

Design-Build Follow-Up Session

April 6, 2021

Briefing on the Unique Aspects of Design-Build

Follow-up to the Design-Build Forum (January 21, 2021)

AGENDA

- 1. Welcome – Introductions**
- 2. Overview of the Design-Build Process**
- 3. The Design-Build Entity**
- 4. Project Excellence and Design-Build**
- 5. Procurement Process**
- 6. MWBE Goal Compliance**
- 7. The Post Award Phase**
- 8. Role of the Owner’s Rep in Design Build**
- 9. Overview of Process Improvements**
- 10. Making the Shift**
- 11. Next Steps and Q&A**

DESIGN-BUILD OVERVIEW

LAST TIME WE DISCUSSED “WHY DESIGN-BUILD”?

NYC Public Works Investment Act

The Act authorizes design-build project delivery for the following categories of public works:

- Public works projects that are \$10,000,000 or greater; and
- Public works projects that are \$1,200,000 or greater and that meet additional criteria:
 - Parks Department jurisdiction
 - NYCHA jurisdiction
 - Cultural institutions on publicly-owned land
 - Public libraries for NYPL, BPL, and QPL
 - Security infrastructure
 - Right of way accessibility improvements

TODAY – WE WANT TO PROVIDE A DEEPER DIVE & **ADDRESS THE FEEDBACK**



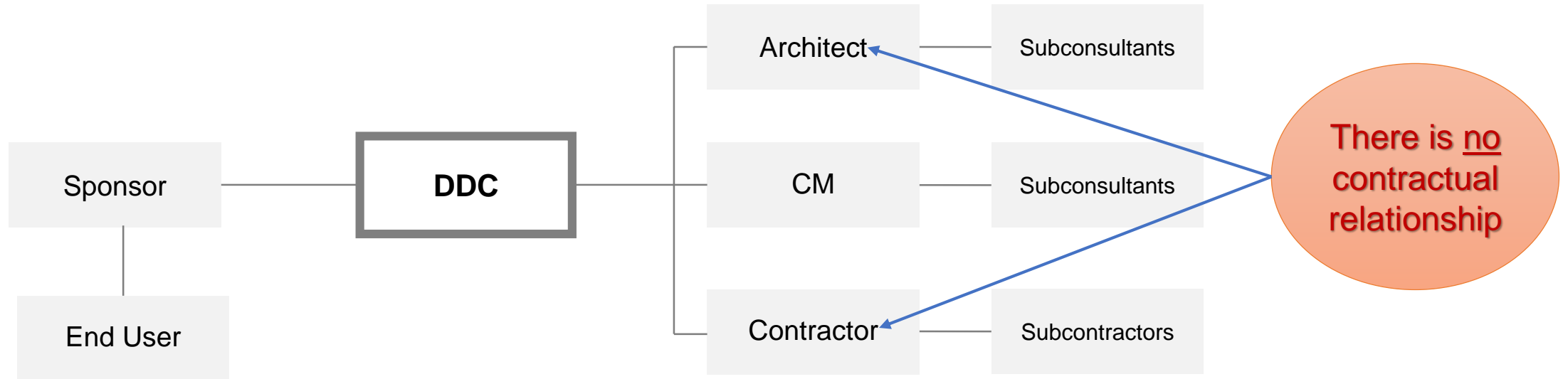
Discuss various Questions submitted

REMINDER:

- **DDC's website (Design-Build Section) will publish upcoming Projects:**
 - <https://www1.nyc.gov/site/ddc/contracts/designbuild.page>
- **Requests for Qualifications will also be posted in the City Record**
 - <https://a856-cityrecord.nyc.gov/>

