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PRESIDENT'S MESSAGE by Dana Knight, P.E.



Season's greetings! It is hard to believe that 2014 is coming to an end. The general election is over and our work begins to meet and educate our new legislators on issues important to our industry. There were some surprises including the election of republican Governor Larry Hogan. Former ACEC/MD President Jeff McBride will tell you that it wasn't a surprise! He knew it would be close, but he called it all the way. Jeff is close to some people on the Governor-elect's transition team, which gives us an ear into what is going on as the Governor-elect selects his cabinet members. We are working hard to get a meeting set up with the Governor-elect and/or his staff to introduce ourselves as an organization and let him know

what is important to us.

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To kick off the legislative season and introduce our legislative business agenda, we had our Legislative Breakfast just after the election. Thanks to our new Legislative Committee, Committee Chairman Chuck Phillips (KCI) and ACEC Director Sean McCone (JMT) for pulling the legislative agenda pamphlet together, and getting the committee off in the right direction. At the meeting we talked about the importance of getting our points across to our newly elected officials. This takes money and participation from every firm and individual. As we start into our next four-year election cycle, we are asking for pledges from each ACEC/MD member firm and individuals as well. If you haven't had a chance to get your pledge into the ACEC/MD office, please make it a point to do so soon. The money collected in the Maryland PAC (CEPAC) goes towards candidates and legislators who we feel can make a difference with the success of our firms and the citizens of Maryland. In upcoming ACEC/MD newsletters we will be reporting who CEPAC is giving to. At the breakfast, Barry Rascovar, a renowned political commentator and columnist, gave his insight into the election results. In particular, it was interesting to hear how he felt our Governor-elect would navigate the State House and General Assembly, knowing that they are both controlled by democrats.



The next way for us to educate the new House and Senate members, and influence the re-elected ones is to show up in a big way at the ACEC/MD Legislative Action Day on January 22, 2015 in Annapolis. The day starts with visits to many of our House and Senate leaders' offices and then we have the

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PRESIDENT'S MESSAGE (continued)

opportunity over lunch to talk to our leaders in a casual setting. In the past few years, we have not had enough ACEC/MD members attend this event. There were many more legislators and staff and not enough of our members to discuss our legislative agenda. This year our goal is to have 100 ACEC/MD members attend! We can do it!! Think about who can attend from your firm and sign up now!

Another win for our industry was the passing of Question 1, The Maryland Transportation Fund Amendment. The measure will provide for the establishment of a constitutionally-defined transportation trust fund and requires that revenues in the fund will be used for paying transportation-related bond debt and for the construction and maintenance of highways. This measure requires that the revenues in the fund not be transferred to the state general fund or a special fund, except when the governor declares a fiscal emergency and the General Assembly approves legislation by a three-fifths vote in both chambers. Thanks to those firms and individuals that supported this question both financially and with your votes! It passed with flying colors!

The ACEC Fall Conference in Hawaii was well attended by ACEC/MD member firm representatives. It was a great conference in an ideal location! We just missed a hurricane that passed very close to the island causing some rain but the rest of the weather was ideal. It was pretty tough to stay inside at the sessions, but most of us did a good job of it! There were lots of topics related to work in the Energy Markets. It looks like the national PAC (ACEC/PAC) will reach a new high for the year. I would recommend the national conferences to anyone. They have very worthwhile sessions, great networking opportunities, and they are always at nice locations.

It was nice to see all who attended our Holiday get together at the Baltimore Museum of Industry. There was fantastic food, drinks and socializing! It was also great to be able to install Jack Moeller and Bev Pannee as our newest "Fellows" at the December General Membership meeting. They were recognized for their contributions to the industry and to ACEC/MD.

Have a safe and happy holiday season and a happy new year!!

ACEC/MD 2015 LEGISLATIVE BUSINESS AGENDA

The 2015 General Assembly Session convenes on January 14, 2015, and your Legislative Committee, chaired by KCI's Chuck Phillips, has been laying the ground work for success in what promises to be a very challenging 90 days.

Firms can assist in the Legislative Committee's efforts by:

- Contacting their elected officials to share their viewpoint on issues that are important to your firm and the industry.
- Responding to Legislative Alerts issued by ACEC/MD.
- Attending ACEC/MD's Legislative Action Day January 22, 2015, including the morning visitations with legislators, and annual CEPAC luncheon at the Governor Calvert House
- Providing ACEC/MD with the legislative districts of both your firm and employees.





