.0%
Total FTEs	21.5	21.5	21.3	-0.9%	-0.9%

**Introduction:**

The Seattle Office of Civil Rights (SOCR) works to ensure that everyone in Seattle has equal access to housing, employment, public accommodations, contracting, and lending. The SOCR budget is proposed to increase by 10% (\$236,000) in 2012. However, most of the increase (72%) results from including in SOCR’s base budget the federal grant money it receives annually for enforcing fair housing and equal opportunity employment laws. In the past, this federal grant funding was added to SOCR’s budget each year through a mid-year appropriation when the money was received. This accounting change has no net effect on the City’s overall budget. If it is subtracted, SOCR’s actual budget increase is \$67,000, or 3%. The FTE total is proposed to be reduced by 0.2 FTE, a decrease of less than 1%.

**Major Changes Proposed in the SOCR Budget**

There are three major changes proposed in the 2012 SOCR budget:

1. **Paid Sick Leave Implementation - Add \$186,000 and 1.0 FTE.** This addition would provide funding for implementation, outreach, and enforcement of the legislation recently adopted by the Council that establishes minimum standards for provision of paid sick leave. Council recently approved legislation authorizing the additional 1.0 FTE and providing salary funding for the fourth quarter of 2011. For 2012, funding beyond that required for the position would support the cost of outreach materials, a temporary position to create and manage an outreach plan, and an enforcement officer who would implement the program.
2. **Reduce staffing to support Commissions – Cut \$100,000 and 1.2 FTE.** This reduction is discussed in Item #1 in the SOCR budget issue list (page 2).
3. **Reduce consultant funds for Race and Social Justice efforts by \$28,000.** This reduction is discussed in Item #2 in the SOCR budget issue list (page 3).

**Five budget issues are discussed below:**

**1. Commission staffing**

During review of the 2011 budget last year, the Council restored one of the two Planning and Development Specialist 1 (P&D1) positions that supported the four Commissions staffed by SOCR at that time (Women’s, Human Rights, People with Disabilities, and Lesbian, Gay, Bisexual, and Transgender Commissions). The abrogation of the P&D1 position proposed by the Mayor would have reduced the staffing for each commission by half, from 0.5 to 0.25 FTE.

In the 2011 budget, the Council also moved responsibility for the Immigrant and Refugee Advisory Board to SOCR from the Department of Neighborhoods, together with a half-time P&D1 position (this paper refers to the Advisory Board as a commission, because legislation sponsored by Councilmember Harrell that would officially change it to a commission is now before the Council). This budget change brought the total staff for the five Commissions to 2.5 FTE, plus a share of SOCR’s administrative support staff.

The proposed 2012 budget would again cut direct staff support for the five Commissions in half, from 0.5 FTE to 0.25 FTE each. This would be done by abrogating the half-time P&D1 position that supports the Immigrant and Refugee Commission, and reducing a full-time P&D1 position to half time. In addition, a 0.2 FTE reduction in an administrative support 1 (AS1) position is proposed. The combined effect of these changes is to reduce the staff support available to the Commissions by 1.2 FTE, from the current 2.7 FTE to a proposed 1.5 FTE.

At the resulting 0.25 FTE per commission, staff would no longer be able to attend all commission subcommittee meetings and would have less time to research potential policy recommendations. Commission vacancies might only be filled once a year as part of a coordinated recruitment effort, and outreach to the communities represented by each Commission would be curtailed. At SOCR’s budget presentation, Councilmembers noted that when the Commissions are appropriately staffed, the City leverages greater value from the time volunteered by Commission members. In addition, reducing the AS1 position to 0.8 FTE would increase the time that Commission staff (and other SOCR staff) must spend on clerical tasks rather than addressing substantive concerns.

Three options for Commission staffing are presented in Table 1 below. If the option of partially restoring commission staffing is chosen, the impacts noted above would be lessened but would still be felt, particularly in the areas of policy recommendations and public outreach.

