

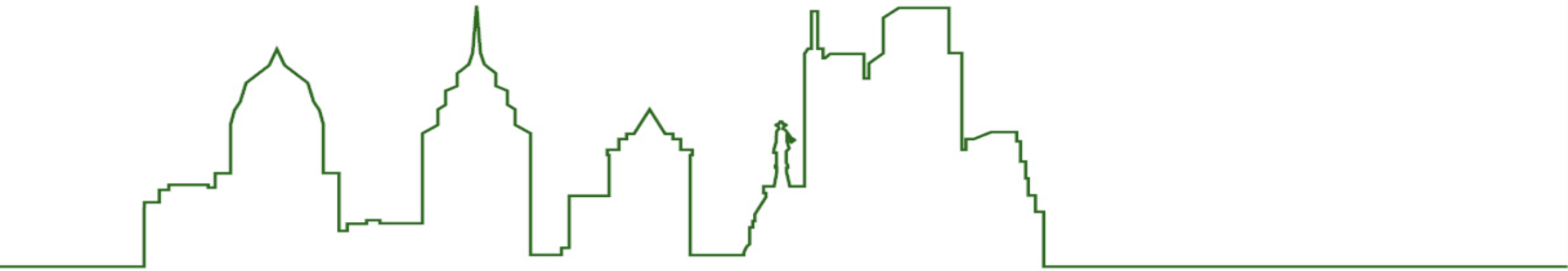


Responsible Contracting Ordinances

Building a Better Future: The Case for Implementing a Responsible Contracting Ordinance to Build Tomorrow's Workforce While Fostering Equity, Infrastructure Quality, and Community Benefits

Submitted to the Building and Trades Council of Greater Philadelphia

August 21, 2024



What is an RCO?

A Responsible Contracting Ordinance (RCO) or Responsible Bidding Ordinance (RBO), is a law that sets criteria and verifiable standards for all contractors bidding on publicly-supported, prevailing wage projects in a given jurisdiction.

Goals of RCOs:

- Encourage more efficient public capital investments, thereby protecting local taxpayers.
- Establish standards that will better prepare a skilled, productive workforce in building trades for the future.

Implementing RCOs

Implementing a Responsible Contracting Ordinance (RCO) involves several major criteria and considerations to ensure its efficiency, effectiveness and fairness.

- Eligibility and Prequalification
 - *Experience and Performance History*: Contractors should have a proven track record of successful project completion and compliance with previous contracts.
 - *Financial Stability*: Contractors must demonstrate financial health and the ability to sustain operations throughout the project duration.
- Workforce Standards
 - *Wages and Benefits*: Mandate the payment of prevailing wages and provision of benefits such as health insurance and retirement plans.
 - *Training and Apprenticeships*: Require contractors to participate in or support qualified apprenticeship programs to promote workforce development.

Implementing RCOs (Continued)

- Safety and Compliance
 - *Workplace Safety*: Enforce strict adherence to occupational health and safety standards to protect workers.
 - *Regulatory Compliance*: Ensure contractors comply with all relevant local, state, and federal laws, including labor, environmental, and safety regulations.
- Non-Discrimination, Inclusion and Equal Opportunity
 - *Inclusive Hiring Practices*: Promote diversity and inclusion by requiring non-discriminatory hiring practices.
 - *Equal Employment Opportunities*: Ensure fair treatment and equal opportunities for all employees, regardless of race, gender, or background.

Implementing RCOs (Continued)

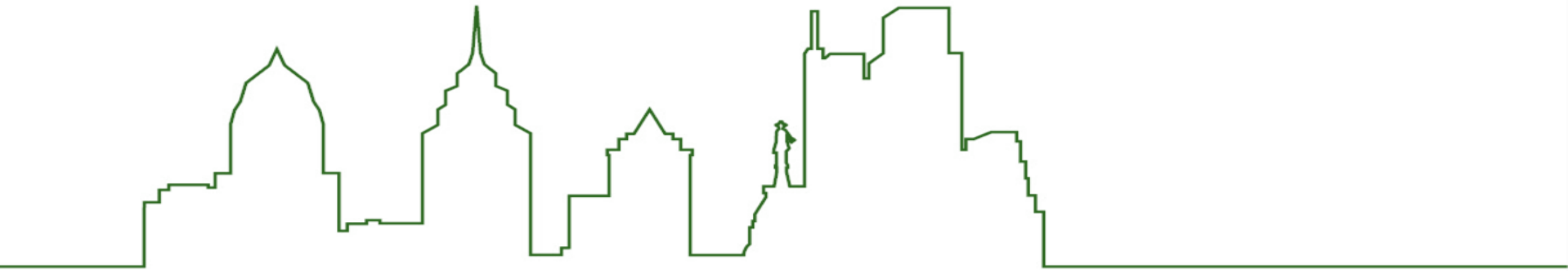
- Transparency and Accountability
 - *Open Bidding Process*: Maintain an open, transparent bidding process to prevent corruption and favoritism.
 - *Performance Monitoring*: Implement mechanisms to monitor contractor performance and ensure compliance with RCO standards.
- Dispute Resolution
 - *Conflict Management*: Establish clear procedures for resolving disputes between contractors, workers, and other stakeholders.
 - *Fair Grievance Mechanism*: Provide a fair and transparent grievance mechanism for addressing worker complaints and concerns.

