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Working Paper

Maximizing the Job Creation Impact of \$1 Trillion in Infrastructure Investment

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At a Glance

The Trump administration has proposed investing an additional \$1 trillion in infrastructure to create millions of new jobs. To maximize the impact of such investment on employment, planners need to adopt a new "jobs-centric" approach for prioritizing investments in infrastructure projects on the basis of their job creation potential.

Analyzing the Potential

The number, quality, and sustainability of jobs vary greatly across infrastructure sectors. Without a highly prioritized investment focus, \$1 trillion in infrastructure spending could create as few as 1.6 million jobs. If planners direct investments to projects on the basis of their job creation potential, however, there is an opportunity to create 2.9 or more incremental jobs.

Success Factors for Job Creation

To achieve their objectives, government policy makers must position infrastructure as an engine of job creation and economic growth; create incentives for new projects in sectors (such as seaports and airports) that deliver high-quality or long-lasting jobs; fast-track projects to bring forward job creation; develop a scoring methodology to account for job creation impacts; make reporting on job creation a condition for funding; and track, monitor, and report job creation at the project and portfolio levels.

In his February 28 address to a joint session of Congress, President Trump asked lawmakers to pass legislation that would produce a \$1 trillion investment in US infrastructure, financed with capital from both public and private sources, with the goal of creating millions of new jobs. Investing to create robust US infrastructure has broad bipartisan appeal, but surveys suggest that the public tends not to perceive it as a top priority. In an Ipsos poll conducted in October 2016, survey respondents ranked infrastructure as the tenth highest priority for the country. When infrastructure investment is positioned as an engine of job creation and a driver of the economy, however, it rises to the second, third, or fourth highest priority.¹ These rankings suggest that government leaders must do a better job of communicating the connections between infrastructure spending, jobs, and economic growth if they are to gain broader support for infrastructure investments.

Creating millions of jobs will not be easy. If \$1 trillion were invested over the next five years, the additional \$200 billion in annual spending would represent an increase of more than 25% over current annual spending of about \$700 billion. But this investment would equate to roughly 1.6 million new jobs at current ratios of GDP to employment.² A better goal would be to target something closer to an equivalent 25% increase in infrastructure-related employment by 2021, translating into the creation of 4 million new jobs and raising the overall total from 15.5 million (12% of total US jobs) to 19.5 million (14%). To achieve an increase of this magnitude, planners must systematically select the right projects to undertake.

Given how essential infrastructure is to the US economy, we believe that reframing the debate is critical. A solid grasp of today's baseline is an essential starting point. (See the sidebar "The Baseline for Infrastructure Job Creation.") The ongoing impacts of automation and robotics on US employment underscore how important infrastructure investment is to maintaining the country's jobs and economic vigor. To ensure that the administration achieves or exceeds its job creation objectives, policy makers need to adopt a "job-centric" approach for prioritizing investments in infrastructure projects on the basis of their job creation potential, and not exclusively on the projects' criticality.

To support this approach, BCG has devised an infrastructure jobs scoreboard that offers a comprehensive view of all infrastructure-related employment in the economy by job category, wage level, and geographic location. (See the sidebar "Introducing the Infrastructure Jobs Scoreboard.")

¹ Ipsos polls, October 20, 2016.

² Based on the ratio of total US employment (approximately 143 million) to GDP (\$18 trillion), and assuming that \$200 billion in additional ongoing funding will be available.

The Baseline for Infrastructure Job Creation

Any effort to invest in infrastructure and capture the related benefits needs to be firmly grounded in an understanding of the nation's infrastructure baseline:

- Today, US infrastructure investment is roughly 2.4% of GDP, versus a high of 3.0% in the 1960s—evidence that the country is not maintaining its critical infrastructure.³
- The nation faces a \$1.4 trillion infrastructure-funding gap through 2025.⁴ This shortfall roughly doubles when calculations take into account required operations and maintenance (O&M).
- Altogether, 15.5 million US jobs support infrastructure, making infrastructure one of the country's top employment categories, representing 12% of national employment.
- Infrastructure jobs, on average, offer wages that are 28% higher than the national average for all types of jobs (\$68,000 per year versus \$53,000 per year) and provide employment to workers who need not have college degrees.⁵
- Infrastructure jobs also provide employment opportunities across the nation. (See the exhibit "Infrastructure Jobs Are Distributed Across the Nation.")