<b>Table 1: Options for Commission Staffing</b>	<b>Positions</b>	<b>Total Cost (General Subfund (GSF))</b>
<b>Option A:</b> Restore full Commission funding, with staffing level set at 0.5 FTE for each one	Add back 1.2 FTE: <ul style="list-style-type: none"> <li>• Restore abrogated 0.5 FTE P&amp;D1</li> <li>• Restore 0.5 FTE P&amp;D1 to full-time</li> <li>• Restore 0.8 FTE AS1 to full-time</li> </ul>	\$102,000
<b>Option B:</b> Restore partial Commission funding, with staffing level set at 0.4 FTE for each one	Add back 0.7 FTE: <ul style="list-style-type: none"> <li>• Restore 0.5 FTE P&amp;D1 to full-time</li> <li>• Restore 0.8 FTE AS1 to full-time</li> </ul>	\$50,000
<b>Option C:</b> Approve reduction of Commission staff proposed in 2012 budget, with staffing level set at 0.25 FTE for each one	No change	\$0

**2. Consultant funds**

The proposed 2012 budget would cut \$28,000 (62%) of the \$45,000 budget that SOCR uses to provide community training and educational events to support the Race and Social Justice Initiative (RSJI). RSJI consultant funds are used to pay for major efforts such as working with the RSJI Community Roundtable to eliminate racial inequity in the community, the RSJI Summit, the Seattle Race Conference, the RSJI Speaker Series and other community events, provision of educational materials, and support for external technical assistance. \$17,000 would remain in the SOCR budget for this work.

The consultant funding could be restored to the 2011 level, partially restored, or the cut could be accepted. With reduced funding, SOCR would not be able to maintain partnerships at the current level, nor would it be able to take on additional partnerships, such as the business community and faith-based communities. If approximately half of the funds are restored, SOCR would prioritize those partnerships that have been most effective in moving the RSJI forward both within the city and in the community. Last year the Council restored a \$25,000 cut proposed by the Mayor in RSJI consultant funding for both the 2011 and 2012 budgets.

Another potential use for SOCR’s consultant, community training, and educational events funding is to support the City’s recognition of the legacy of Dr. Martin Luther King, Jr. In the 2012 budget, the Seattle Center proposes to cut funding for its annual Martin Luther King Jr. Day event, as part of a \$40,000 reduction to the Center’s events budget. If this cut of approximately \$6,000 to \$9,000 is accepted, the Council could increase OCR’s consultant budget by \$5,000 so that the City can continue to sponsor an event on Martin Luther King Jr. Day. One option is to contribute to the MLK Seattle Celebration Committee, which annually holds King County’s largest tribute to Dr. King.

<b>Table 2: Options for Consultant Funding</b>	<b>Total Cost (General Subfund)</b>
<b>Option A:</b> Restore full RSJI consultant funding	\$28,000
<b>Option B:</b> Restore full RSJI consultant funding with additional funding for Martin Luther King, Jr. Day event	\$33,000
<b>Option C:</b> Partially restore RSJI consultant funding	\$15,000 (or other amount)
<b>Option D:</b> Approve Mayor’s proposed reduction of RSJI consultant funding	\$0

**3. Address challenges in achieving contracting and workforce equity**

During department budget presentations, department representatives mentioned challenges in meeting goals for contracting with women and minority-owned business enterprises (WMBEs), particularly when contracting for specialized services and equipment. Some concerns were also raised about difficulties in meeting Equal Employment Opportunity (EEO) aspirational placement goals. Councilmember Harrell asked how SOCR could assist departments in addressing these challenges.

The City has established a Workforce Equity Planning and Advisory Committee that is co-chaired by the Personnel and SOCR Directors and makes workforce equity recommendations to the Personnel Director. While the City is doing well generally, there are job categories for which EEO aspirational placement goals still exist. The Advisory Committee is working to improve the City’s outreach and recruitment processes to increase workforce equity.

Finance and Administrative Services (FAS) leads a similar initiative to improve the City's WMBE contracting performance. FAS is working with external groups on more effective contracting and outreach practices, and also works with SOCR, an interdepartmental team, and other capital department staff. A recent step that FAS instituted in August, 2011 is a new requirement for construction contracts worth more than \$300,000. The City now requires bidders to submit a robust WMBE Inclusion Plan as a condition of bid responsiveness that scores sufficiently well (at least 10 points on a scale of 1-18) to be considered a responsive, good-faith effort. If the plan scores less than 10, the bid is automatically rejected as non-responsive. This new approach is intended to create an effective tool to measure responsive good-faith efforts, and to provide transparency to bidders, clarity about City expectations, and support for the efforts of prime contractors.