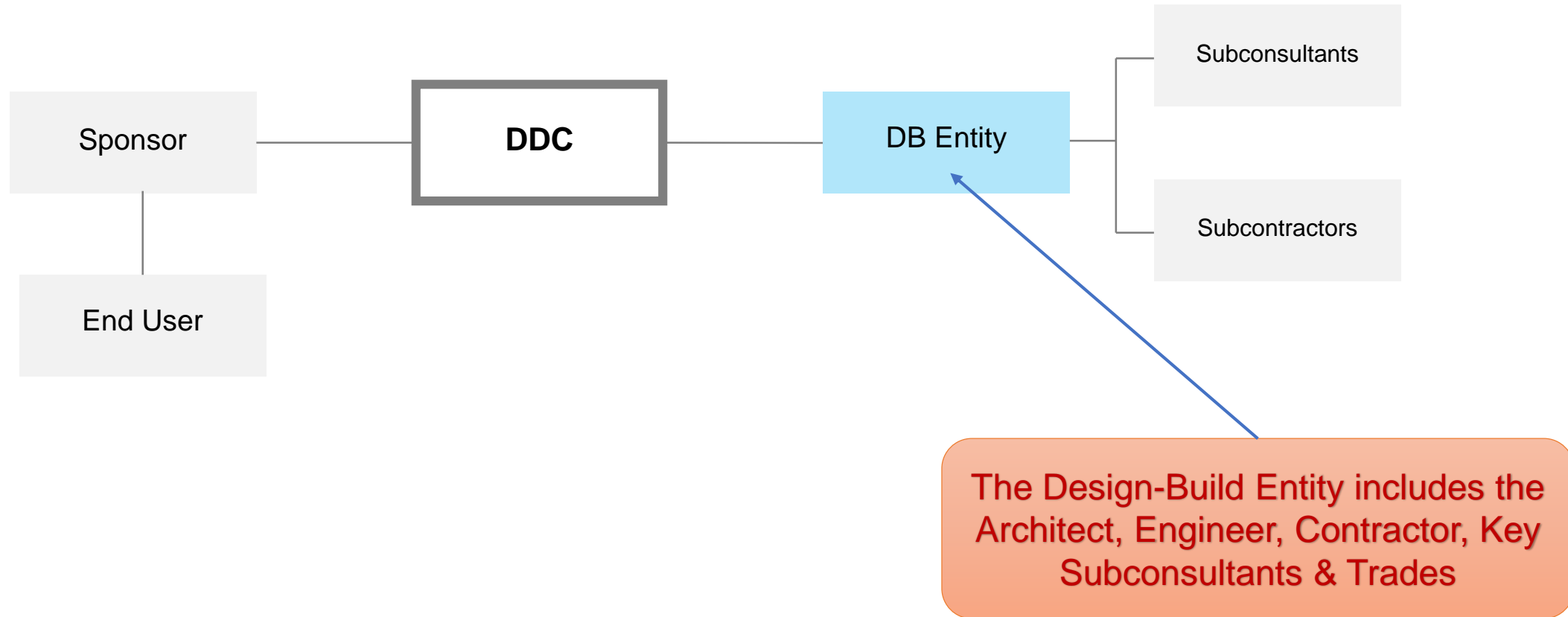
WHAT MAKES D-B DIFFERENT?

Team Structure: Design-Bid-Build



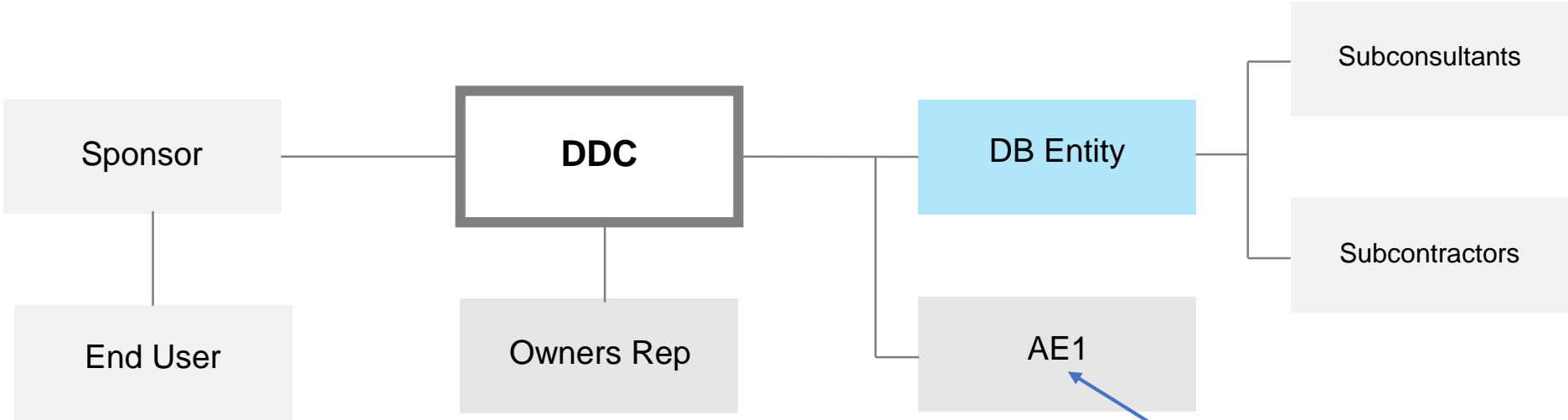
WHAT MAKES D-B DIFFERENT?