Implementing RCOs (Continued)

- Local Economic Impact
 - *Local Hiring*: Prioritize hiring local workers to boost the local economy and reduce unemployment.
 - *Use of Local Businesses*: Encourage the use of local subcontractors and suppliers to support the local economy.
- Sustainability and Environmental Responsibility
 - *Green Building Practices*: Promote environmentally sustainable construction practices and materials.
 - *Waste Management*: Ensure proper disposal and management of construction waste to minimize environmental impact.

Implementing RCOs (Continued)

- Community Engagement
 - *Stakeholder Involvement*: Engage community stakeholders in the planning and decision-making processes.
 - *Public Benefits*: Ensure that projects provide tangible benefits to the local community, such as improved infrastructure and services, as well as generating a well-trained construction trades labor supply for the future.



RCO Jurisdictions

Different levels of government have enacted RCOs. These laws –ordinances at local government and school districts levels and statutes/executive orders at the state level– play a crucial role in overseeing procurement practices at both state and local government levels, ensuring that contracting processes adhere to high standards of fairness, work quality, and accountability.

RCOs Jurisdiction National Outlook

Overview of RCOs in Illinois, Ohio, and Oregon to Ensure Quality, Safety, and Fairness in Public Construction.

- **Illinois:**
 - For public improvement contracts exceeding \$100,000
 - Provide evidence of insurances, Equal Opportunity Employer requirements, Federal Employer tax ID number or SSN
 - Participate in a USDOL approved apprenticeship program
- **Ohio:**
 - For public improvement contracts exceeding \$50,000
 - Proper Experience and Safety Training
 - Drug & Alcohol-Free Workspace
 - Accident and Illness Rates
 - Compliance with Fair Labor Standards Act (FLSA) and the State of Ohio Public Works Construction laws and regulations
- **Oregon:**
 - For public construction contracts exceeding \$20,000
 - Record of performance and integrity
 - Qualify as a carrier-insured employer or self-insured employer
 - Hold licenses and liability insurance



RCOs Jurisdictions in Pennsylvania

- **Commonwealth of Pennsylvania**
 - Responsible Contracting by Executive Order 1990-3
- **Counties:**
 - **Montgomery County, 2023**
 - For public works projects valued at \$250,000 or above
 - **Delaware County, 2023**
 - For public works projects valued at \$500,000 or above
 - **Bucks County, 2022**
 - For public works projects valued at \$250,000 or above
 - **Lehigh Valley, 2020**
 - For public works projects valued at \$100,000 or above
 - **Philadelphia County, 2024**
 - OSHA 10 Construction or approved alternative training program requirement
 - **Centre County, 2023**
 - For public works projects valued at \$250,000 or above
- **Townships:**
 - **West Goshen Township – Chester County, 2022**
 - Provisions of the ordinance may be waived after two attempts of awarding a responsible bidder
 - **West Norriton Township, 2023**
 - For public work projects valued at \$250,000 or above
 - Provisions of the ordinance may be waived after three attempts of awarding a responsible bidder
 - **Plymouth Township, 2024**
 - For public work projects valued at \$150,000 or above
 - Contracting firms must submit a Contractor Responsibility Certification between 75 and 90 days before the proposed bid submission deadline
 - Upon receipt of the prequalification Contractor Responsibility Certification, the Township will determine whether the contracting firm meets the requirements of this ordinance within 15 days
- **Boroughs:**
 - **Borough of Norristown, 2023**
 - For public works projects valued at \$350,000 or above

Highlight and Status of Statewide RCO Legislation

On June 20, 2023, the Pennsylvania House of Representatives passed House Bill No. 1449 – Establishing a Statewide Responsible Contractor Law.

- Primary Sponsor: State Rep. Joshua Segal, District 22, Serving Lehigh County
- Highlights from the bill include
 - *Additional Qualifications for Public Work Projects:* The bill amends Title 62 (Procurement) of the Pennsylvania Consolidated Statutes to provide additional qualifications for firms bidding on publicly funded infrastructure projects.
 - *Requirements for Contractors:* Firms must meet clear requirements, including participation in a state or federally registered apprenticeship program and paying prevailing wages.
 - *Office of State Inspector General Duties:* The bill assigns duties to the Office of State Inspector General to enforce these requirements.
 - *Penalties:* Penalties are imposed for non-compliance.
 - *Statewide Responsible Contractor Law:* Establishes clear requirements for firms bidding on publicly funded infrastructure projects, including participation in a registered apprenticeship program and payment of prevailing wages.
 - *Taxpayer Protection:* Aims to protect taxpayers from unreliable and deceptive contractors who underinvest and mistreat their workers, while creating jobs for skilled workers.
- Current Status
 - Passed house and referred to State Senate.

Recent Developments in RCO Legislation and Policy

Recent developments in RCOs are gaining prominence as governments prioritize cost-effectiveness, efficiency and strengthening the current and future workforce .

- Governments at all levels are implementing various approaches to establish job-quality standards for contracts, aiming to maximize efficiency and reduce project delays, construction issues, and cost overruns.
- Although efforts have been ongoing for several decades, RCOs remain in their nascent stages, with ongoing questions about their impact on job quality and best practices.
- **Federal Level:** The U.S. Department of Labor and Department of Commerce have developed a job-quality framework aligned with federal good jobs initiatives, as seen in the Infrastructure Investment and Jobs Act (IIJA) and Bipartisan Infrastructure Law (BIL).



Most Recent Development of RCOs Legislation and Policy (Continued)

Multiple models of public procurement:

– Prequalification Model

- Assurance of contractor compliance with existing labor standards before bidding process.

