




Office of Policy and Budgetary Affairs

MEMORANDUM

TO: Honorable Chairman Oliver G. Gilbert III
and Members, Board of County Commissioners

DATE: April 5, 2023

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

SUBJECT: 2023 Office of Policy and
Budgetary Affairs Annual
Work Program

Attached for the Board of County Commissioners review and approval is the 2023 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 2022 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 Luis G. Montaldo, Clerk Ad Interim Circuit and County Courts
Geri Bonzon-Keenan, County Attorney
Gerald Sanchez, First Assistant County Attorney
Jess McCarty, Executive Assistant County Attorney
Yinka Majekodunmi, Commission Auditor
Basia Pruna, Clerk of the Board
Eugene Love, Agenda Coordinator

ANNUAL WORK PROGRAM

2023

**Office of Policy and Budgetary Affairs
Miami-Dade County, Board of County Commissioners**



Miami-Dade Board of County Commissioners

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Office of Policy and Budgetary Affairs

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Barbara Galvez, Deputy Chief of Budgetary Affairs

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

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Introduction

On December 15, 2020, the Miami-Dade Board of County Commissioners (BCC) unanimously adopted Ordinance No. 20-128 creating the Office of Policy and Budgetary Affairs (OPBA) under the Board of County Commissioners. OPBA was established as a resource under the purview of the Chairperson and the members of the BCC to analyze, research and develop legislation, study the Mayor's proposed budget, 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. Sound budgetary practices, ones that balance the needs of the community in an affordable and conscious manner, are reliant on effective legislative decisions made by this BCC. OPBA remains a resource for all County Commissioners and your staff as you develop policy to deal with the issues this County faces.

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 in the South Dade Advisory Board Trust Fund to the South Dade Black History Center Advisory Board.

2022 Work Program

On July 7, 2022, the BCC accepted OPBA's 2022 Work Program. That Work Program outlined OPBA's three pillars – Budget, Management and Policy Support – which remain the guiding principles of this 2023 Work Program. With the support of the BCC and OPBA's other partners, the objectives outlined in the 2022 Work Program have been accomplished.

Budget Support

One of OPBA's critical missions is providing day-to-day support to Commissioners and the various offices that report to the BCC regarding their budgets. This work is done to ensure sound financial planning and to maximize the impact of the various sources of funding available for allocation by the BCC.

Beginning with the June 1 Preliminary Property Tax Roll, OPBA provided information regarding the estimated increases in property tax revenues that would be available to adjust the tax rates for residents, as well as detailed information for the Administration and BCC to consider regarding the impact of various tax rate combinations for residents and businesses and future County budgets. In the summer of 2022, OPBA conducted its annual review and analysis of the Mayor's Proposed Budget. As a result, we identified more than \$200 million in flexibility, included in our August 23, 2022 memorandum, which allowed the BCC to direct funding to priority projects, services and organizations. As a product of informed negotiations, the BCC allocated more than \$100 million in the combination of two public budget hearings in September to ensure that critical services and projects would be funded in FY 2022-23.

In August and November, the BCC welcomed seven new County Commissioners. As part of their onboarding, OPBA engaged each Commissioner and their staff to support the establishment of their offices and brief them on their office budgets and all available sources of funding to support their priorities. Pursuant to the County Code, any budget support to monitor and manage each district budget, as well as funding allocations, will be completed as requested by individual Commissioners. As this was the first complete onboarding of new County Commissioners in which OPBA was in place, the process highlighted certain sections of the County Code that may require revisions to allow for a more seamless transition for future elected officials.

Management Support

An unofficial role that OPBA has assumed and welcomed is to serve as the County's "Wikipedia" when it comes to questions on policies, practices and procedures, particularly historical information that

impacted how we do business. This information has been particularly helpful as new Commissioners and staff navigate Miami-Dade County as an organization. As was anticipated in the 2022 Work program, OPBA produced a document, which remains available online, that compiled all relevant Implementing Orders, Administrative Procedures and sections of the County Code that may be helpful to Commissioners and staff in their role. This document will evolve as procedures are changed, amended or included.

One of OPBA's most visible roles, is the processing of allocations made by Commissioners to our local Community-based Organizations (CBOs). In 2022, OPBA processed more than 1,000 allocations which allowed Commissioners to distribute \$5.3 million to support services across Miami-Dade County.

To streamline the administrative process that accompanies the allocation of funds to CBOs, OPBA has proposed and will implement changes to the CBO payment process which should eliminate the duplication of efforts on the part of OPBA, the County Attorney's Office and the Office of Management and Budget. These changes are also aimed at creating a single point of contact for Commission offices and will ensure that fund balances are always readily available from one source.

In February 2022, after a number of issues concerning the implementation of Tri-Rail service to the Miami Central Station had come to light, Commissioner and South Florida Regional Transportation Authority (SFRTA) Board Member Raquel Regalado requested a financial and management analysis be performed by the Office of the Commission Auditor and OPBA. OPBA's management review found that, although there are funding limitations that should be addressed, SFRTA staff has the tools needed to effectively manage the Tri-Rail system. We recommended implementing more focused and inclusive strategic planning, developing a resource allocation plan with linkages to the strategic plan, engaging a human resource professional to review positions and organization and establishing a communications plan to ensure important information is disseminated appropriately.

Policy Support

Through 2022, OPBA continued the practice of leading in-person agenda briefings for Commission staff prior to each BCC meeting. The briefings generally take place the second day after the release of the Preliminary BCC Agenda and provide an opportunity for Commission staff and the Administration to

address any questions or concerns regarding items before the BCC. As the briefings are publicly noticed, they also provide an opportunity for Commission staff to discuss current or upcoming legislative proposals consistent with the requirements of the Sunshine Law. With the support of Chairman Gilbert, these briefings will continue in 2023, as they provide a unique opportunity for engagement and discussion prior to each Commission meeting. Along with the regularly scheduled briefings, OPBA will also continue preparing and publishing notes for BCC agendas prior to each meeting; these notes are distributed to the appropriate staff and can be found on OPBA's website.

OPBA's largest policy undertaking this past year was providing information to the BCC regarding the County's transition to the Constitutional Officers in 2025, as called for by Constitutional Amendment 10, approved by voters statewide in 2018. The culmination of this work was a report distributed to the Board in August 2022 which summarized OPBA's findings regarding the administration and operations of the Constitutional Offices in Florida's 10 largest counties.

OPBA's ongoing role in Policy Support is interconnected with Budget and Management Support as both require OPBA to provide accurate and timely analysis prior to the discussion of a particular item. To the extent possible, OPBA will remain 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 on. OPBA's "White Papers," which are either self-generated or at the request of a County Commissioner regarding a particular topic, will continue to be published on the OPBA website as appropriate.

As noted earlier, OPBA finalized the streamlining of the CBO allocation process. Commission Offices now have a single point of contact for all their allocations and administrative offices that support this process (County Attorney, Office of Management and Budget and OPBA), benefiting from a more streamlined approach.

OPBA will also remain engaged in the efforts related to the implementation of the Constitutional Offices as the Administration compiles the information as directed by the BCC and final policy

determinations are made concerning the relationships between the Constitutional Officers and the County. Of particular concern will be monitoring the State Legislative actions as the delegation works to ensure Florida Statutes reflects the intent of Amendment 10.

Looking Ahead

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 Miami-Dade County. OPBA's accomplishments are only possible with the support of the Board of County Commissioners and we look forward to another successful year.