Team Structure: Design-Build



WHAT MAKES D-B DIFFERENT?

Team Structure: Design-Build with AE1

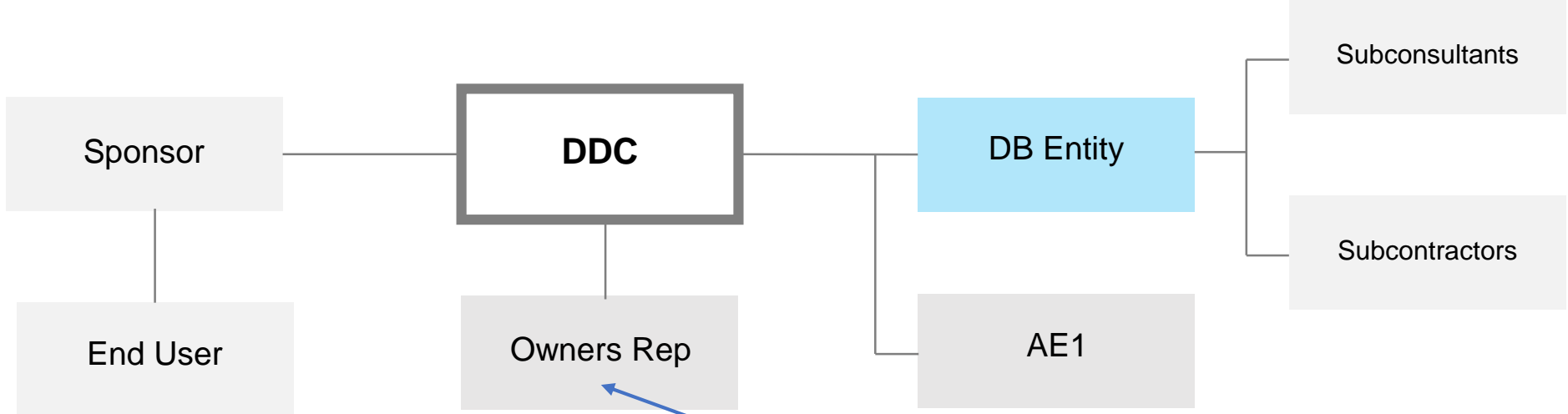


The AE1 responsible for pre-design (including procurement docs)
NOTE: This role may be filled by DDC's A&E Team, the Owners Rep or an outside design consultant



WHAT MAKES D-B DIFFERENT?

Team Structure: Design-Build – Owners Rep



The **Owners Rep** functions as an advisor to DDC and extension of project management staff. Their scope includes procurement and post-award support administering the contract

THE DESIGN-BUILD ENTITY

DDC DESIGN-BUILD

Stand-Alone Design-Build



- The Design-Builder is responsible for **overall design & construction** of the Project

DDC DESIGN-BUILD

Stand-Alone Design-Build



- The Design-Builder is responsible for **overall design & construction** of the Project
- The Design-Build Agreement (DBA) will include provisions for:
 - Flexibility to use **fast-track construction** packages
 - **Scope validation** period
 - Alternate **dispute resolution**

This is not the Standard Construction Contract. The DBA has been built from the ground up, specifically focusing on key elements of Design Build best practices

THE DESIGN-BUILD ENTITY



Who's on the Design-Build Team?

- Typical Design-Build Teams are “Contractor” led with various Professional Subconsultants & Trade Partners (Subcontractors)
- Joint Ventures are also common Design-Build Entities
- On some occasions some are “Designer” led

THE DESIGN-BUILD ENTITY

Who's on the Design-Build Team?