– Proposal Model

- Encourage grantees to plan for and include high road labor practice above existing legal standards
- Job quality is one factor of the proposal.

– Post-Award Compliance Model

- Enforcement of labor standards above those set by federal or state government
- The ordinances themselves establish clear and enforceable job-quality standards—mostly in the areas of wages and benefits. They are enforced like most typical labor standards within the jurisdiction.

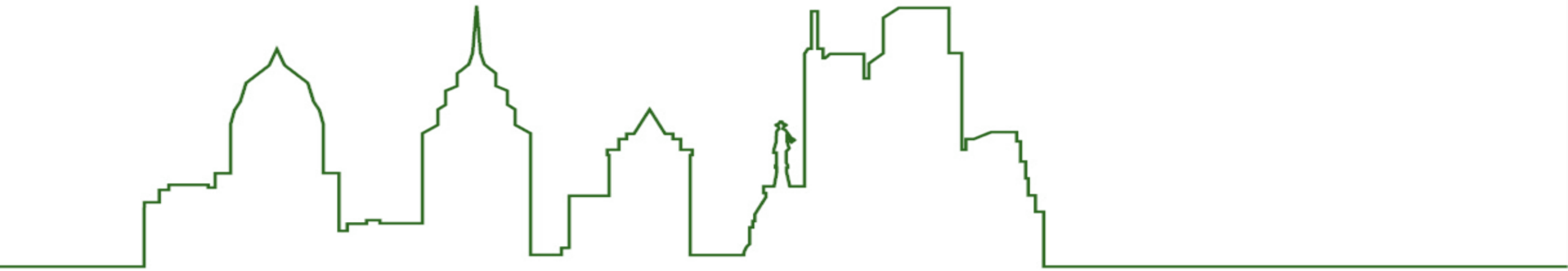
– Performance Payment Model

- Incentivize workforce providers to partner with employers that pay high wages.

Case Study – RCO Policies in Kansas Counties

The Impact of State Pre-emption on Local Wage and Training Policies: A Case Study from Kansas.

- Legislation Overview
 - In April 2013, Kansas Governor Sam Brownback signed a law prohibiting cities and counties from requiring contractors to pay locally prevailing wages or offer employee benefits beyond state or federal law, including apprenticeship training contributions.
- Affected Areas/Study Findings
 - Nullified local construction policies in Sedgwick and Wyandotte counties.
 - Time Frame: 2005-2016
 - Scope 1,325 bids on school and non-residential construction projects.
- Results
 - No statistical difference in total cost of non-residential construction projects post-appeal.
 - **School construction costs were \$67 cheaper per square foot when local policies were in effect.**



Evaluating Costs, Fiscal Impact, and Productivity of RCOs

When considering the implementation of RCOs, it is crucial to evaluate the cost, fiscal impact, and productivity to ensure the ordinance effectively meets its intended goals. A thorough analysis of these factors helps in understanding the financial implications, potential economic benefits, and operational efficiencies that can be achieved. Cost evaluation ensures that the financial burden on the municipality and contractors is manageable, while fiscal impact assessment identifies the broader economic effects on the community, including job creation, local business growth and community well-being.

Union Wage Premium and Productivity

When workers join a union and collectively bargain, their wages, benefits, and working conditions improve, because they become more productive. Some examples include:

Union Improves Wages

Union workers earn **13.5 percent more in wages** than their union nonunionized peers in the same sectors and similar skills (Bivens et al., 2023).

Local economies with higher union worker shares benefit nonunion works due to higher wage standards set by unions (Rosenfeld, Larid 2016).

Unions Provide Better Benefits

95 percent of union workers have access to employer-sponsored health benefits, compared to 71 percent of nonunion workers (BLS 2023a).

More than 9 in 10 workers—**92 percent**—covered by a union contract have access to paid sick days, compared with 78 percent of nonunion workers (BLS 2023b).