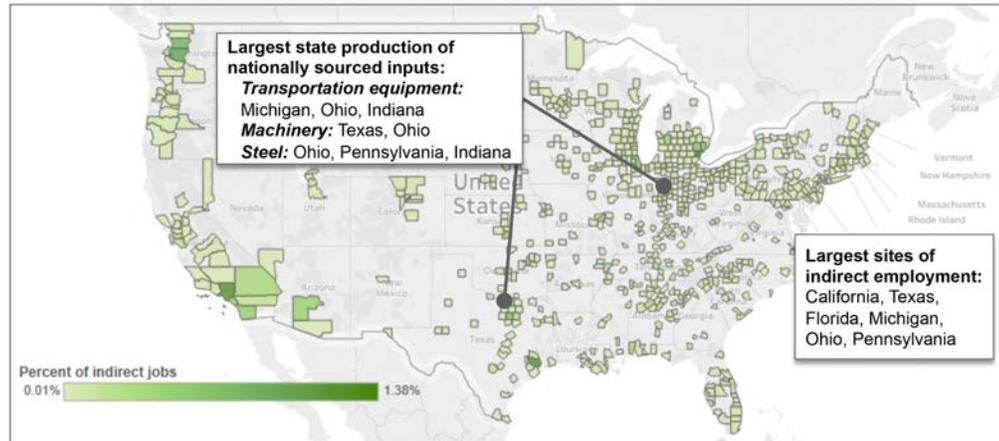
³ "Public Spending on Transportation and Water Infrastructure, 1956 to 2014"; CBO, March 2015.

⁴ American Society of Civil Engineers, *Failure to Act*, 2016.

⁵ Bureau of Labor Statistics, "Quarterly Census of Employment and Wages," 2015 average.

Infrastructure Jobs Are Distributed Across the Nation

Highways example: Material and equipment sourcing is concentrated in California, Texas, and the Midwest, notwithstanding where the project site is located.



Sources: BLS data; BCG analysis.
Note: Analysis represents likely locations of indirect jobs from procurement of goods that can be nationally sourced (for example, steel). Additional indirect employment would be driven by locally sourced goods (for example, concrete).

Introducing the Infrastructure Jobs Scoreboard

BCG has developed the Infrastructure Jobs Scoreboard, a tool that visualizes the current distribution of infrastructure jobs across the US and the potential impact of additional infrastructure investment on these jobs. It captures both direct jobs (which tend to be local) and indirect jobs (which may be more widely distributed across the nation) on the basis of the sourcing of materials and equipment for a project. The scoreboard allows users to identify where new jobs are likely to appear in connection with a project, as well as to monitor an individual project's progress in creating jobs over time.

The scorecard provides three views:

- **Baseline:** The number and type (direct or indirect) of existing infrastructure jobs by state or county
- **Projects:** The number of jobs that could be created by funding specific infrastructure projects, with new jobs summarized by type (design, construction, O&M, and project management) and by state or county
- **Custom:** The number of jobs that could be created for a custom project as defined by sector, location (state or county), and project cost

BCG will release a beta version of the scoreboard online shortly.

The Elements of a Jobs-centric Approach

As yet, no infrastructure scoring system focuses primarily on job creation. Most systems base their scoring on multiple factors such as economic growth, social welfare, and externalities (including environmental impact). To be sure, input on these factors is critical to any infrastructure investment approach. However, to set strategic employment priorities effectively, decision makers need an additional framework. The appropriate model will focus not only on the volume of jobs but also on their quality and economic sustainability over the long haul. The goal should not be to create a large number of white elephant projects, but rather to create strong, vital, economically self-sustaining infrastructure.