One suggestion for improving contracting and workforce equity is for the Council to request that FAS and Personnel, with SOCR support, report to Council annually on citywide progress and concerns. These annual contracting and workforce equity reports would present an analysis of past year results, provide updates on new citywide initiatives pursued over the past year, identify both positive steps and challenging areas in need of improvement, and recommend ways to address these challenges. The reports could be presented just before the mid-year presentations by individual departments to the Council describing their RSJI efforts. The information in the reports would allow Council to formally recognize the departments that have excelled in meeting contracting and workforce equity placement goals. In addition, for those departments unable to meet the aspirational goals, the information would provide an opportunity for the departments to describe specifically how they intend to overcome or compensate for the challenges they face.

The compilation of contracting and workforce equity reports and an annual presentation to Council would not require additional resources.

**Staff Recommendation:** Adopt a Statement of Legislative Intent requesting that two reports be presented to Council annually at mid-year. The Personnel Department and SOCR would jointly report on the City's workforce equity performance, and FAS and SOCR report on the City's contracting equity performance. The two reports would include data on individual departments and overall city performance, and would identify efforts that are working well and specific areas where the City's contracting and placement goals are not being met. The Personnel Department, FAS, and SOCR would partner with City departments to develop and recommend strategies to address any underlying concerns.

#### **4. City support for immigrant and refugee affairs**

Councilmembers Burgess, O'Brien, and Harrell are proposing to increase staffing to enable the City to work more strategically and effectively with the City's immigrant and refugee communities. Seattle is home to an estimated 102,545 foreign-born individuals (17% of the population)<sup>1</sup>. A slightly larger number of residents, 116,230 (20.7%), speak a language other than English at home. Refugees, who are some of the most vulnerable immigrants, also come to this region in large numbers.

#### **Background**

Many immigrant and refugee residents are not aware of or don't know how to access government services, from the more visible services, like emergency medical response from the Fire Department, to the less visible, such as utility bill and citizenship assistance. Moreover, there is not a concerted and

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<sup>1</sup> From the Census Bureau's American Community Survey 2005-2009 five-year estimates. Percentages do not reflect recent total population figures from the 2010 Census. Just over two-thirds of foreign-born Seattleites entered the United States prior to 2000; just over half are naturalized U.S. citizens.

focused effort to support immigrant-owned small businesses as part of the city's economic development efforts.

Immigrant and refugee children face especially acute challenges. Seattle Public Schools' latest district scorecard shows that English Language Learner (ELL) students account for 12% of the district's student body but lag far behind their peers academically. Only 23% and 24% of these children reached proficiency on state reading and math tests, respectively.

Language and cultural barriers create roadblocks to greater civic engagement and prevent Seattle from maximizing the contributions of these communities. Currently, the City has limited ability to address the issues of immigrants and refugees in a coordinated, visible, and cost-effective way.

### **Highlights of current City efforts**

In recognition of the issues described above, the City launched the Immigrant and Refugee Initiative in 2007. This led to the creation of the 2007 – 2009 Action Plan and the establishment of the Immigrant and Refugee Commission to oversee implementation of the Action Plan. The five major issues identified in the Action Plan were:

- Access to services and information;
- Protection of civil rights;
- Civic engagement;
- Workforce and economic development; and
- Service delivery.

The City is now carrying out the 2010-2012 Action Plan. The RSJI Subcabinet provides high-level leadership and accountability for this effort, and SOCR is the lead department. Various City departments work to implement the desired outcomes of the Action Plan. Some of these efforts are highlighted below.

In 2011, the Human Services Department (HSD) funded several programs that are focused on immigrant and refugee communities, including housing, health, family support, education, and assistance in becoming a citizen. The Mayor has proposed to continue the current \$13.3 million HSD funding level for these programs, and has proposed two new initiatives in the 2012 budget. The first would fund an immigrant and refugee youth job training program. The second initiative would provide funds to contract for leadership development, coalition building, and civic engagement services for agencies that provide services to communities of color and refugees and immigrants (\$120,000 in new GSF).

The Families and Education Levy, which has been in place since 1990 and is up for renewal on the ballot in November provides resources for ELL students, many of whom are immigrants or refugees. In 2011 the Office for Education hired a staff person focused on the needs of ELL students, and the levy includes start-up funding for a new health clinic at the World School, which serves recent immigrants to Seattle. The proposed levy sets a high priority on support for "children at risk, including English Language Learners," and includes funding targeted for immigrant and refugee family support.