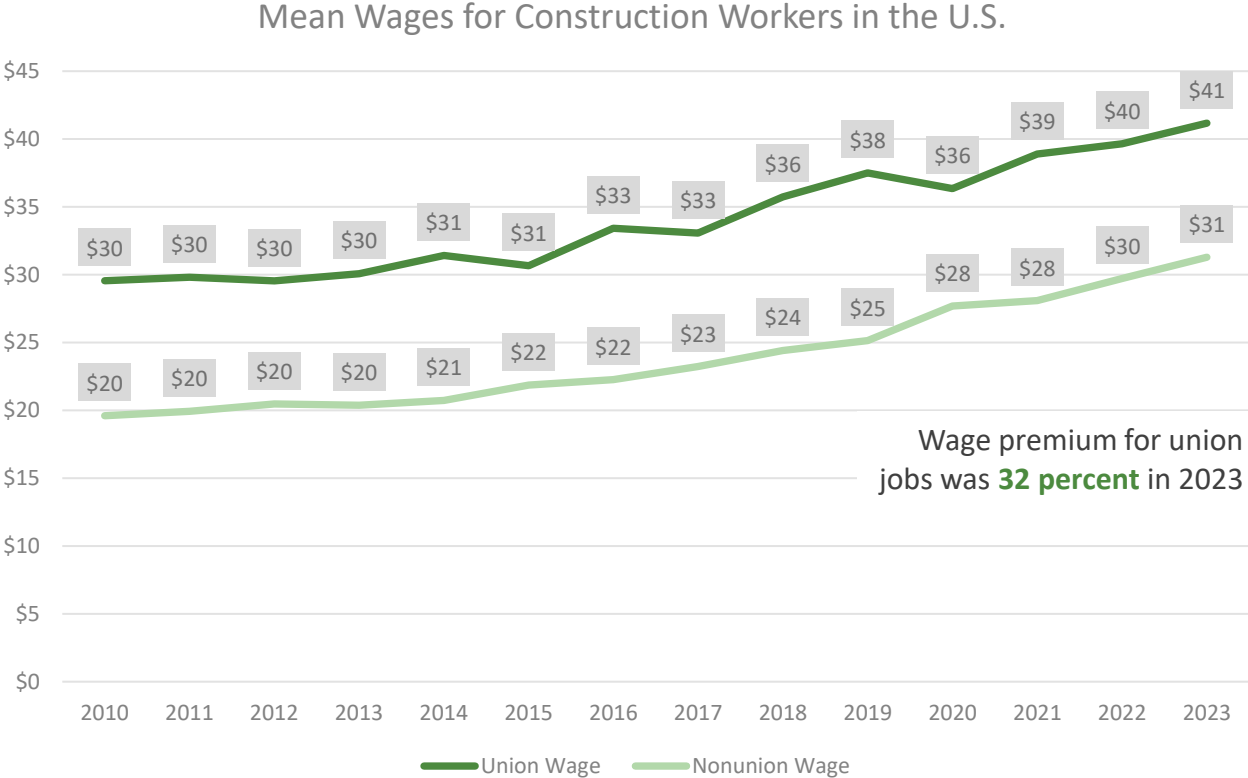
Unions Improves Work Conditions

“Right to Work” laws—which are designed to weaken unions—have been associated with a **roughly 14 percent increase in the rate of occupational fatalities** (Zoorob 2018).

Unions negotiate for health insurance, paid sick time, and safety equipment, improving workplace health and safety by empowering workers to report unsafe conditions without fear of retaliation (Amick et al., 2015).

Mean Wages for Union and Nonunion Workers

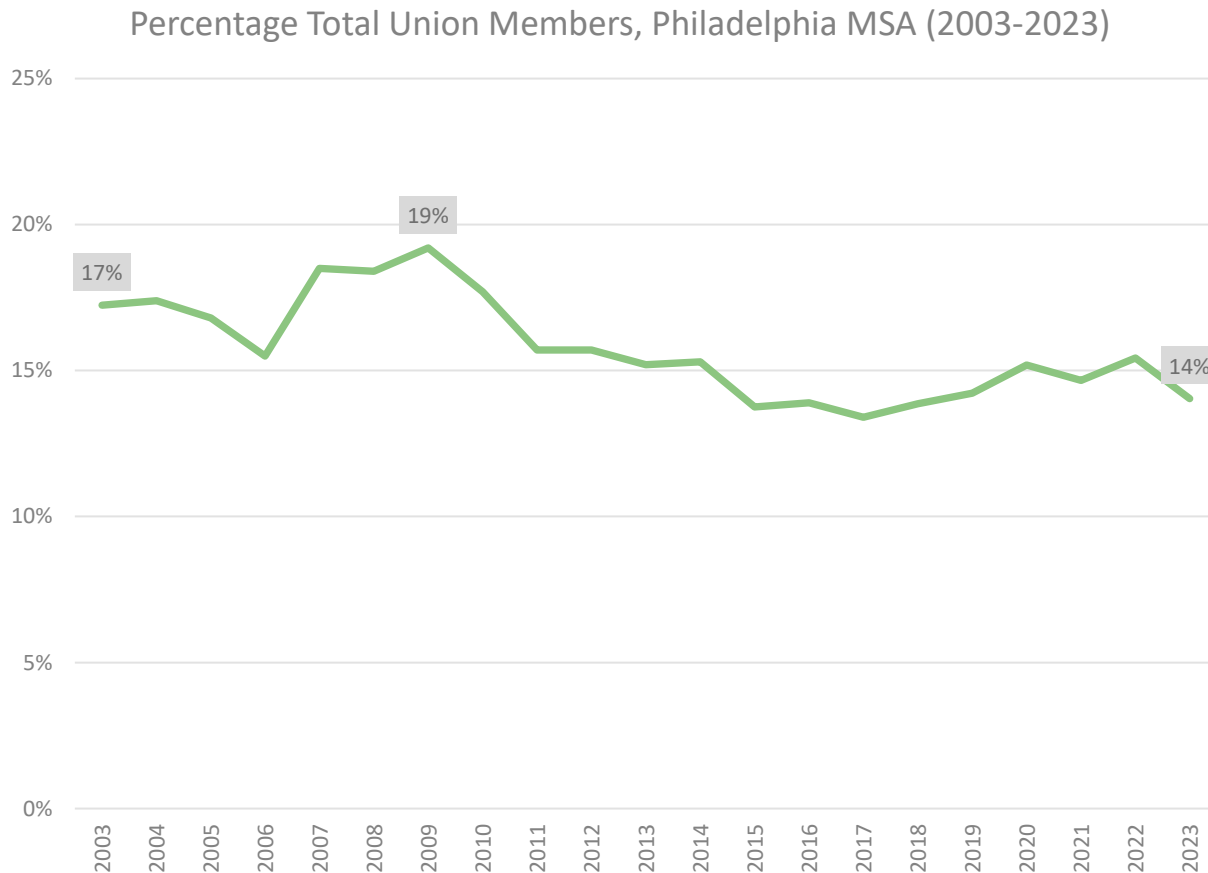
Union wages consistently remained higher than nonunion wages, reflecting the wage premium associated with increased productivity of union workforces. This important point, assessed in next slides, is whether this premium is matched by better productivity and lower project life-cycle costs.