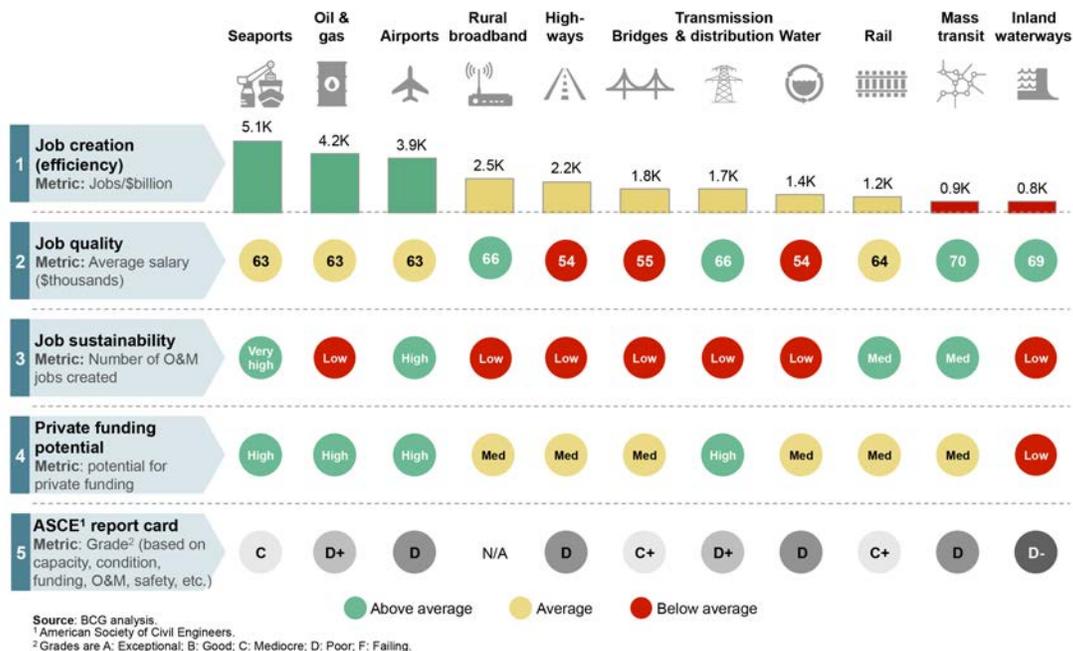
A jobs-centric approach has four key elements:

- **Focus on direct and indirect jobs creation.** The emphasis is on jobs that can be estimated and counted accurately (rather than on approaches that involve gauging broader, "induced jobs" effects⁶).
- **Follow the money.** Analysts must examine the division of project spending between labor and nonlabor costs.
- **Consider the geographic spread of jobs across the US.** Success involves looking beyond the project site to the entire project supply chain.
- **Drive accountability.** The number of jobs must be estimated on the basis of common definitions and validated by the project owner; once the estimate is in place, the figures can be tracked over time to ensure that the projects are creating jobs as planned.

Planners can use this approach in conjunction with more-traditional approaches that take related factors into account. Some projects, such as national security projects or maintenance and repair of crumbling assets, are critical and require action regardless of their job creation profile. But beyond those critical projects, taking a jobs-centric view will help attract broader support for an infrastructure agenda.

⁶ Induced jobs are those created as a broader effect of increased economic activity owing to the nature of the asset.

Exhibit 1: Job Creation, Quality, and Longevity Vary Greatly by Sector



Analyzing Job Creation Across Infrastructure Sectors

Applying a jobs-centric approach, we analyzed the creation, quality, and longevity of jobs across different sectors.⁷ (See Exhibit 1.) Although sectors differ in many ways, a few common factors have an outside impact on job creation:

- Complexity and size.** Logistically complex sectors (such as seaports and airports) tend to require a greater number of ongoing O&M jobs, while technologically complex sectors (such as power generation) require more upfront design and construction. Smaller projects tend to create more jobs per project dollar spent, owing to the lack of economies of scale.
- Project profile.** New construction projects create more new jobs than replacement or refurbishment operations do (although replacement can save existing jobs). Projects that, when completed, entail higher levels of public interaction typically create more O&M jobs. For example, access-focused transportation projects (such as mass transit, rail, and roads) tend to generate more O&M jobs.