A response by SOCR to a City Council Statement of Legislative Intent (SLI) in June, 2011 listed numerous recommendations for improving interpretation and translation efforts. Some of this work has already begun, although some recommendations require additional resources. The SLI response also pointed to deeper issues around how the city engages with its immigrant communities in visible and culturally-appropriate ways. Adding additional staff to address immigrant and refugee affairs would be consistent with this report and could help implement the recommendations.

### **Immigrant and Refugee Commission recommendation**

The Immigrant and Refugee Commission met on October 4 and 12 to consider the idea of creating a separate Office of Immigrant and Refugee Affairs. The Commission's sent a letter providing their recommendations on October 18, 2011 (Attachment 1 to this paper). The Commission supports the creation of an Office of Immigrant and Refugee Affairs (OIRA), stating that "We believe that this office will provide an essential place for our growing immigrant and refugee communities in Seattle, and that this kind of opportunity is an enormous step forward for the City." However, the Commission expressed concerns about creating a separate office without completing more groundwork. Their recommendation was to hire one to two staff, located in SOCR, who "will be dedicated to laying the groundwork for building the OIRA."

### **Options**

Providing additional staff in SOCR would allow the City to begin addressing the issues of immigrants and refugees in a more visibly and effectively. A description of what could be accomplished with four different levels of staffing, together with the cost of each option, is presented in Table 3 (see Attachment 2).

If the Council decides to fund additional resources for immigrant and refugee affairs, Central Staff anticipates that the SOCR Director would report back to Council with further details on draft position descriptions, work programs, and outcomes after working with the Immigrant and Refugee Commission and affected communities.

### **5. New HSD funding for immigrant and refugee community organizing support**

As noted above on page 6, and as discussed in the HSD budget issue paper, the Mayor has proposed \$120,000 in new GSF support for community organizing and leadership development for agencies serving communities of color and refugee and immigrant communities. These funds would be allocated as part of the Request for Interest (RFI) for Policy Advocacy and Technical Assistance programming scheduled for 2012.

If the Council decides to add resources in SOCR for immigrant and refugee affairs, as outlined in Issue #4 above, it may make sense for HSD to wait to publish an RFI until more work is done to define the best use of this funding. Council options include:

**Option A:** Approve \$120,000 in new GSF funding in HSD for community organizing support, as proposed by the Mayor.

**Option B:** Set aside all or a portion of the proposed \$120,000 in new GSF funding for community organizing support in Finance General, and adopt a proviso on spending the funds until HSD and SOCR report back to Council on how best to use the money to support the immigrant and refugee community.

Attachment 1: Immigrant and Refugee Commission letter dated October 18, 2011

Attachment 2: Table 3 - Staffing options for immigrant and refugee affairs



DATE: 18 October 2011

TO: Council President Richard Conlin  
Council Member Sally Bagshaw  
Council Member Tim Burgess  
Council Member Sally Clark  
Council Member Jean Godden  
Council Member Bruce Harrell  
Council Member Nick Licata  
Council Member Mike O'Brien  
Council Member Tom Rasmussen

FROM: Seattle Immigrant and Refugee Commission

RE: Proposal regarding an Office for Immigrant and Refugee Affairs

Dear Council President and Council Members,

As most of you are aware, there is currently a proposal for an Office of Immigrant & Refugee Affairs (OIRA) presented to the Mayor's Office and to some members of the Council. On October 4, 2011, this proposal was presented to the Immigrant and Refugee Commission ("Commission") by OneAmerica. The Commission determined that we needed further time to decide on an action, and on October 12, 2011, we held a Special Meeting at which ten (10) commissioners attended to discuss this proposal.

Several concerns were raised in our discussion:

1. **Timing:** The Commission was asked to make an immediate endorsement of this proposal, to launch an OIRA within several weeks, without adequate time to provide input.
2. **Budget:** The Commission has not been given drafts of proposed budgets, notice of fiscal implication, or information about where the funding will come from to pay for this office. We are particularly sensitive to this being a time when many immigrant & refugee communities are vulnerable to decreased funding, in addition to budget cuts that we are already aware of, such as that in Human Services. For example, we are deeply concerned about the current proposed cuts to staffing levels in the Seattle Office for Civil Rights (SOCR); we believe the work SOCR has done on immigrant and refugee issues is essential to laying the groundwork for the new office and we would like to see staffing restored. Secondly, it will take time for a new office to establish a structure and create a plan. A brand new office with minimal staff will not have the network within the bureaucracy to work with other city and state departments. At a time when every department in the city is trying to be more efficient with less funding, lending support to an infant organization will not be a priority.