- There is a persistent wage gap between union and nonunion workers, with union workers consistently earning higher wages.
- Both groups experienced steady wage growth from 2010 to 2023, although at different rates.
- Specifically, union wages increased from \$30 to \$41, while nonunion wages rose from \$20 to \$31, highlighting ongoing wage growth for both groups over the years, although showing that union workers consistent made more in earning than their nonunion counterparts.

Trends in Union Membership Percentage

Total union members in the Philadelphia MSA shows a general decline in union membership over a 20-year period (2003-2023).

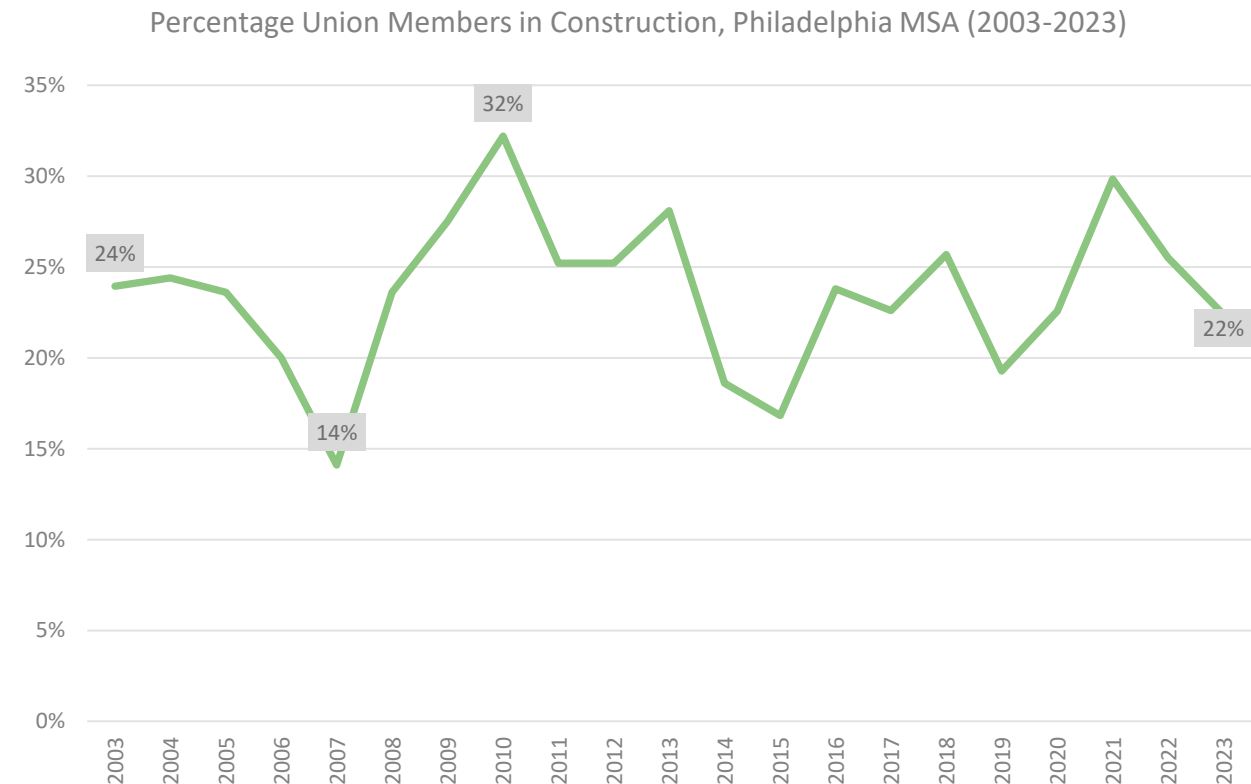


- In 2003, the percentage of union members was 17 percent. This percentage fluctuated slightly over the years, peaking at 19 percent in 2009.
- However, a downward trend is evident, with the percentage dropping to 14 percent by 2023. Despite minor increases in certain years, the overall trend indicates a steady decrease in union membership across the given time span.
- Union membership in the U.S., during the last fifty years, showed a steeper decline trend, with a 27 percentage points decrease in that timeframe, from 40 percent of union members in 1973 to 13 percent in 2019.

Trends in Union Membership Among Construction Workers

The percentage of union members in the Philadelphia MSA construction industry over a from 2003 to 2023.

- The percentage of unionized construction workers started at 24 percent in 2003 and showed fluctuations throughout the years, ending slightly lower 22 percent, in 2023. There was a notable decline in union membership, hitting a low of 14 percent in 2007 and peak of 32 percent.
- Overall, the data highlights significant variability in union membership within the construction sector, indicating potential underlying factors affecting unionization rates such as economic conditions, industry regulations, and labor market dynamics.



Cost Benefit Analysis

Envisioning the process for procurement and delivery projects with and without RCO.

- The decline of the American labor movement since the 1970s has been a major cause of stagnating wages and rising income inequality and contributes to U.S. workers facing more dangerous working conditions than their counterparts in other developed countries. This puts the adequacy of our future workforce in jeopardy.
- Impacts on construction costs and delivery through both the procurement and project execution phases.
 - Procurement
 - Increase speed and efficiency of the procurement process for municipalities.
 - Labor Cost and Work Rules
 - Labor Conflict / Efficiency
 - No strikes/lockouts.
 - No disruptions or interruptions due to jurisdictional disputes.
 - Project Delays
 - Help to fully avoid schedule changes and delays possible.

