



Office of Policy and Budgetary Affairs

MEMORANDUM

TO: Honorable Chairman Jose "Pepe" Diaz
and Members, Board of County Commissioners

DATE: February 1, 2022

FROM: Jennifer Moon, Chief 
Office of Policy and Budgetary Affairs

SUBJECT: 2022 Office of Policy and
Budgetary Affairs Annual
Work Program

Attached for the Board of County Commissioners review and approval is the 2022 Work Program for the Office of Policy and Budgetary Affairs. The Work Program has been prepared pursuant to Section 2-2418 of the Code of Miami-Dade County and outlines the goals and objectives for this calendar year. The Work Program highlights the work completed by the Office of Policy and Budgetary Affairs in 2021 and will evolve as additional duties and projects are requested by the Board of County Commissioners.

My team and I look forward to implementing the goals outlined in our Work Program and appreciate your support in fulfilling the mission of the Office of Policy and Budgetary Affairs.

cc: Honorable Daniella Levine Cava, Mayor
Honorable Harvey Ruvlin, Clerk of the Courts
Geri Bonzon-Keenan, County Attorney
Gerald Sanchez, First Assistant County Attorney
Jess McCarty, Executive Assistant County Attorney
Yinka Majekodunmi, Commission Auditor
Melissa Adames, Clerk of the Board
Eugene Love, Agenda Coordinator

2022 Work Program

Office of Policy and Budgetary Affairs

Board of County Commissioners





Board of County Commissioners

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Sen. René Garcia, District 13

Office of Policy and Budgetary Affairs

Jennifer Moon, Chief

Barbara Galvez, Deputy Chief of Budget Affairs

José A. Espinoza, Deputy Chief of Policy and Legislative Affairs

Erika Luciani, Operations Coordinator

About the Office of Policy and Budgetary Affairs

On December 15, 2020, the Board of County Commissioners (BCC) adopted Ordinance No. 20-128 creating the Office of Policy and Budgetary Affairs (OPBA). OPBA was inspired by a goal to establish a resource within the BCC to analyze, research and inform legislation, review the Mayor's proposed budget and assist the BCC during consideration and approval of the budget and ensure that the BCC has all relevant information prior to making decisions as this County's governing and policymaking body.

Since its creation, two Code changes have adjusted the reporting structure and duties of the Office of Policy and Budgetary Affairs. On April 20, 2021, the BCC adopted Ordinance No. 21-34 which clarified that the Chair, on behalf of the Board, has fiscal review and managerial and operational oversight of OPBA. This Ordinance also granted OPBA the ability to provide fiscal review to individual district Commissioners and offices under the direction of the Board. The BCC also adopted Ordinance No. 21-111 which directed OPBA to provide a monthly accounting of the available funds to the South Dade Black History Center Advisory Board in the South Dade Advisory Board Trust Fund.

2021 Work Program

On May 4, 2021, the BCC accepted OPBA's 2021 Work Program¹. That Work Program was developed based on feedback received by the various Committee Chairpersons at a meeting of the Chairman's Council of Policy. The three pillars of OPBA's 2021 Work Program were Budget Support, Management Support and Policy Support. These three pillars will carry forward as part of OPBA's 2022 Work Program and each section below will highlight OPBA's work throughout the last year and into next year.

OPBA is proud that the goals and objectives outlined in the 2021 Work Program were successfully achieved. None of this work would have been possible without the unwavering support of Chairman Diaz, Vice Chairman Gilbert and the rest of the Board of County Commissioners.

Budget Support

As outlined in last year's Work Program, OPBA began its work by meeting with Commissioners and their staff on the most significant revenues and expenditures in the County budget. In these meetings, the material of which is available on the OPBA website, OPBA was able to walk Commissioners and their staff through the allowable uses of certain revenues, the limitations to their uses and how expenditures were calculated across all County functions. These meetings were held prior to the release of the Proposed Budget to allow OPBA to focus its review on aspects of the County budget that were prioritized by Commissioners.

Once the Proposed Budget was released on July 14, OPBA immediately organized and conducted a sunshine meeting on July 16 to prepare Commissioners and their staffs for the setting of the tentative millage on July 20. Once the BCC adopted the proposed millage rates, OPBA began its thorough review of the Proposed Budget. The review included an analysis of each departmental budget, a reconciliation of the People's Transportation Plan Pro Forma and an examination of the revenues included in the Proposed

¹ 2021 Work Program (file no. [211013](#))

Budget. On August 16, the BCC received OPBA's review of the FY 2021-22 Proposed Budget which served as the framework for the series of sunshine meeting held by the BCC and OPBA prior to and between the first and second budget hearings.

OPBA's success and accomplishments are those of the BCC and this year's budget process was replete with those accomplishments. Among them were the identification of \$40.875 million in revenues not recognized in the proposed budget. This additional revenue supported the enhancements included in the first and second change memo and allowed the BCC to provide the County's more than 28,000 employees with a one-time two percent bonus and two, three percent cost of living adjustments. OPBA's review of the proposed budget also led to a reprioritization of certain capital projects, the inclusion of the 87th Avenue Bridge as a stand-alone capital project, the acceleration of the Ludlam Trail, and the use of the American Rescue Plan Act funding in a manner that granted the Board more flexibility to meet the needs of our residents in the current and future year.

Looking ahead, OPBA appreciated the receptiveness of Commissioners and their staff and will be following a similar framework for review of the FY 2022-23 Proposed Budget. We will once again engage Commissioners regarding prioritization of funding and, upon the release of the Proposed Budget in July 2022, engage in a more detailed analysis. In addition to support surrounding the Proposed Budget review, OPBA will continue monitoring the individual district budgets to ensure Commissioners are best resourced to meet the needs of their residents.