3. **Transparency & Community Involvement:** As a Commission, we are frustrated that these discussions and decisions seem to be happening behind closed doors and that our endorsement is an afterthought by both the Mayor's Office and, to a limited degree, some City Council Members. The Commission was not approached by either the Mayor's Office or City Council, who has appointed and confirmed us. Additionally, based on the information we received in the October 4<sup>th</sup> meeting, only a small, select minority of community groups have been given the opportunity to provide input in this important move.

After much dialogue, the Commission unanimously agreed that we are **in favor of the creation of an Office of Immigrant and Refugee Affairs**. We believe that this office will provide an essential place for our growing immigrant and refugee communities in Seattle, and that this kind of opportunity is an enormous step forward for the City. We completely agree that there needs to be an office at the highest level, with authority and jurisdiction over coordinating strategies for immigrants and refugees across the City, with the ability to launch strategic initiatives that benefit immigrants and refugees, and with the visibility to be a central place for immigrants and refugees to come.

However, we have **genuine concerns about the current proposal**. The groundwork for an Office of Immigrant and Refugee Affairs needs serious improvement if we are to address access to services, coordination of the existing multiple City of Seattle Departmental offerings, and, dramatically increase the much maligned civic participation efforts in the immigrant and refugee community.

Thus, we suggest the following:

#### **Goal**

A free standing OIRA with a cabinet level director who will help influence City policy.

#### **Timeline**

1. Year 1
  - a. Hire one to two full time equivalent (FTE) staff plus interns who will be dedicated to laying the groundwork for building the OIRA, by
    - i. holding regular meetings with key stakeholders (community, service providers, government, etc.)
    - ii. researching what has and has not worked in other cities,
    - iii. fully developing the framework for the OIRA,
    - iv. obtaining community input, insight, and support, and
    - v. researching, consolidating, surveying and preparing a more detailed and focused outcome-based immigrant and refugee issues position paper that would include local, state and federal resources beyond the City of Seattle funding.
  - b. During this foundation period, the unit will be housed within the Seattle Office of Civil Rights (SOCR), where it will be founded in the race and social justice principles, which we value on the Commission and feel is essential in creating a successful OIRA.

- c. SOCR Director will serve as the interim representative for immigrant and refugee concerns on the Mayor’s Cabinet. The title of the Director of SORC will state “Office of Civil Rights” and “Office of Immigrant and Refugee Affairs” during the interim period.
  2. Year 2 (or Year 3 depending on budget and staffing)
    - a. Official launch of the City of Seattle’s Office of Immigrant and Refugee Affairs.
    - b. Immediate Cabinet position for the new Director of Immigrant and Refugee Affairs. The Director would be selected after a thorough search for candidates. The Commission will play an important role in hiring this person.
    - c. The Immigrant & Refugee Commission will continue to play an active advisory role to this office. The Commission will be moved from SOCR to OIRA within six months of launch.

**Budget**

1. The Commission will receive a copy of the current proposed budget including information about the source of income and sustainability of revenue to continue operations.
2. During Year 1, Staff will work towards creating a sustainable budget for the office to launch and begin work. Some suggestions included accessing federal money, grant money, or contributions from immigrant & refugee serving community groups.

As appointed and confirmed Members of the Commission, we do not represent the interests of a singular group or organization; rather, we are the collective voices of the communities that have sent us here. Our years of committed work have demonstrated our investment in the long-term progress and promotion of immigrants and refugees within Seattle. We have chosen to serve the city through our appointment. We ask the Council recognize our concerns and address them, as well as consider our proposed plan. As always, we are open to meeting with all of you either as a group, or individually, to further discuss this proposal.