Cost Benefit Analysis

The presence of union helps to promote equity in a variety of ways.

Promotion of Equity Among Ethnicities	Black workers represented by a union are paid 14.6 percent more than their nonunionized Black peers (Bivens et al. 2023). Hispanic workers represented by a union are paid 17.6 percent more than their nonunionized Hispanic peers (Bivens et al. 2023)..
Promotion of Equity for Contractors	Increase opportunities for MWBE contractors or subcontractors Intentionally target undervalued group of workers to increase equity and opportunities for career advancement of business ownership
Promotion of Equity for Women	Hourly wages for women represented by a union are 9.5 percent higher on average than for nonunionized women with comparable characteristics (Bivens et al. 2023).

Impact of RCOs on Labor Productivity

RCOs have a positive impact on labor productivity in various categories, which results in more efficient projects and lower life cycle costs.

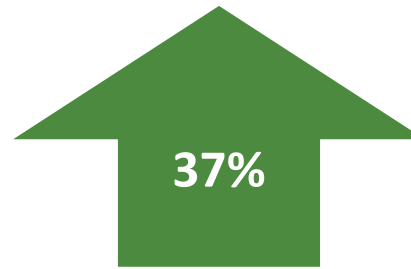
- Procurement
 - RCOs help avoid bidders that “lowball” prices of projects and ensures qualified contractors, circumventing misclassification.
- Labor Cost and Work Rules
 - With competitive bidding, wage standards, and compliance obligations, RCOs help achieve cost effective outcomes in projects.
- Safety of Workers and People in the Vicinity
 - Trained contractors lower the safety risks in areas of construction projects.
- Labor Conflict and Efficiency
 - RCOs provide clear expectations for contractors and encourage efficient project delivery.
- Project Delays and Cost Overruns
 - RCOs ensure projects are delivered in a safe and timely manner at a low cost with the best value.

Fiscal Impacts of Union Labor

Union Workers, by virtue of the fact they benefit from a wage premium, have a greater positive net local fiscal impact than non-union workers.



Union members, on average, pay around \$1,200 more in taxes each year than non-union workers.



Union members net fiscal impact on average is 37 percent higher than non-union workers.



Nearly 15 million union workers in the U.S. contribute an average of between \$540 and \$1,300 more annually to the public balance sheet than they otherwise would be.

In Philadelphia, payments to contractors affect a business's BIRT tax, which in turn affects the city's fiscal condition. Given that non-union contractors are generally paid less than their union counterparts, and may have a greater propensity to avoid certain licenses and fees, non-union labor on a construction project would result in fewer tax revenues to the city.

Local Economic Impact

- Multiplier effect from increased wages
 - Indirect and induced spending of construction workers increases spending in the local economy.
 - Industries benefitting: Financial Services, Retail, Healthcare, Transportation.
- Workforce Development
 - Mandated apprenticeship training requirements under an RCO promotes skilled labor.
 - Increased productivity in the local workforce.
- Increased Local Competition among Contractors
 - Promotes fair bidding.
 - Local governments benefit from higher quality outcomes in public projects, which can lead to improved infrastructure.
- Strengthening Local Supply Chains (labor and materials)
 - RCOs encourage the use of local suppliers and materials.
 - Localization of resources reduces dependency on external suppliers, minimizes delays, and decreases transportation costs.

Case Study- Projects with and without RCOs in Place

- A study of 1,237 public works in Illinois and Indiana show that Responsible Bidder Ordinances boost bid competition by as much as 8 percent.
- It also shows that RBOs did not increase overall construction costs.

Public projects	Building Projects		Highway Projects		State DOT and Tollway Projects	
	Project Count	Average Cost	Project Count	Average Cost	Project Count	Average Cost
Without RBOs	133	\$2 Million	613	\$0.7 Million	225	\$2.9 Million
Covered by RBOs	39	\$2 Million	208	\$0.7 Million	18	\$2.8 Million

Case Study- Haverford Municipal Building

The Haverford Municipal building faced significant delays and cost overruns; it is noted that the selected developer's decision to use nonunion labor.



Picture Courtesy of KCBA Architects and Delco Times

- Haverford Township's new municipal services building at 1002-1010 Darby Road in 2016-2017.
- The Project was delivered 3 months late and was averaging an additional \$15,000 per month.
- The contingency increased slightly and is up to 63 percent exposure overall.
- Reynolds CEO David Angle reported a general contractor's claim for 72 extra working days, moving the completion date from September to December due to unforeseen conditions and lack of work force coordination.

Case Study- West Chester Area School District

West Chester Area School District was charged \$2.8 million in damages for wrongful termination of a building contractor on the renovation project at East Goshen Elementary School.



Source: Homes.com

- The project involved the construction of a 22,798 square foot, two-story addition as well as renovations to the existing building.
- Work began in May 2018, and the original budget was just over \$7.4 million.
- After alleging the firm was the source of ongoing delays, the School District terminated the contract six months later.
- The School District reached an agreement to pay \$2.5 million.

Case Study- Northampton Fire Department

Northampton Fire Department experienced problems with its new facility.