Beginning in the Fall of 2022, OPBA will engage the incoming Commissioners to inform them of the County's financial structure and prepare them to begin their roles as County Commissioners.

Management Support

Last year's Work Program envisioned OPBA as a sort of clearinghouse for administrative matters for the Board of County Commissioners. While most functions have remained the same, OPBA assumed support of individual Commissioners with oversight of their respective budgets and any other district-specific funds from the Administration. An important piece of that function is the processing of allocations made to our local Community-based Organizations. In 2021, OPBA processed more than 500 individual allocations which allowed Commissioners to distribute \$2.455 million to CBOs across our County.

One of the tasks included in 2021 Work Program the facilitation of updated management processes for Directive Database. The database captures directives made by the Board of County Commissioners to ensure that an appropriate response was completed by the Administration, or by a department or office. OPBA assisted in an initial review of the database to remove duplicate directives, directives that had received a response and automated entries that were not, in fact, directives. We also prepared a first draft of an implementing order intended to streamline the directives database process².

This August and November, voters across Miami-Dade County will elect six new County Commissioners. To facilitate the transition of the newly elected Commissioners and their staffs, OPBA intends to develop certain operating procedures that will guide Commissioners through the County's procurement and human

² [Draft Directives Implementing Order](#) (April 22, 2021)

resources functions and improve the coordination with the Administration. Additional documents will provide information regarding the resources available to the individual offices and an overview of the County's budget. Any procedures or material prepared will be published on OPBA's website for everyone's reference and to facilitate future changes.

Policy Support

One of the first changes that occurred with the creation of OPBA, was the resumption of in-person Agenda Briefings for Commissioners and their staff prior to each BCC meeting. The briefings generally take place the day after the release of the Preliminary BCC Agenda and provide an earlier opportunity for Commission staff and the Administration to address any questions or concerns. As the briefings are publicly noticed, they provide an opportunity for Commission staff to discuss current or upcoming legislative proposals consistent with the requirements of the Sunshine Law. These briefings will continue in 2022 as they provide a unique opportunity for engagement and discussion prior to each Commission meeting.

Preparing for these briefings gave OPBA the opportunity to utilize the on-line agenda application developed and supported by the Information Technology Department (ITD). Working with ITD, we have been able to make several changes to the system to make the application more user-friendly and effective as a tool for staff involved in the Commission meetings. The notes prepared utilizing this application are now being made available on the OPBA website.

OPBA's ongoing role in Policy Support is interconnected with Budget and Management Support. Both roles require OPBA to provide accurate and timely analysis prior to the discussion of a particular item. To the extent possible, OPBA strives to be proactive in preparing for upcoming legislative matters.

Ongoing Initiatives

In addition to OPBA's core duties, there are various projects and initiatives on which OPBA will continue to work. In OPBA's first year, we published 12 "white papers" for the Board of County Commissioners. These White Papers range in topics but are intended to provide background information on a specific issue that may be of priority for a particular Commissioner or the BCC as a whole. A few of the white papers published have gone on to become legislative actions of the Board of County Commissioners. On June 15, 2021, the Board adopted Resolution No. R-606-21 sponsored by Commissioner Danielle Cohen Higgins which directed the Mayor to propose ways of reimplementing the scholarship program at the Carol Glassman Donaldson Center. OPBA's white paper on the Glassman Center³ identified more than \$500,000 available in a trust fund dedicated to expenses associated with the Carol Glassman Donaldson Center. Another OPBA white paper focused on the need to expand the access and capacity at County owned and operated marinas⁴. On October 5, 2021, the Board adopted Resolution No. R-962-21 sponsored by Commissioner Joe Martinez to direct the Mayor to provide a report on any efforts to improve access to and expand marina capacity and parking at marinas.

³ [Child Care Options](#) (April 26, 2021)

⁴ [Marina Operations Capacity](#) (April 23, 2021)

Another white paper published by OPBA, *Sheriff Transition and Police Services in the Unincorporated Municipal Service Area*⁵, provides background information about the funding and governance issues that will be faced as the Board considers the policies to implement the Constitutionally elected offices in 2024 (Sheriff, Tax Collector, Elections Supervisor, Property Appraiser and Clerk of Courts). The Property Appraiser and Clerk of Courts are already elected positions, but as established via the Home Rule Charter. Changes in these offices and the restructuring necessary as the other positions transition to elected offices is one of the most important policy issues the Board will consider this coming year. At the request of Chairman Diaz, OPBA published a white paper, *Considerations for the Implementation of Amendment 10*⁶, and presented this information at the January 12, 2022 meeting of the Chairman's Council of Policy. We will continue to provide support as this critical legislation and essential procedures are developed.

In the coming year, OPBA will also continue supporting the Transportation Planning Organization, the Administration and the Board in studying the potential of developing a new mechanism to fund to the Strategic Miami Area Rapid Transit (SMART) Plan. The idea of this funding structure is to decrease the dependency on long-term debt issuance and instead generate timely cash to fund projects. Cash funding corridors is estimated to save more than \$1 billion over the next 35 years and should allow for higher federal ratings on project applications as the elimination of debt payments will free up resources to be used for the future operations and maintenance of the expansion to our County's public transit system.

Conclusion

OPBA stands ready to provide budgetary and legislative support to the Board of County Commissioners and continue to liaise with the Administration to the benefit of the community. The accomplishments and continuing tasks noted above, along with the new initiatives, will strengthen the foundation upon which the BCC considers important issues in the future.

⁵ [*Sheriff Transition and Police Services in UMSA*](#) (June 7, 2021)

⁶ [*Considerations for the Implementation of Amendment 10*](#) (January 6, 2022)