ACEC/MD 2015 LEGISLATIVE BUSINESS AGENDA (continued)

ACEC/MD's 2015 Business Agenda was officially rolled out at the Annual Legislative Breakfast, as follows:

ITEM #1- LIQUIDATED DAMAGES

2013 SB 188 (14-303, b, 5) triggered guidelines from Government Office of Minority Affairs (GOMA) requiring all state contracts containing certified MBE participation goals contain a liquidated damages provision that applies if the professional service firm fails to comply in good faith with the provision of State MBE laws or the pertinent terms of the procurement contract.

WHAT IS THE ISSUE?

Liquidated damages are unprecedented in professional service contracts, but are now being included. The unintended consequence of the prime firms feeling the need to protect themselves from being assessed liquidated damages will hurt the smaller specialty MBE firms.

CONSEQUENCES

- Similar liquidated damage provisions will be passed through to MBE firms in subcontract agreements.
- This provision discourages the use of smaller or specialty MBE firms.
- MBE firms are concerned that they will only be given staff services type work because this provision places an emphasis on meeting the goals rather than providing these firms with the opportunity to perform meaningful assignments.
- A&E industry compliance with the MBE program on state contracts has been excellent and this provision discourages expanded use of MBE.
- Guidelines encourage firms to meet minimum participation only and limit MBE participation.

Legislative Action Required

Exempt professional services from the liquidated damages provision for MBE compliance

ITEM #2 - INDEMNITY - DUTY TO DEFEND WHAT IS THE ISSUE?

Contracts are including clauses that require the "duty to defend" for obligations regardless of the firm's negligence.

WHY IS IT IMPORTANT?

- These types of clauses are an unfair allocation of risk.
- They are uninsurable.
- This requirement contractually draws engineering firms into litigation where they have no negligence.
- If the firm was negligent, recourse already exists for claimants to recoup attorney's fees.
- Small businesses could be bankrupted from resulting expenses without any fault.
- We could be indemnifying someone for their own negligence.





ACEC/MD 2015 LEGISLATIVE BUSINESS AGENDA (continued)

Legislative Action Required

Amend the state's current anti-indemnification law to also make the "duty to defend" requirement illegal.

ITEM #3 – CERTIFICATE OF MERIT

A certificate of merit requires a plaintiff to consult with a third party design professional to review the facts of their claim and agree it is valid before moving it forward.

WHAT IS THE ISSUE?

The intent of this law passed by the legislature was recently contradicted in a court opinion1 that stated the Certificate of Merit law was not applicable to a non-licensed individuals practicing engineering under the supervision of a licensed engineer.

WHY IS IT IMPORTANT?

- Certificate of merit laws protect design professionals from baseless claims made against them.
- Allowing a third party "qualified expert" to review the facts of a claim ensures that
 false claims are terminated in the early stages, which will reduce both expenses as
 well as congestion in the court system.
- Clarify the intent of the law to include all personnel employed at the firm regardless of registration.

Legislative Action Required

Amend MD. Code ANN., CTS. & JUD. PROC. Section 3-2C-02(2003) to include making the certificate requirement applicable when non-licensed personnel of the firm engage in the authorized practice of the discipline under the responsible charge of one or more licensed professionals of the firm.

ITEM #4 - ETHICS COMMISSIONS JURISDICTION OVER PROCURE-MENT DISPUTES

WHAT IS THE ISSUE?

The Ethics Commission is not set up to review contracting processes.

WHY IS IT IMPORTANT?

- Create transparency in procurement process procedures.
- Currently deprives firms' due process.
- Ethics laws are not codified in a statute.
- Timely disposition of matters as they arise.
- Establish a timely appeals process.

Legislative Action Required

Transfer the responsibility to resolve questions regarding contract dispute resolution from the Ethics Commission to the Maryland State Board of Contract Appeals. GENERAL PROVISIONS ARTICLE, MARYLAND PUBLIC ETHICS LAW, SUBTITLE S. CONFLICTS OF INTEREST, SECTION 5-508 would be deleted and transferred to STATE FINANCE AND PROCUREMENT ARTICLE, SECTION 15-211.





