

COUNTY OF MILWAUKEE
Inter-Office Communication

DATE: November 9, 2021

TO: Shawn Rolland, Co-Chair, Ricardo Diaz, Co-Chair,
American Rescue Plan Act of 2021 (ARPA) Task Force

FROM: Stuart Carron, Director, Facilities Management Division, Department of Administrative Services
Aaron Hertzberg, Director, Department of Administrative Services

SUBJECT: 2021 ARPA Strategy Recommendations

REQUEST

The Director of DAS requests authorization of \$150,000 of ARPA funds for the purpose of establishing and operating an ARPA Capital Program Management Office.

POLICY

Milwaukee County Board file 21-555: "A resolution to create a Task Force to review and recommend funding allocations to the Milwaukee County Board of Supervisors for monies received by the County in the Federal American Rescue Plan Act of 2021"

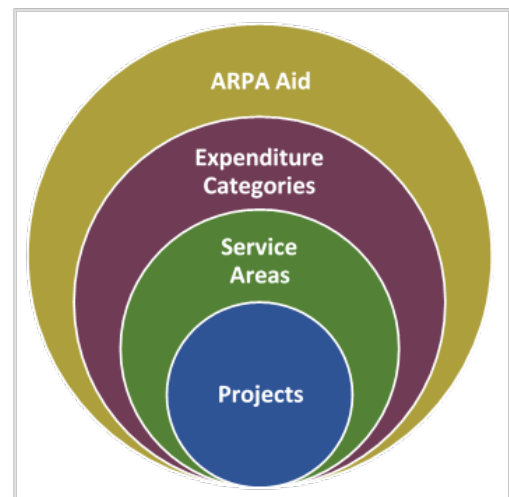
BACKGROUND

Milwaukee County will directly receive \$183 million between 2021-24 in federal ARPA aid. Approximately \$115,728,599 million has been allotted for Revenue Loss Recovery projects.

The Revenue Loss Recovery Subgroup was established to generate project-level allocation recommendations to improve the fiscal health of Milwaukee County and strengthen support for vital public services.

Sample expenditures that are being considered by the Revenue Loss Recovery Subgroup include addressing the backlog of capital projects and deferred maintenance, as well as making cost-saving and efficiency investments in technology, service delivery, facilities, etc.

Diagram A: Illustration of Terms



With potentially over \$100M of capital projects that may be funded over the next three years, the Department of Administrative Services (DAS) is planning how to best manage this unique opportunity. The Architecture, Engineering and Environmental Services (AE&ES) section of the Facilities Management Division (FMD) of DAS currently is charged with planning and executing the majority of County capital projects (exceptions include Highway and Transit projects) and is expecting to be charged with planning and executing capital projects funded via ARPA. AE&ES is not sufficiently staffed to fully support the influx of capital projects. The unit currently has a long list (over 200 projects and \$100M of capital) of active projects, faces significant staff vacancies, has a high retirement eligibility, and has limited bandwidth to manage significant project inflow from ARPA. The number and scale of ARPA-funded projects is currently unknown, yet ARPA comes with a specific timeframe for completing these projects.

An ARPA Capital Program Management Office (CPMO) is proposed to be set up within AE&ES to provide overall organization of all approved ARPA capital projects. Its purpose will be to establish procedures, provide oversight and controls, and provide uniform reporting of status of projects. Responsibilities would include project intake, assignments, record-keeping, procurement strategies, project accounting and reporting of all ARPA capital projects. The CPMO shall meet regularly to provide oversight and guidance to the execution of approved projects.

A \$150,000 allocation is requested to provide supplementary external resources, which will be procured via the County's standard bid process, to establish and operate the CPMO. Once set up, the CPMO shall provide regular reports and updates to the ARPA Task Force. These reports shall include, at a minimum:

- The list of ARPA-funded capital projects
- Project status and projected schedule
- Approved budgets, commitments, and forecast
- Summary of highlights and concerns
- Other items as the ARPA Task Force may require

Time is of the essence. Upon approval of funding for the CPMO by the Board, FMD will issue an RFP for professional services to support the CPMO and its work. Concluding the bid process and finalizing a contract for services will occur in early 2022. It will be important to establish the CPMO prior to many ARPA capital project awards.

RECOMMENDATION

Approve the recommendation to establish an ARPA Capital Program Management Office, and the use of \$150,000 of ARPA Revenue Loss Recovery funds for the purpose of establishing and operating this ARPA Capital Program Management Office.

PREPARED BY:

Stuart Carron, Director Facilities Management Division, Department of Administrative Services

ALIGNMENT TO STRATEGIC PLAN

Describe how the item aligns to the objectives in the strategic plan:

3A: Invest "upstream" to address root causes of health disparities

3B: Enhance the County's fiscal health and sustainability

3C: Dismantle barriers to diverse and inclusive communities

ATTACHMENTS:

NA