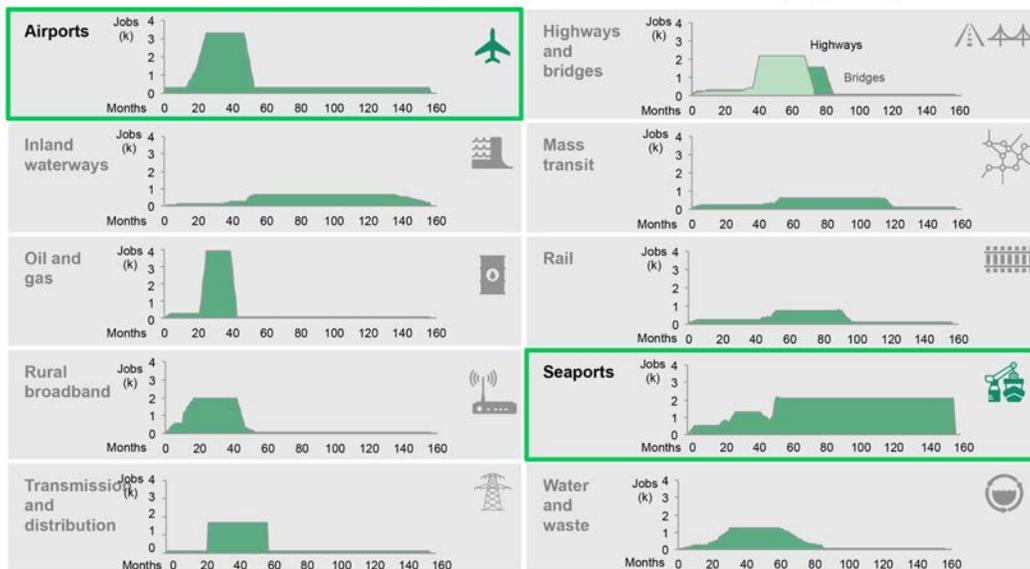
⁷ Appendix 1 describes our methodology, and Appendix 2 sets out related definitions of terms for job creation, metrics, and project classifications.

- **Materials profile.** The vendor types and locations affected by indirect job creation depend largely on the materials profile in construction and O&M. For example, rail projects will likely create jobs in states such as Pennsylvania and Texas that have concentrations of manufacturers of machinery and rolling stock.

As indicated in Exhibits 1 and 2, each infrastructure sector has a different job creation profile:

Exhibit 2: Airports and Seaports Create the Greatest Number of Long-Term Jobs

Job creation timeline by sector (direct and indirect employment)



Source: BCG analysis.
 Notes: Analyses of seaports and airports assume an average project as described in the sector analyses. This timeline does not consider the 2 to 8+ years required to gain approvals and permitting. This period varies greatly by project and sector and would delay job creation for projects that are not "shovel-ready."

- **Airports** tend to create short-term construction jobs and support long-term jobs for retail and dining concessions, airline carrier ground operations, and airport authority personnel.
- **Inland waterway** projects tend to take many years to complete, and they create fewer but longer-term construction jobs. Incremental O&M job creation from these projects is minimal, however, as most projects involve repairs and modifications of existing assets, thus saving but not creating employment.
- **Oil and gas pipelines and transmission and distribution** projects create a spike in short-term construction jobs but few ongoing O&M jobs. Because they are almost entirely privately financed, these projects can usually ramp up quickly (not including regulatory issues involving necessary permits).

- **Rail and mass transit** create fewer direct and indirect jobs overall but account for a greater share of O&M jobs, due to service requirements of new rail and transit lines. Many of the benefits of such projects take the form of broader economic activity.
- **Road and bridge** construction front-loads job creation, with more-limited opportunities for long-term self-financing jobs. Revenue potential from tolls attracts private investment, however.
- **Rural broadband networks** create many short-term direct and indirect jobs, but they provide few O&M jobs once a network is established.
- **Seaport** investments typically focus on refurbishment and expansion, creating short-term construction jobs but having a variable impact on O&M jobs. Some projects in this sector create the highest number of long-term operating jobs.
- **Waterworks** projects typically create upfront construction jobs but provide few ongoing O&M jobs.