ACEC/MD 2015 LEGISLATIVE BUSINESS AGENDA (continued)

Ongoing issues:

INFRASTRUCTURE & ENVIRONMENTAL FUNDING

- Infrastructure is a non-partisan issue that affects everyone.
- Adequately funding infrastructure is vital to our economic competitiveness and growth.
- Environmental stewardship and providing a first-class transportation network is a fundamental role of the government.

Recent successes:

- Transportation Trust Fund Lock Box
- Certificate of Merit
- HB 1515 Transportation Infrastructure Investment Act of 2013

RASCOVAR FEATURED SPEAKER AT KICK-OFF BREAKFAST

We were pleased to be joined by renowned political insider and blogger Barry Rascovar at ACEC/MD's Legislative Kick-Off Breakfast on November 20th. At that time the Business Agenda for the 2015 General Assembly session was rolled out by Legislative Chair Chuck Phillips (KCI Technologies).

With a turnover of 1/3 of the members of the legislature, Mr. Rascovar encouraged attendees to take an active role in educating their elected officials. While he stressed the importance of attending ACEC/MD's January 22nd Legislative Action Day, he noted that the effort would only begin there. It is critical that this "education mission" is successful, because competing interests will be countering ACEC/MD's efforts.

He stressed that ACEC/MD's focus on business issues is "right up Governor-elect Hogan's alley", resulting in a champion in the state house for the first time in decades. Based on the results of the election, even liberals may be sympathetic to getting the government out of your business.

Commenting on the results of the gubernatorial election, Mr. Rascovar mentioned that since the local papers stopped polling three weeks prior to the election, Lt. Governor Brown's campaign could not appreciate how close the election would be. This complacency during a non-presidential election resulted in the lowest turnout in Democrat strongholds in decades. In addition, Lt. Governor Brown isolated himself, while the Governor-elect was constantly available to the press and the electorate. In addition, the advertisements ran by the Brown campaign delivered a message that was interpreted to mean he would say anything to get elected.

Looking forward, while there are less moderate Democrats in the legislature, Governor-elect Hogan's friendship with Senate President Miller and Speaker Busch provide reason for optimism. The Governor-elect has brought in a pragmatic transition team highlighted by former legislator and county executive Bobby Neal, an expert on the





RASCOVAR FEATURED SPEAKER AT KICK-OFF BREAKFAST (continued)

state's budget, and former Delegate Marty Madden, a champion for the Chesapeake Bay, who will focus on environmental issues.

The ever growing deficit, exasperated by the current administration's penchant for floating debt, will prevent the Governor-elect from trimming many of the recent tax increases. The situation has gotten so bad, last year the state's property tax no longer covered the state's debt service. As the Governor-elect looks to make cuts, higher education is expected to be in the cross hairs.

As you can see by Mr. Rascovar's comments, while these are certainly challenging times, there is also an opportunity to shape the business environment impacting your firm. Please get involved, beginning with signing up for ACEC/MD's Legislative Action Day on January 22nd. Don't worry if you are a political novice. The information has been provided to you, and you can be sure there will be veterans of the wars in Annapolis right next to you.

COMMITTEE FOR A RESPONSIBLE FEDERAL BUDGET EXPRESSES SUPPORT FOR DELANEY INFRASTRUCTURE PLAN

The Committee for a Responsible Federal Budget (CRFB) has published an analysis of Congressman John K. Delaney's (MD-6) Infrastructure and Global Tax Competitiveness Act (H.R. 5857), calling the legislation "fiscally-responsible" and "worthy of consideration next Congress."

Congressman Delaney's new infrastructure legislation makes the Highway Trust Fund solvent for six years, creates a new infrastructure fund for state and local governments to access, and reforms the overseas tax code. The bill also creates an eighteen-month deadline for comprehensive or international tax reform. Under the legislation, if no international tax reform bill passes into law, a fallback option that ends deferral but with greatly reduced rates is triggered. Additionally, the bill establishes a commission to create permanent solvency for the Highway Trust Fund.

The CRFB concludes that, "Delaney's proposal is fiscally responsible: it appears to raise enough revenue to offset the HTF shortfall and fund an infrastructure bank, all without double-counting revenue as Camp's Tax Reform Act did. More importantly, the proposal recognizes this solution is only a band-aid for both the issues of tax reform and infrastructure spending, and puts processes in place to accomplish both. In addition, the increased infrastructure spending and more efficient tax code would boost long-term economic growth. For these reasons, the proposal is certainly worthy of consideration next Congress."