Sincerely,



Devon Abdallah, Co-Chair  
Immigrant and Refugee Commission

Jesus Y. Rodriguez, Co-Chair  
Immigrant and Refugee Commission

cc: Seattle City Council Members

cc: Mayor Mike McGinn

<b>Table 3: Staffing options for Immigrant and Refugee Affairs</b>	<b>Proposed Duties</b>	<b>Total Cost (General Subfund)*</b>
<p><b>Option A: Add 0.5 FTE</b></p> <ul style="list-style-type: none"> <li>Restore the half-time P&amp;D 1 position that staffs the Immigrant and Refugee Commission.</li> </ul>	<ul style="list-style-type: none"> <li>Restore staff support for the Immigrant and Refugee (I&amp;R) Commission.</li> </ul>	\$52,100
<p><b>Option B: Add 1 FTE</b></p> <ul style="list-style-type: none"> <li>Restore the half-time P&amp;D 1 position that staffs the Immigrant and Refugee Commission and increase it to full-time. Position would report to the RSJI Manager.</li> </ul>	<ul style="list-style-type: none"> <li>Restore staff support for the I&amp;R Commission;</li> <li>Coordinate development and implementation of streamlined interpretation and translation policy across departments;</li> <li>Develop and maintain a comprehensive listing of services and community-based organizations that provide those services to immigrants and refugees</li> <li>Assist in developing coordinated outreach across City departments to immigrant communities through information-sharing strategies that include local ethnic media, technology, and meeting people in the community; and</li> <li>Develop strategies to improve data collection on demographics within the City to help monitor Seattle’s progress toward the goal of equal access to services, in ways that do not relate to immigration status.</li> </ul>	\$92,000
<p><b>Option C: Add 1.5 FTE</b></p> <ul style="list-style-type: none"> <li>Add a Strategic Advisor (SA) 2 position that would report to the Director of SOCR.</li> <li>Restore the half-time P&amp;D 1 position that staffs the Immigrant and Refugee Commission. This position would report to the SA2.</li> </ul>	<p>Half-time P&amp;D1:</p> <ul style="list-style-type: none"> <li>Restore staff support for the I&amp;R Commission;</li> </ul> <p>Strategic Advisor 2:</p> <ul style="list-style-type: none"> <li>Work with the I&amp;R Commission to advise the Mayor, City Council, and City departments on policy issues related to immigrants and refugees;</li> <li>Serve as the lead contact for the community on immigrant and refugee issues;</li> <li>Work with the I&amp;R Commission and the Race and Social Justice Initiative to advance equity for refugee and immigrant communities and to increase collaboration with communities of color;</li> <li>Work with the I&amp;R Commission to define and achieve desired</li> </ul>	<p>SA2: \$126,300                      0.5 P&amp;D1: \$ 52,100                      TOTAL: \$178,400</p>

\*If the Council restores full funding to SOCR to staff the Commissions as discussed in Issue #1, this would take the place of Option A, and would reduce the cost of Options B, C, and D by approximately \$52,000. Option C would then require hiring only an SA2 position.

<b>Table 3: Staffing options for Immigrant and Refugee Affairs</b>	<b>Proposed Duties</b>	<b>Total Cost (General Subfund)*</b>
<b>Option C, continued</b>	<p>outcomes for immigrant and refugee communities from City investments;</p> <ul style="list-style-type: none"> <li>• Evaluate the level of City services received by immigrants and refugees and use the Racial Equity Toolkit to develop strategies to improve comprehensive access to services for immigrant and refugee communities;</li> <li>• Ensure that major City initiatives include immigrant and refugee communities in all stages of development, planning, and implementation;</li> <li>• Launch initiatives to address identified issues in immigrant and refugee communities, including initiatives focused on small business and economic development;</li> <li>• Create public awareness of immigrant cultures and celebrate the diversity they bring to Seattle; and</li> <li>• Represent the City at events and meetings within immigrant and refugee communities.</li> </ul>	
<p><b>Option D: Add 2 FTE</b></p> <ul style="list-style-type: none"> <li>• Add a SA2 position that would report to the Director of SOCR.</li> <li>• Restore the half-time P&amp;D1 position and increase it to full-time. This position would report to the SA2.</li> </ul>	<p>P&amp;D Specialist I duties listed above in Option C.</p> <p>Strategic Advisor 2 duties listed above in Option B.</p>	<p style="text-align: right;">SA2: \$126,300  P&amp;D 1: <u>\$ 91,700</u>  TOTAL: \$218,000</p>

\*If the Council restores full funding to SOCR to staff the Commissions as discussed in Issue #1, this would take the place of Option A, and would reduce the cost of Options B, C, and D by approximately \$52,000. Option C would then require hiring only an SA2 position.