- Typical Design-Build Teams are “Contractor” led with various Professional Subconsultants & Trade Partners (Subcontractors)
- Joint Ventures are also common Design-Build Entities
- On some occasions some are “Designer” led

Regardless of the makeup of the Design-Build Team – DDC is contracting with a singular Entity for both design & construction

DDC DESIGN-BUILD



Teaming for Design-Build

- There is no role-requirement for the leadership of the D-B team - **for example, Teams may be Designer-led; Contractor-led; Joint Venture; Fully Integrated; etc.**
- It is desirable that the D-B Team have collective experience in **D-B and have worked together on previous projects**
- If key members of the D-B Team do not have experience in D-B, the Proposer shall indicate **familiarity with the objectives of this alternative delivery approach** & demonstrate an understanding of the **interrelationship between design & construction** under an integrated D-B project delivery approach

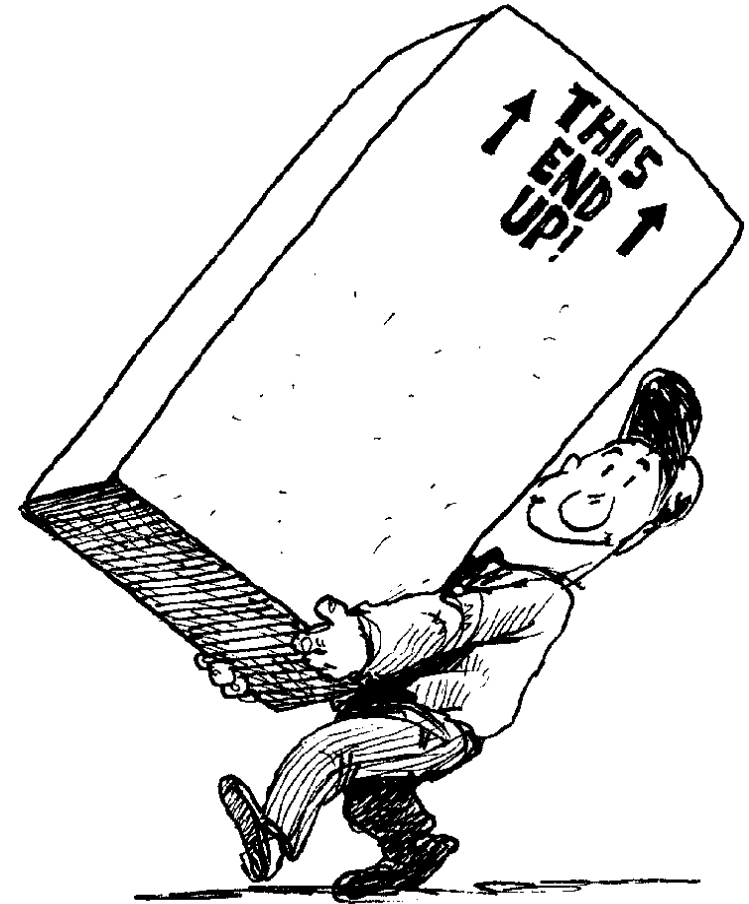
DDC DESIGN-BUILD

Teaming for Design-Build



Take away ?

*"First build the Team
then build the Project"*



PROJECT EXCELLENCE AND DESIGN-BUILD

DESIGN-BUILD AND PROJECT EXCELLENCE



Planning for Success

- **Project Excellence encompasses all aspects of project delivery - from capital project planning through design, construction, commissioning & close-out - to ensure on time & on budget delivery of exemplary civic Projects**

DESIGN-BUILD AND PROJECT EXCELLENCE



Planning for Success

- **Project Excellence encompasses all aspects of project delivery - from capital project planning through design, construction, commissioning & close-out - to ensure on time & on budget delivery of exemplary civic Projects**
- **Project Excellence utilizes the power of design & construction to positively transform our public space, inspiring pride in the people and City of New York**

DESIGN-BUILD AND PROJECT EXCELLENCE



Planning for Success

- **Project Excellence encompasses all aspects of project delivery - from capital project planning through design, construction, commissioning & close-out - to ensure on time & on budget delivery of exemplary civic Projects**
 - Project Excellence utilizes the power of design & construction to positively transform our public space, inspiring pride in the people and City of New York
- **Project Excellence shapes the City we envision for today & the future by creating enduring and inclusive public spaces**