COMMITTEE FOR A RESPONSIBLE FEDERAL BUDGET **EXPRESSES SUPPORT FOR DELANEY** INFRASTRUCTURE PLAN (continued)

The Infrastructure and Global Tax Competitiveness Act (H.R. 5857):

- •Deemed Repatriation at 8.75% Tax Rate to Pay for Infrastructure
 - o Same rate proposed for cash held abroad by outgoing House Ways & Means Chairman Dave Camp in his tax reform package. Existing overseas profits accumulated by U.S. multinational corporations would be subject to 8.75% rate, replacing deferral option and current rate of 35%.
 - o Funds six-year reauthorization of a Surface Transportation Bill by replenishing the Highway Trust Fund, the federal government's primary funding mechanism for surface transportation projects.
 - o Capitalizes \$50 billion dollar American Infrastructure Fund (AIF) which is leveraged to finance \$750 billion of additional transportation, water, energy, communications and education infrastructure projects. Financing only available to state and local governments.

•Broader Tax Reform Trigger

- o Infrastructure and Global Tax Competitiveness Act creates an eighteen month deadline for tax reform, which remains an urgent priority for our economy.
- o Constructive tax reform proposals have been put forward in both chambers, but Congress needs a deadline to cross the finish line.

Fallback International Tax Reform

- o If reform is not enacted, a fallback international tax package to make U.S. business climate more competitive would be implemented.
- o Fallback reform would end deferral and establish new lower rates on international earnings, eliminating the lock-out effect that discourages repatriation and allowing for the free flow of profits back to the United States.
- o Follows "Option Z" framework developed by Senate Finance Chair Max Baucus, but with different rates. On Active Market Foreign Income, a company would pay a 12.25% tax to the U.S. if they earn their money in a zero tax jurisdiction, but only a 2% tax to the U.S. if they are already paying the OECD average of 25% abroad, with a sliding scale in-between.
- o Reduces a multi-national company's incentive to invert.

Long-term Highway Trust Fund Solvency

- o The Highway Trust Fund's importance to the nation's economy cannot be overstated and Congress must act to stabilize the fund so that vital transportation needs can be met.
- o The Highway Trust Fund faces an annual shortfall of \$15-18 billion due to outdated funding stream levels and technological and demographic changes.
- The Infrastructure and Global Tax Competitiveness Act provides six years of solvency, providing immediate certainty to the private sector and policymakers.
- o To create even longer-term certainty and stability, the Infrastructure and Global Tax Competitiveness Act establishes a bipartisan and bicameral commission that is tasked with researching and proposing a solution for permanent solvency of the Highway Trust Fund.

As you all are well aware of, our nation's infrastructure continues to deteriorate with no solution in sight. As we go to press, with only Congressmen Harris and Ruppersberger from the Maryland delegation currently signed up as co-sponsors of this important legislation, it is paramount that as you meet with your elected federal officials you encourage them to get on board.

ACEC



NEW REPORTING REQUIREMENTS EFFECTIVE JANUARY 1ST "Increased Scrutiny for Government Contracts Under New Maryland Pay-to-Play Law"

November 21, 2014 | Skadden, Arps, Slate, Meagher & Flom, LLP |

Amendments to Maryland's pay-to-play law taking effect January 1, 2015, will impose burdensome contract reporting requirements for many companies. Although Maryland has had a pay-to-play law on the books for years, these amendments will require many companies to change how they have been approaching compliance with the law.

Government Contracts Must Be Itemized Even If No Reportable Contributions: Whereas previously the law allowed companies that did not have reportable political contributions to avoid filing reports altogether, the amended law will require all companies to itemize their Maryland state and local government contracts — even if the company has no reportable contributions.

Increased Enforcement: These contract reports will be uploaded to a searchable online database. The State Board of Elections anticipates uploading old reports to the same database. Enforcement of the law also is shifting from the attorney general to the State Board of Elections, which is expected to result in greater scrutiny of the reports and any failure to file required reports.

Summary of the New Pay-to-Play Reporting Requirement

The requirement will apply to companies that enter into or maintain a contract with a state or local governmental entity with a total value of at least \$200,000 (covered business) or have subsidiaries that enter into or maintain covered business. This includes leasing real or personal property as lessee or buying or otherwise obtaining supplies, services, construction, construction related services, architectural services, engineering services or services provided under an energy performance contract. Certain medical care reimbursement contracts are exempt.