- In 2022 Northampton Township awarded \$28 million to contractors for a new Fire Department building. The general construction contract was awarded to ER Stuebner Inc. for \$19.2 million.
- The designs anticipated a 40-year minimum life expectancy for the new facilities.
- Without RCO, the Township was required to accept lowest bid.
- Current Conditions
 - The building experienced water intrusion due to shingles lifting. Floor drains in the showers are not properly pitched, causing water to flow under the walls. Lead solder has been used on the domestic water lines. Furthermore, a 6-inch roof drain was capped off in the ground, resulting in flooding in the administrative building.
 - Without a strong RCO that covers a majority of the workforce to have graduated from a “Class A” apprenticeship program they are required to accept lowest bid.

Case Study- Plymouth Township

Plymouth Township, Colonial School District and West Norriton Township adopted RCOs.

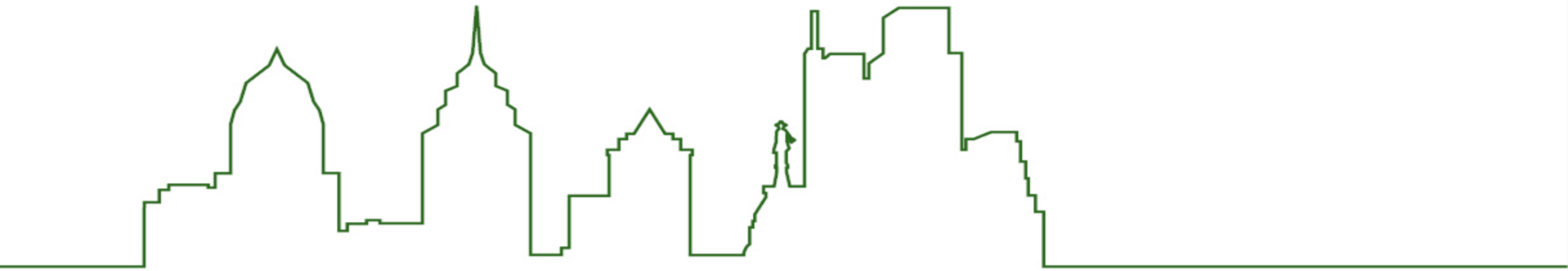
- In 2018, Plymouth Township expanded RCO: outlines guidelines that contractors and subcontractors abide by for all projects valued at more than \$150,000.
 - Includes requirement of Class A Apprenticeship program
- In 2018, Plymouth Township was sued over the RCO
 - The Associated Builders and Contractors – Eastern PA Chapter (ABC) initiated lawsuits against Plymouth Township, the Colonial School District, and West Norriton Township over their adoption of RCOs.
 - Specific to the “Class A” Apprenticeship requirements of the RCO.
- Case closed in 2019
 - "The District Court correctly found that ABC has not shown that the Municipalities' RCOs' certification requirement lacks a conceivable rational basis. Thus, we will affirm its orders dismissing ABC's claims."

Case Study- Pennsbury School District

- In 2024 sought Construction Project Management services to oversee the construction of a new high school.
- Landed on construction management company SitelogIQ, a non-union company, with a \$2.95 million contract.
- Hired KCBA Architects on a \$8.8 million contract to design the new high school.
- Construction is slated to begin in 2025, with an estimated cost of \$240-\$275 million.
- Bucks County has an RCO policy, but not the Pennsbury School District specifically.

Case Study- Upper Darby School District

- Upper Darby School District experienced problems with two non-union projects:
 - 2020 toilet room modernization projects: General Contractor performance.
 - Show the need for developer vetting process for contractors and pre-qualifications.
 - 2019 field installation Upper Darby High School:
 - With a \$2.2 million cost, the field had performance problems by 2022.
 - Home football games were suspended due to problems with the pipes.
- Upper Darby School District started construction on the new Clifton Heights Middle School Project.



Impact of Training Programs

Incorporating training programs into RCOs helps build a more competent, productive, safe, and economically beneficial construction industry. It ensures that public projects are completed by highly skilled workers, delivering better quality and value to communities. This training helps generate tomorrow's skilled trades workforce.

Impact of Training Programs

Requiring and implementing high quality training programs as part of RCOs can have several significant impacts.

- **Enhanced Skill Levels**
 - Training programs, particularly apprenticeships, ensure that workers acquire high levels of skill and expertise. This leads to higher quality workmanship and greater efficiency on projects. Raises the productivity and wages of workers.
- **Increased Bid Competition**
 - RCOs that require contractors to participate in apprenticeship programs have been shown to increase bid competition by promoting more qualified contractors to participate. This can lead to better value for public projects without increasing overall construction costs.

Sources: [Lehigh Valley Building Trades](#), [Associated Builders and Contractors - Eastern PA Chapter](#) and [Retrofit Magazine](#)

Impact of Training Programs (Continued)

- Improved Safety Standards
 - Training programs emphasize safety practices, which reduces the incidence of workplace accidents. This not only protects workers but also minimizes project delays and additional costs associated with accidents.
- Economic Benefits
 - By fostering a well-trained workforce, RCOs contribute to the local economy. Skilled workers are more likely to be employed consistently and earn higher wages, which in turn boosts local economic activity.

Sources: [Lehigh Valley Building Trades](#), and [Associated Builders and Contractors - Eastern PA Chapter](#)

Impact of Training Programs (Continued)

- Sustainable Workforce Development
 - Apprenticeships and other training initiatives create a pipeline of skilled labor, addressing long-term workforce needs. This ensures a steady supply of qualified workers for future projects, promoting sustainability in the construction industry.
- Higher Project Quality and Efficiency
 - Training ensures that workers are well-prepared to handle complex tasks, leading to higher quality outcomes and more efficient project execution. This reduces the likelihood of rework and project overruns.