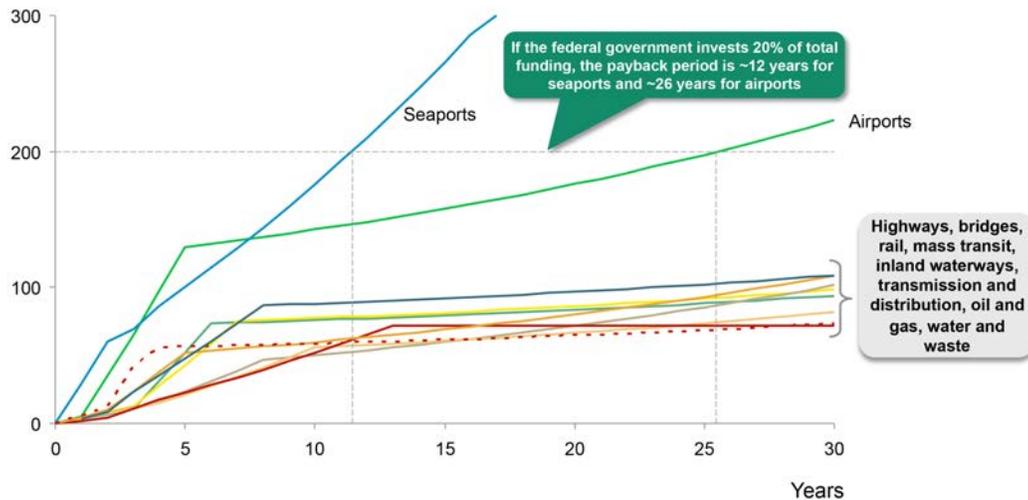
In addition, social infrastructure projects, such as Veterans Administration hospitals and public buildings, are significant job creators. The private sector could fully finance many of them.

As Exhibit 3 shows, seaport and airport investments generate more cumulative federal income tax revenue than other project types, owing to the high number of O&M jobs in these sectors.⁸ At an assumed private funding level of 80%, seaports would achieve budget neutrality in 12 years (based on federal income tax gains), whereas other types of mass transit projects may require a 90% level of private funding to approach budget neutrality in the long term.

⁸ Besides federal income taxes (the only taxes covered in this analysis), federal receipts come from payroll tax, corporate tax, and taxes on induced jobs. State-level benefits include higher state income, property, and sales taxes.

Exhibit 3: A High Level of Nonfederal Funding Is Needed to Achieve Federal Budget Neutrality

Cumulative federal income tax receipts from direct and indirect jobs
(\$millions per \$billions spent)



Source: BCG analysis.
Note: Includes only federal income tax receipts for direct and indirect employees for the duration of their employment.

To achieve budget neutrality at the federal level, many projects must leverage private financing. Private sector investors usually look at five factors in considering infrastructure investments:

- **Cash flow.** Investors look for an ongoing revenue stream that provides stable returns.
- **Stable technology.** They need to have a reasonable expectation that the technology used in the project will not soon be obsolete; they typically look for a useful life of at least 30 years.
- **Competition.** Investors want to see that a broad array of competing contractors and suppliers are available and well equipped to design, build, and supply the project.
- **Large size.** The project should be large enough to avoid the high transaction costs that often characterize projects budgeted at less than \$100 million.
- **Flow of people, goods, and services:** Projects that attract more people have more opportunities for monetization. Likewise, a project that offers greater freedom to innovate with respect to the user experience or to introduce efficiencies is more attractive to investors.

The inherent differences in characteristics among the various sectors, including job creation, duration of employment, and additional economic value creation, point to the need for a nuanced approach to infrastructure prioritization.

Creating a Balanced Portfolio

To capture the full array of benefits from infrastructure spending, planners must adopt a comprehensive, portfolio-like view of investments. Looking strictly at the job creation potential of each sector, one might be tempted to pick only the sectors and projects that deliver the most jobs. If planners dedicated \$1 trillion only on sectors that maximize job creation, such as seaports and airports, the projects might create nearly 5 million direct and indirect jobs of varying duration, in part owing to the large number of O&M jobs needed. But there are not \$1 trillion worth of these sectors' complex projects in the US. What's more, promoting US competitiveness and economic growth requires an optimal mix of infrastructure investment.

As an example, inland waterway projects create few ongoing direct and indirect jobs, but they are nevertheless critical to US commerce and competitiveness, and they create many induced jobs. To understand the full impact of job creation, planners need to consider induced jobs and wider economic benefits, although, as noted earlier, these are difficult to measure or predict precisely.