An initial report must be filed online no later than the day after the covered business is awarded and then semi-annually for the duration of the contract. Such reports must contain a list of contributions by covered donors to covered recipients totaling \$500 or more during the reporting period (24 months for the initial report), along with identification of the recipient, donor and amount of contribution. The filer also must disclose the nature and amount of the covered business awarded, the agency that awarded the contract and the company that was awarded the contract (including a contracting company in which the filer owns a 30 percent interest). For companies that have not filed an initial report on any current contract, the filing obligation will commence with the first \$200,000 contract on or after January 1, 2015. For companies that have filed an initial report on a \$200,000 contract that is still active, semi-annual filing will be required in February regardless of whether there are reportable contributions.

Covered donors include the company, subsidiaries, company PACs, officers (i.e., CEO, president, vice president, secretary, treasurer, CFO, managing partner, managing member, principal or any other role in which an individual exercises substantial independent responsibility for managing the company's affairs), directors and partners, as well as employees, agents, or other persons who make a contribution at the direction of the company or a subsidiary. Covered recipients include any candidate for, or holder of, state or local office in a jurisdiction with which the company is doing covered business.

Importance of Seeking Timely Exemptions: Companies may obtain a waiver from disclosing the value of their contracts and the agencies with which they contract by petitioning the State Board of Elections and showing the requirement is unduly burdensome and the public interest is not harmed by the lack of disclosure.

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FEDERAL APPROPRIATIONS BILL SETS FEDERAL TRANSPORTATION FUNDING LEVELS

The House and Senate have cleared the \$1 trillion omnibus appropriations bill for Fiscal Year 2015, setting final funding levels for most government agencies and programs for the year. This legislation gives small increases to a few transportation and infrastructure accounts.

Included in the bill is \$41 billion for highways and \$8.6 billion for transit formula grants, consistent with the authorized levels in MAP-21. It adds \$2.12 billion for transit New Starts and Small Starts grants, an increase of \$177 million above FY 2014.

The bill provides \$3.35 billion for the Airport Improvement Program grants and \$2.6 billion for FAA facilities and equipment, consistent with current funding levels.

Amtrak is funded at \$1.39 billion, including \$1.14 billion for capital grants, an increase of \$90 million above 2014. No new funding is provided for high speed rail development.

TIGER multimodal grants are funded at \$500 million, a decrease of \$100 million below 2014.

The final vote in the House was 219-206, with 162 Republicans and 57 Democrats voting in favor of the bill.

The final vote in the Senate was 56-40; 31 Democrats, 24 Republicans and 1 Independent supported the bill.

ACEC/MD ECLIPSES ACEC/PAC FUNDRAISING GOAL

Thanks to your contributions, for the tenth straight year ACEC/MD has exceeded its ACEC/PAC federal PAC goal by raising \$22,275. In addition to assisting ACEC/MD in hosting events for our members of congress, these funds will provide the opportunity to educate elected federal officials on issues that are important to your firm. When you consider the size of the state of Maryland, it is extremely impressive that, through your contributions, ACEC/MD raised the ninth highest total in the nation. Thanks again for all your support!

SEEKING EMPLOYMENT

The following individual is seeking a position and has a complete resume on file in the ACEC/MD office.

1. Individual with computer, safety and quality assurance experience seeks position with Civil Engineering firm.

Please phone 410-539-1592 if you are interested in obtaining a copy of the resume.





MEMBERS NEWS

ACEC LIFE/HEALTH TRUST is pleased to announce their new location at: 2600 Network Boulevard, Suite 230, Frisco, TX 75034

A. D. MARBLE & COMPANY recently promoted *Jeffrey A. York* to Vice President. He has over 17 years of commitment to the firm, and has held the positions of environmental scientist, project manager, group leader, and federal program director.

BRUDIS & ASSOCIATES would like to welcome *Daniel Tice, P.E.,* Director. He joins their team with 25 years of CM/CI and engineering experience, and will manage their Construction Management and Inspection Department.

