

ARPA Capital Program Management Office

a recommendation to the ARPA Task Force

Department of Administrative Services
Facilities Management Division

December 2, 2021



MILWAUKEE
COUNTY

Recommendation

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.

What is an ARPA Capital Program Management Office?

- ❑ A Program Management Office (also called PMO), is an office or department within an organization that defines and maintains standards for project management. The Program Management Office provides guidance and standards in the execution of projects.
- ❑ The ARPA PMO intends to provide a single point of intake, strategy, guidance, delivery, reporting and accountability for all capital projects funded with County ARPA funds.
- ❑ Set up within AE&ES to provide overall organization of all approved ARPA capital projects, the ARPA PMO will include both internal and external resources.



Why is an ARPA Capital PMO needed?

- ❑ 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.
- ❑ 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 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.
- ❑ Not only is the potential list of projects large, ARPA comes with a specific timeframe for completing these projects. An efficient and effective delivery system is required.



Examples of possible ARPA Capital PMO projects

- Coggs Center Renovation \$32M bundle of projects
- Projects assessed by the Capital Improvements Committee
- Forensic Science Center \$30M
- SRCCCY \$25M
- Senior Center Upgrades \$10M bundle of projects
- Various Parks and other projects \$TBD

On what strategies would the PMO advise?

❑ Procurement strategies

- Recommendations for bundling of projects or purchases to achieve economies of scale
- Advice on market conditions for materials and labor during the course of design and project buy-out

❑ Project delivery strategies

- Recommendations for alternate contracting strategies that will meet scope, budget and schedule goals

❑ Project accounting methodologies

- Work with the Comptroller and Budget offices to assure projects are properly accounted for (e.g. cash vs bond components)
- Reporting not just based on approved budgets, but actual commitments and forecasts

How will the PMO report out?

Suggested monthly or quarterly reporting on:

- 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

When is the PMO needed?

- Authorization is required now, in order to be prepared for the first projects that will come through
- Upon authorization, we will issue an RFP for professional services for the external resources that will run the PMO and provide supplementary project management services; target set up by February 2022

Alignment with ARPA Task Force and County Vision

PMO impact will be:

1. Measurable
 - Overall program transparency
 - Project metrics on cost and schedule
2. Aligned with racial and health equity goals
 - Project and overall program TBE participation promoted, tracked and reported
3. Both operational and capital in nature
 - Efficient and effective project delivery and overall program management
4. Greater than and sustainable beyond the initial investment
 - PMO may also be used for Infrastructure Bill projects
 - Tools, standards, protocols, and project delivery methods may be institutionalized for more effective capital program management beyond ARPA

Thank you!



**MILWAUKEE
COUNTY**