A balanced portfolio would have large investments in sectors that have high job creation potential (such as seaports and airports) and also include investments in sectors that, though they do not create a large number of direct and indirect jobs, increase the US economy's competitiveness and productivity. We estimate that a \$1 trillion investment in a balanced portfolio would deliver nearly 3 million direct and indirect jobs. (See Exhibit 4.) That number would include both temporary construction jobs and long-term O&M employment.

Exhibit 4: Investing \$1 Trillion in a Balanced Portfolio Would Deliver Nearly 3 Million Jobs

Potential portfolio investment allocations		Jobs/\$billion invested	Invest in sectors with highest criticality (ASCE ¹ grade D+ or below)	Invest primarily in job creation sectors but cover critical gaps	Invest in job-maximizing sectors only
	Airports	3.9k	\$130B	\$150B	\$333B
	Bridges	1.8k	—	\$57B	—
	Highways	2.2k	\$130B	\$150B	—
	Inland waterways	0.8k	\$350B	\$57B	—
	Mass transit	0.9k	\$130B	\$57B	—
	Oil and gas	4.2k	\$80B	\$150B	\$333B
	Rail	1.2k	—	\$57B	—
	Rural broadband	2.5k	—	\$57B	—
	Seaports	4.4k	—	\$150B	\$334B
	Transmission and distribution	1.7k	\$80B	\$57B	—
	Water and waste	1.7k	\$130B	\$57B	—
TOTAL JOBS CREATED			1.6M	2.9M	4.3M

Source: BCG analysis.
¹American Society of Civil Engineers.

An additional \$430 billion in investment would be required to create 4 million jobs if optimizing for a balanced portfolio

Job Creation Potential of 60 Ready-to-Go Projects

Our evaluation of 60 projects on which construction could begin this year indicates that a \$165 billion investment could generate 275,000 jobs. The project-level estimates vary depending on project size, sector, and type (for example, greenfield or brownfield). Appendix 3 lists the relevant project categories and job creation data for these 60 projects, based on job creation estimates.

Applying a similar infrastructure project mix to an investment of \$1 trillion over five years would yield about 1.9 million jobs. Going forward, the mix of projects included in the portfolio must be more heavily weighted toward those from sectors that create the most jobs (such as seaports and airports, or megaprojects, such as the Gateway program to renovate and expand the rail line between Newark, New Jersey and New York City). If the government is to achieve its job creation objectives, it must actively encourage the development of new project ideas in these sectors. Such encouragement could take the form of idea or design competitions or additional incentives for sectors that create the greatest number of jobs.

Implications for Policy Makers and Project Owners

To build public support for their efforts, policy makers and project owners should position infrastructure investment as an engine of job creation and economic growth. They must create a balanced project portfolio that takes into account not only the number of jobs, but also the criticality of aging infrastructure and the geographic dispersion of job creation. Policy makers must also create incentives for the development of new projects in sectors (such as seaports and airports) that deliver high-quality or long-lasting jobs. If the objective is to create an additional 4 million jobs (increasing the sector total from 15.5 million to 19.5 million), the investment will need to be higher than \$1 trillion with a balanced project portfolio.

Projects must be put on a fast track to accelerate job creation. Fast-tracking requires streamlining regulatory and procedural hurdles and clarifying roles between federal and state agencies. Scoring of projects should account for job creation impacts. Leveraging private capital will be essential to approach federal budget neutrality. To promote accountability, reporting on job creation should be a condition for federal funding. Finally, to demonstrate investment returns to the public and lawmakers, policy makers will need to track, monitor, and report on job creation at the project and portfolio levels through use of tools such as the Infrastructure Jobs Scoreboard.

Not all projects are created equal as job generators, and an infrastructure investment strategy that makes the right project choices can have a major impact on job creation. Strategic project selection is the only way to ensure the creation of millions of infrastructure jobs that offer high-quality, long-term employment across the US and maximize the likelihood of attracting buy-in for this critical investment.

Appendix 1: Our methodology

To evaluate the potential of each sector, as well as of individual projects, for creating temporary and long-term jobs, we segmented projects into three main job creation phases: design, construction, and O&M. In addition, we assumed that project management and governance would span the design and construction phases of the project. Although limited job creation may occur during the approvals and permitting process, we did not consider that phase to be a key driver of employment.