DESIGN-BUILD AND PROJECT EXCELLENCE



Planning for Success

- **Project Excellence encompasses all aspects of project delivery - from capital project planning through design, construction, commissioning & close-out - to ensure on time & on budget delivery of exemplary civic Projects**
 - Project Excellence utilizes the power of design & construction to positively transform our public space, inspiring pride in the people and City of New York
 - Project Excellence shapes the City we envision for today & the future by creating enduring and inclusive public spaces
- **Project Excellence protects the legacy of our public space by carefully considering practical solutions that address the needs of our City**

DESIGN-BUILD AND PROJECT EXCELLENCE



Planning for Success

- **Project Excellence encompasses all aspects of project delivery - from capital project planning through design, construction, commissioning & close-out - to ensure on time & on budget delivery of exemplary civic Projects**
 - Project Excellence utilizes the power of design & construction to positively transform our public space, inspiring pride in the people and City of New York
 - Project Excellence shapes the City we envision for today & the future by creating enduring and inclusive public spaces
 - Project Excellence protects the legacy of our public space by carefully considering practical solutions that address the needs of our City
- **Project Excellence strengthens the character of our public space by delivering constructible capital projects with safety & integrity**

DESIGN-BUILD AND PROJECT EXCELLENCE



Planning for Success

- **Project Excellence encompasses all aspects of project delivery - from capital project planning through design, construction, commissioning & close-out - to ensure on time & on budget delivery of exemplary civic Projects**
 - Project Excellence utilizes the power of design & construction to positively transform our public space, inspiring pride in the people and City of New York
 - Project Excellence shapes the City we envision for today & the future by creating enduring and inclusive public spaces
 - Project Excellence protects the legacy of our public space by carefully considering practical solutions that address the needs of our City
 - Project Excellence strengthens the character of our public space by delivering constructible capital projects with safety & integrity
 - **Project Excellence supports the value of our public space by employing an economical approach that leverages City resources to build lasting community assets**

DESIGN-BUILD AND PROJECT EXCELLENCE



Planning for Success

Develop a **design management strategy** that prioritizes Project excellence

DDC's design-build competitive process accentuates Project Excellence by structuring the procurement to “optimize” quality within the budget & schedule constraints with a focus on:

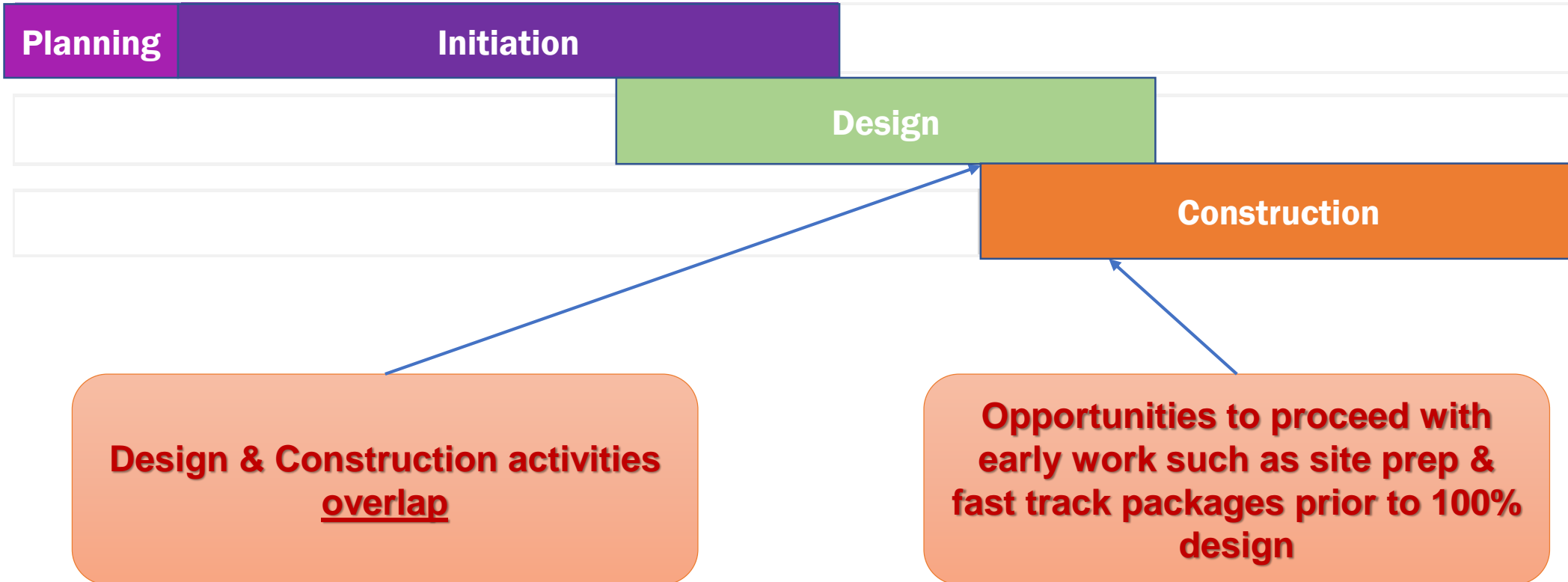
- *Durability*
- *Sustainable*
- *Energy Efficiency*
- *Ease of Maintenance*
- *Life-Cycle Costs*