DAFT-McCUNE-WALKER has announced that effective January 1, 2015, they have moved to:

501 Fairmount Avenue, Suite 300, Towson, MD 21286.

DEWBERRY announces that their Travilah Fire Station #32 project in Rockville has been recognized with a Silver Award in the Firehouse magazine 2014 Station Design Awards program.

EA ENGINEERING, SCIENCE AND TECHNOLOGY, INC., PBC (EA) has announced that it is now 100% owned by its ESOP, and that the company is now registered as a Public Benefit Corporation under Delaware corporate law.

MUELLER ASSOCIATES recently announced that the firm received high honors in AIA Baltimore's Excellence in Design Competition for 2014 for the following projects:

- -The University of Maryland, Baltimore County (UMBC) Performing Arts and Humanities Building and the University of Delaware Interdisciplinary Science and Engineering (ISE) Laboratory both won Design Awards for Higher Education.
- -The Russian Lounge at the John F. Kennedy Center for the Performing Arts won a Design Award in the Cultural/Institutional category.

PRIME AE GROUP, INC. announces the following:

- -The firm has opened a second office in Maryland for their rapidly expanding architectural practice that will be led by:
 - o *Jayson Thoemke, AIA, NCARB, LEED AP*, Vice President of Mid-Atlantic Architecture.
 - o *John Pate, AIA, EDAC, NCARB, FHFI*, Director of Medical Architecture.
 - o Recent new hires *Abeer Ali*, Project Manager and Jacqueline Killip, Project Manager.
- -The firm has also opened a new office in Fairfax, VA staffed by the following key team members:
 - o *Steve Mackey, P.E.*, Director of Virginia Operations.
 - o *Markus Henneke*, Director Federal Programs.
 - o Nader Mahmoudpour, Ph.D., P.E., Project Manager.

SKELLY AND LOY, INC. has opened a new office at:

11350 McCormick Road Executive Plaza II, Suite 706, Hunt Valley, MD 21031 Phone: 410.527.0418; Fax: 410.527.0415



OFFICERS

President

Dana Knight, P.E. McCormick Taylor

Vice President

Art Barrett, P.E. Gannett Fleming

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Jerry Jannetti, P.E. Parsons Brinckerhoff

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Johnson, Mirmiran & Thompson

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2012-2015

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URS Corporation

Stuart Taub, P.E.

Wallace Montgomery

2013-2016

Christopher Fronheiser, P.E.

AECOM

Manny Sidhu

Sidhu Associates

2014-2017

Tony Frascarella, P.E.

Century Engineering

Sean McCone, P.E.

Johnson, Mirmiran & Thompson

Executive Director
Jim Otradovec

NEW MEMBER

The following firm has been elected to Affiliate Membership in ACEC/MD:

KLEIN AGENCY, LLC

P. O. Box 219, Timonium, MD 21094

Contact: Justin Klein Jklein@kleinagencyllc.com Telephone: 410-832-7600; FAX: 410-832-1849

Website: www.kleinagencyllc.com

Brief History and Activities of the Firm: In business since 1964, Klein Agency has been a leading writer of professional liability and business insurance for engineers, architects, surveyors and other design professionals. The Klein Agency represents over 900 firms in the Mid Atlantic with office locations in Baltimore, MD and Philadelphia, PA. The Klein Agency understands that every design firm has unique risk exposures, for that reason they customize insurance packages to fit the needs of each client. Their team of professionals, with over 200 years of combined experience, provides risk management advice, in-house continuing education seminars, and contract reviews – for no additional premium. Klein Agency's strong reputation among insurance carriers allows direct access to exclusive insurance programs.

We welcome this firm as an Affiliate Member of ACEC/MD. Be sure to add their information to your records. The next time your see one of their representatives, please take the time to let them know we're glad that they have joined the Council!

UPCOMING ACEC/MD EVENTS

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# ACEC/MD CEPAC Legislative Luncheon January 22, 2015

Governor Calvert House, Annapolis

8:00–11:30am - Targeted Legislative Visitations 10:00-1130am - Executive Committee Meeting 11:30am-1:30pm - Annual CEPAC Luncheon, Governor Calvert House

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For more information on these, and other events, contact the ACEC/MD office at 410-539-1592, acecmd@acecmd.org, or go to www.acecmd.org.



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ACEC/MD 2014
Engineering Excellence
Grand Award winning
entry submitted
by Johnson, Mirmiran &
Thompson
11th Street Bridges, Phase I.