Our methodology traces infrastructure spending through each main phase as it transforms into direct employment and indirect procurement. On the basis of recently completed projects in the various sectors and the experience of infrastructure experts in each sector, we divided a \$1 billion spending base into project management and governance, design, construction, and other expenses (which captures non-labor-related expenditures such as land acquisition). Within each phase of the project plan, we allocated portions of the budget to the major cost centers. Although projects normally spend design funds primarily on engineering and design employees, construction spending may go to direct labor, materials purchases, construction equipment, finished goods, and other expenses (such as contractor overhead). For indirect procurement, we assessed such drivers of employment as product cost versus mobilization cost, labor as a percentage of total product cost, and the likely portion of the employment to be located in the US. These inputs reflect data and insights from industry benchmarks, publicly available company reports, and industry executives and former project managers. The process provides an estimate for each project's total labor expenditures within each cost center, including direct and indirect employment. On the basis of prevailing compensation rates within the respective industries and expected durations of employment, we estimated the job creation potential at the sector level, for both direct and indirect employment.

Given this methodology, we anticipate that the resulting sector-wide view will not precisely reflect the projected job creation of individual projects under consideration. In evaluating job creation at the project level, planners will have to further refine the analysis to account for differences in the types of projects, locations, surrounding environment, and other factors. Nevertheless, the same general framework remains applicable, with adjustments, to the project-specific allocation of costs. For example, a project to construct a new bridge may require funds for land acquisition and for purchasing more building materials than a project to repair an existing bridge would require. Similarly, indirect purchases may be more domestically available or more labor intensive in some sectors than in others. By leveraging the experience of prior project managers and topic experts, we translate such differences into cost variances in the project budget. We can then apply these variances to our job creation models to tailor employment estimates to specific projects.

Appendix 2: Definitions

Jobs term	Definition
Jobs created	New full-time employment (FTE) positions (sustained and temporary) at a given time. We do not treat an instance of job loss avoidance as a job created.
Job-year	FTE positions (sustained and temporary) that last for the duration of one year.
Sustained jobs	Jobs (direct and indirect) driven by ongoing operation of an infrastructure asset.
Temporary jobs	Jobs (direct and indirect) driven by building, refurbishment, or replacement of an infrastructure asset.
Governance	Work that involves knowledge of law and government, public safety and security, and environmental conservation. Among the central tasks that these workers perform are assessing different transportation activities, recording potential violations, and overseeing environmental conditions.
Design	Work that involves knowledge of design techniques and tools for developing plans, drawings, maps, and models. Often, engineering principles and processes are used, along with other technology and analytics, to determine project feasibility, develop reports, and communicate findings, among other activities.
Construction	Work that involves knowledge of building and construction techniques, related equipment and tools, and maintenance and repair. Using their understanding of different system designs, components, and materials, workers physically build or install roadways, railroads, wiring, and piping, among other types of infrastructure.
Operations and maintenance (O&M)	Work that involves knowledge of physical and mechanical operations that vary depending on the specific processes, equipment, instruments, controls, and labor entailed. These workers frequently monitor the movement of people and goods, the generation and distribution of energy, and the treatment of water and waste.
Direct jobs	Jobs that involve designing, constructing, operating, and maintaining the infrastructure asset, with funding provided directly by the asset owner.
Indirect jobs	Jobs that involve providing goods and services to the asset across its lifetime, excluding trade and logistics.

Induced jobs	Jobs created as a broader effect of increased economic activity owing to the asset.
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Metrics term	Definition
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Geographic need	Presence of higher unemployment and/or lower wage rates in a metropolitan or micropolitan area than the US average.
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Public-private partnership (PPP) potential	Percentage of total expenditure likely to be paid by private (corporate) sources. This figure does not consider nonfederal government sources.
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Project classification term	Definition
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Nonfederal funding	Funds from any nonfederal government (for example, state or local government) or private source dedicated primarily or exclusively to the infrastructure project.
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Refurbishment	Renovation of an existing asset to extend its operating life or to address potential failure of the system.
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Replacement	Construction of a new asset to replace an existing asset that has the same or similar functionality.
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New construction	Construction of a new asset where no asset with the same or similar functionality previously existed.
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Appendix 3: Major US infrastructure projects, by direct and indirect job creation potential