DESIGN-BUILD – PROCUREMENT PROCESS

DESIGN-BUILD AT DDC



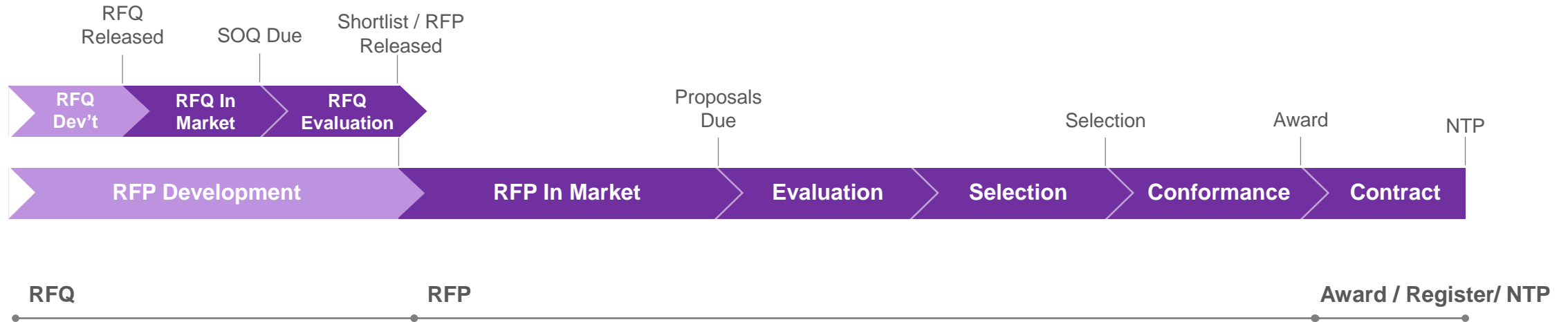
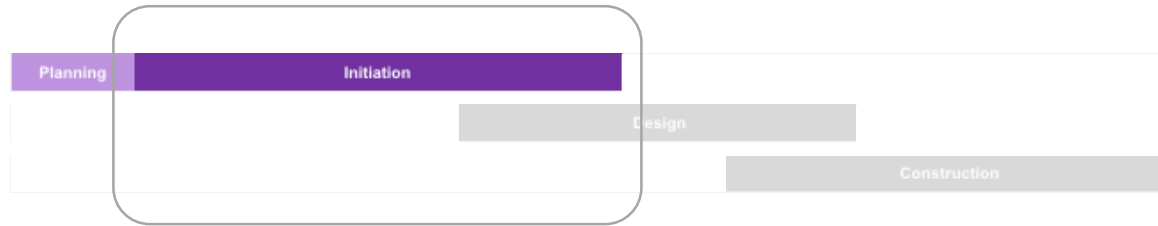
Design-Build - Integrated versus linear process



DESIGN-BUILD AT DDC



Design-Build Two-Step Procurement



DDC Two-Step Design-Build Selection Overview

Step 1



**ACCO
Issues RFQ**

Solicits for the
Most Highly
Qualified Offerors



Offerors

Submit
SOQ's



DDC

Evaluate
Proposals &
Rank Most
Highly
Qualified
(up to 3)