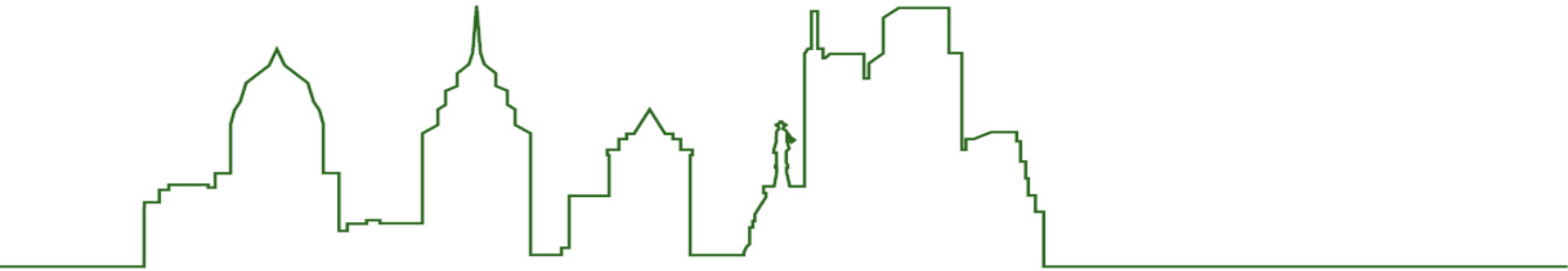
Sources: [Lehigh Valley Building Trades](#) and [Retrofit Magazine](#)

Impact of Training Programs (Continued)

The Philadelphia Buildings Trades Council provides access to a Class A Apprenticeship that distinguishes it from other training providers.

A Class A apprenticeship program combines on-the-job training with classroom instruction to equip apprentices with trade-specific skills and knowledge. Registered with recognized authorities, such as state agencies or the U.S. Department of Labor, these programs adhere to high standards for quality and rigor. Key features include:

- 1. Comprehensive Training:** The program provides a thorough training curriculum that covers both theoretical and practical aspects of the trade.
- 2. Certified Instructors:** Instruction is provided by experienced professionals who are certified to teach in their respective fields.
- 3. Paid Employment:** Apprentices earn wages while they learn, with pay increasing as they progress through the program.
- 4. Credentialing:** Upon completion, apprentices receive a nationally recognized credential or certification that validates their skills and knowledge.
- 5. Regulatory Compliance:** The program adheres to federal and state regulations, including safety standards and equal employment opportunity requirements.



Broader Social Impacts

RCOs significantly impact communities by promoting fair wages, safe working conditions, and local hiring, thereby improving workers' quality of life and reducing income inequality. They stimulate local economies by supporting small and minority-owned businesses, fostering economic empowerment.

Broader Social Impact

RCOs can contribute to more equitable, sustainable, and high-quality public projects while fostering social and economic benefits for the broader community.



- **Improved Worker Welfare**

- ✓ *Fair Wages and Benefits:* Ensures that workers receive fair wages and benefits, reducing income inequality and improving living standards.
- ✓ *Workplace Safety:* Enforces safety regulations, reducing workplace accidents and improving overall worker health.

- **Economic Benefits**

- ✓ *Job Creation:* Can stimulate local job creation by prioritizing local contractors and workers.
- ✓ *Economic Stability:* Promotes fair competition, preventing underbidding by contractors who cut costs at the expense of worker welfare.

Broader Social Impact (Continued)

- **Quality and Efficiency**
 - *Higher Quality Work*: Encourages high standards in workmanship, leading to more durable and reliable infrastructure projects.
 - *Project Efficiency*: Reduces delays and cost overruns by ensuring that contractors are qualified and experienced.
- **Social Equity**
 - *Equal Opportunity*: Supports diversity and inclusion by requiring contractors to adhere to non-discrimination policies and equal employment opportunities.
 - *Community Benefits*: Ensures that the benefits of public projects extend to the local community, such as through community workforce agreements.



Broader Social Impact (Continued)



- **Environmental Impact**

- *Sustainable Practices*: Encourages the use of environmentally sustainable practices and materials in public projects.
- *Reduced Environmental Hazards*: Ensures proper handling of hazardous materials and waste, protecting the environment and public health.

- **Enhanced Public Trust**

- *Transparency and Accountability*: Increases transparency in the bidding and contracting process, reducing corruption and fostering public trust.
- *Community Engagement*: Engages the community in decision-making processes, ensuring that public projects meet local needs and priorities.



About Econsult Solutions, Inc.

This report was produced by Econsult Solutions, Inc. (“ESI”). ESI is a Philadelphia-based economic consulting firm that provides businesses and public policy makers with economic consulting services in urban economics, real estate economics, transportation, public infrastructure, development, public policy and finance, community and neighborhood development, planning, as well as expert witness services for litigation support. Its principals are nationally recognized experts in urban development, real estate, government and public policy, planning, transportation, non-profit management, business strategy and administration, as well as litigation and commercial damages. Staff members have outstanding professional and academic credentials, including active positions at the university level, wide experience at the highest levels of the public policy process and extensive consulting experience.



1435 Walnut Street, 4th Floor
Philadelphia, PA 19102