Sector	Type	Project name	Temporary direct or indirect jobs	Sustainable direct or indirect jobs
Airports	Replacement	Kansas City Airport	3,300	140
	New construction	Orlando Airport	7,000	1,000
	Expansion	Seattle Airport Expansion	6,200	860
	New construction	St. Louis Airport	430	250
Bridges	Repair	15 Bridges on I-95 Philadelphia	15,000	
	Repair	Arlington Memorial Bridge	470	
	New construction	Gordie Howe International Bridge	7,800	490
	Repair	Lake Ponchartrain Bridge/Causeway	240	10
	New construction & repair	Brent Spence Bridge	2,700	140
Highways	Expansion	Access I-95	420	
	Expansion	CO I-25 Improvements	2,500	30
	Expansion	Colorado I-70 Mountain Corridor	1,900	30
	Replacement	I-395/1-95 Reconstruction	1,800	20
	Repair	I-95 Critical Highway Repairs	3,300	
Inland Waterways	Replacement	Chickamauga Lock	880	
	Replacement	IHNC Lock Replacement	1,000	
	Rehabilitation	Illinois River Locks, Lagrange and Peoria	760	
	Replacement	Locks and Dams 52 and 53	1,700	
	Replacement	Monongahela River Locks and Dams	1,000	
	Rehabilitation	SC Dam Accelerated Repairs	1,200	
	Rehabilitation	Soo Locks Reconstruction	690	
	Dredging	Southwest Pass Mississippi River Channel Dredging		
	Rehabilitation	Upper Mississippi Locks 20-25	1,600	
	Rehabilitation	Upper Ohio Navigation Improvements	1,300	
Mass Transit	Commuter rail	Cotton Belt Regional Rail	990	130
	Light rail	M1 Rail, Detroit	440	60
	Light rail	Maryland Purple Line	4,400	660
	Light rail	MBTA Green Line Extension	2,400	120
	Elevated rail	Red and Purple Modernization, Chicago	1,700	
	Subway	Second Avenue Subway - Phases 2 and 3	11,000	1,700
Oil and Gas	New construction	Atlantic Coast Pipeline	19,000	380
	New construction	SeaOne Puerto Rico Fuel Supply	7,500	150

Rail	Repair	Belt Junction Freight & Passenger Rail Improvements	610	
	New construction	Brightline (Florida High-Speed Rail)	6,200	890
	Replacement	Gateway Program	16,000	1,000
	Expansion	Howard Street Tunnel	480	
	New construction	Texas Central Railway	10,000	1,700
	New construction	Texas Freight Shuttle System	970	140
Seaports	Expansion	Corpus Christi Ship Channel	610	
	New construction	Port Covington	16,000	30,000
	Expansion	Port Newark Container Terminal Improvements	1,500	2,700
	Expansion	Port of Gulfport Dredging	430	
	Expansion	Savannah Harbor Expansion Acceleration	2,100	3,800
	New construction	Tradepoint Atlantic	590	1,100
Transmission and Distribution	New construction	Champlain Hudson Power Express	3,900	150
	New construction	Gateway South	1,900	80
	New construction	Gateway West	11,000	430
	New construction	Grain Belt Express Clean Line	4,900	200
	New construction	New England Clean Power Link	2,100	80
	New construction	Northern Pass Transmission Line	2,800	110
	New construction	Plains and Eastern Electric Transmission Lines	2,300	90
	New construction	Southline Transmission Project	1,400	60
	New construction	SunZia Transmission Project	3,500	140
	New construction	TransWest Express Transmission	5,300	210
Water and Waste	New construction	Augustin Plains Ranch	1,900	50
	New construction	Cadiz Water Conveyance Project	1,000	20
	New construction	California WaterFix (Bay Delta Tunnels)	21,000	1,100
	New construction	Fargo-Moorhead Area Diversion Project	2,500	60
	New construction	Huntington Beach Desalination Plant	1,500	60
	Expansion	Miami-Dade Water and Sewer Capital Improvement Plan	14,000	630

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