Shortlist

DESIGN-BUILD AT DDC



Design-Build Two-Step Procurement – RFQ Contents



- **Project Information**

- Overview and Goals
- Project Description and Scope
- Schedule and Budget

- **Procurement Information**

- Procurement Steps
- Evaluation Process
- Procurement Instructions

- **Submission Requirements**

- SOQ Contents and Format

- **Procurement Rules and Legal Requirements**

Project-Specific

DDC Standard for DB Procurements
(Project-Specific Modifications)

DDC Standard for all Procurements

DESIGN-BUILD AT DDC



Design-Build Two-Step Procurement – RFQ Evaluation



- Fundamental Qualifications or Pass/Fail (including financial, legal, teaming)
- Design-Build Approach
- Key Personnel and Team Organization
- Project Experience and Past Performance
- M/WBE Program Experience and Approach

DDC Two-Step Design-Build Selection Overview

Step 1



**ACCO
Issues RFQ**

Solicits for the
Most Highly
Qualified Offerors



Offerors

Submit
SOQ's



DDC

Evaluate
Proposals &
Rank Most
Highly
Qualified
(up to 3)



Shortlist

**Full & Open Competition open to
all interested Design-Build Entities**

**Unsuccessful Offerors will be
afforded a debrief**

**Shortlisted Design-Build Entities
move on to Step 2**

DDC Two-Step Design-Build Selection Overview

Step 1



**ACCO
Issues RFQ**

Solicits for the
Most Highly
Qualified Offerors



Offerors

Submit
SOQ's



DDC

Evaluate
Proposals &
Rank Most
Highly
Qualified
(up to 3)



Shortlist

Step 2



**Draft RFP
Issued to
Shortlisted
Offerors**



Collaborative
Dialogue
Meetings

**DDC &
Offerors**

Prepare
Technical &
Price
Proposal

Offerors



**DDC
Evaluate
Proposals**

Best Value
Selection &
Competitive
Negotiations

*Award made to
Proposer
offering Best
Value to City



**Register
Contract**

DESIGN-BUILD AT DDC



Design-Build Two-Step Procurement – RFP Contents



- **Instructions to Proposers**
- **Design-Build Agreement**
- **Standard Project Requirements**
 - Safety, management, documentation, payments, sustainability, environmental, commissioning, etc.
- **Specific Project Requirements**
 - Scoping or Bridging Documents
 - Project Schedule
- **Reference Documents**
 - ULURP, reference standards, best practices
- **Available Documents**
 - CPSD, surveys, geotechnical reports, etc.

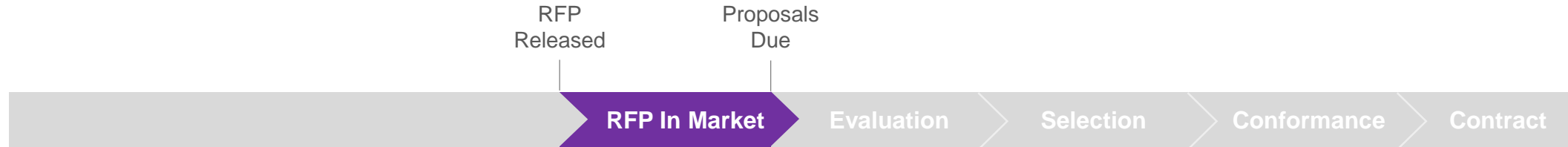
DDC Standard

Project-Specific

DESIGN-BUILD AT DDC



Design-Build Two-Step Procurement – RFP In-Market



- **Collaborative Dialogue Meetings**
 - Confidential
 - Design, technical, legal
- **RFIs**
- **Alternative Technical Concepts (ATCs)**

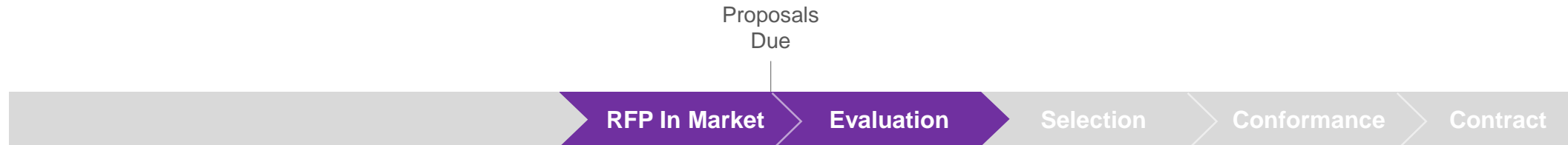
DEFINITIONS

Alternative Technical Concepts are innovative solutions that are equal or better than the proposed design or construction criteria

DESIGN-BUILD AT DDC



Design-Build Two-Step Procurement – RFP Evaluation



- **Administrative Proposal**
 - Team Legal and Financial Information
- **Technical Proposal**
 - Design Approach Summary and Presentation
 - Drawings
 - Outline Specifications
 - Life-Cycle Costs
 - Schedule
 - Construction Solution
 - Team Structure, Experience, and Key Personnel
- **Price Proposal**
 - Contract Price, Schedule of Values, Payment Schedule

This is not a low bid procurement!

DDC Two-Step Design-Build Selection Overview

Design-Build Entities afforded opportunity to present design concept(s) in confidential 1-on-1 sessions with DDC

The unsuccessful Offerors will be afforded a debrief ... and if applicable, eligible to receive the approved Stipend

Step 2



RFP Issued to Shortlisted Offerors



Confidential Dialogue Meetings

DDC & Offerors

Prepare Technical & Price Proposal

Offerors



DDC Evaluate Proposals

Best Value Selection & Competitive Negotiations



Register Contract

*Award made to Proposer offering Best Value to City

DDC Two-Step Design-Build Selection Overview

Step 1



ACCO
Issues RFQ

Solicits for the
Most Highly
Qualified Offerors



Offerors

Submit
SOQ's



DDC

Evaluate
Proposals &
Rank Most
Highly
Qualified
(up to 3)



Shortlist

Step 2



RFP Issued
to
Shortlisted
Offerors



Confidential
Dialogue
Meetings

DDC &
Offerors

Prepare
Technical &
Price
Proposal

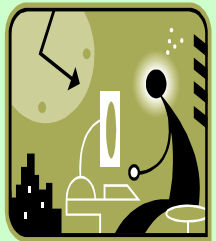
Offerors



DDC
Evaluate
Proposals

Best Value
Selection &
Competitive
Negotiations

***Award made
to Proposer
offering Best
Value to City**



Register
Contract

M/WBE

Design-Build M/WBE Process



Design-Build legislation provides additional opportunities to engage the M/WBE industry in various City capital projects.

To leverage this opportunity, the M/WBE Program under Design-Build will include:

- M/WBE Program Experience Form at the RFQ Step
- Anticipated M/WBE Participation goal will be:
 - 30% of the Construction Cost (Including CM Services)
 - 30% of the Design Cost
- Firms will **not** be allowed to submit pre-proposal and pre-award waivers
- There will be a post-award modification assessment that focuses on the design-builder's good faith effort practices
- DDC will monitor performance against M/WBE goals and all good faith efforts during the life of the project

Design-Build M/WBE Process



To facilitate meeting targets while maintaining a robust vendor pool, the Design-Build Program:

- Not subject to NYC Admin. Code 6-129, but must comply “with the objectives and goals” of Admin. Code 6-129
- Allows for the use of **state-certified M/WBEs** in addition to city-certified M/WBEs
- **Eliminates any tier restrictions** on eligible M/WBE participation
- **Counts suppliers** at 60% of the subcontract value

DESIGN-BUILD – THE POST-AWARD PHASE

Administering the D-B Contract

DESIGN-BUILD DELIVERY

Post-Award Process Considerations



- Scope Validation Period
- Design Development & Technical Submittals
- Stakeholder & Community Engagement
- Environmental Review
 - *Phase 1 to be provided in RFP*
- Early work, including site preparation & fast track packages
 - Subject to regulatory approvals, including PDC where applicable

SCOPE VALIDATION & INTERFACES

Post-Award Process Considerations



High-performing Design-Build Teams successfully manage critical interfaces

- Design-Value Interface

Managing the Project to ensure that Best Value is delivered to the Owner (in accordance with the Contract)

- Design-Cost Interface

Managing & monitoring the Project to meet the constraints of the budget (Contract Price)

- Design-Construct Interface

Managing & monitoring the design to meet the requirements for sequence, constructability, productivity, fabrication, procurement, & schedule

- Design-Performance Interface

Managing & monitoring the Project to meet the performance & quality criteria of the Project

Design Reconciliation:

Establish communication & documentation protocols with the entire D-B Team AND the Owner

THE SUBMITTAL PROCESS

Post-Award Process Considerations

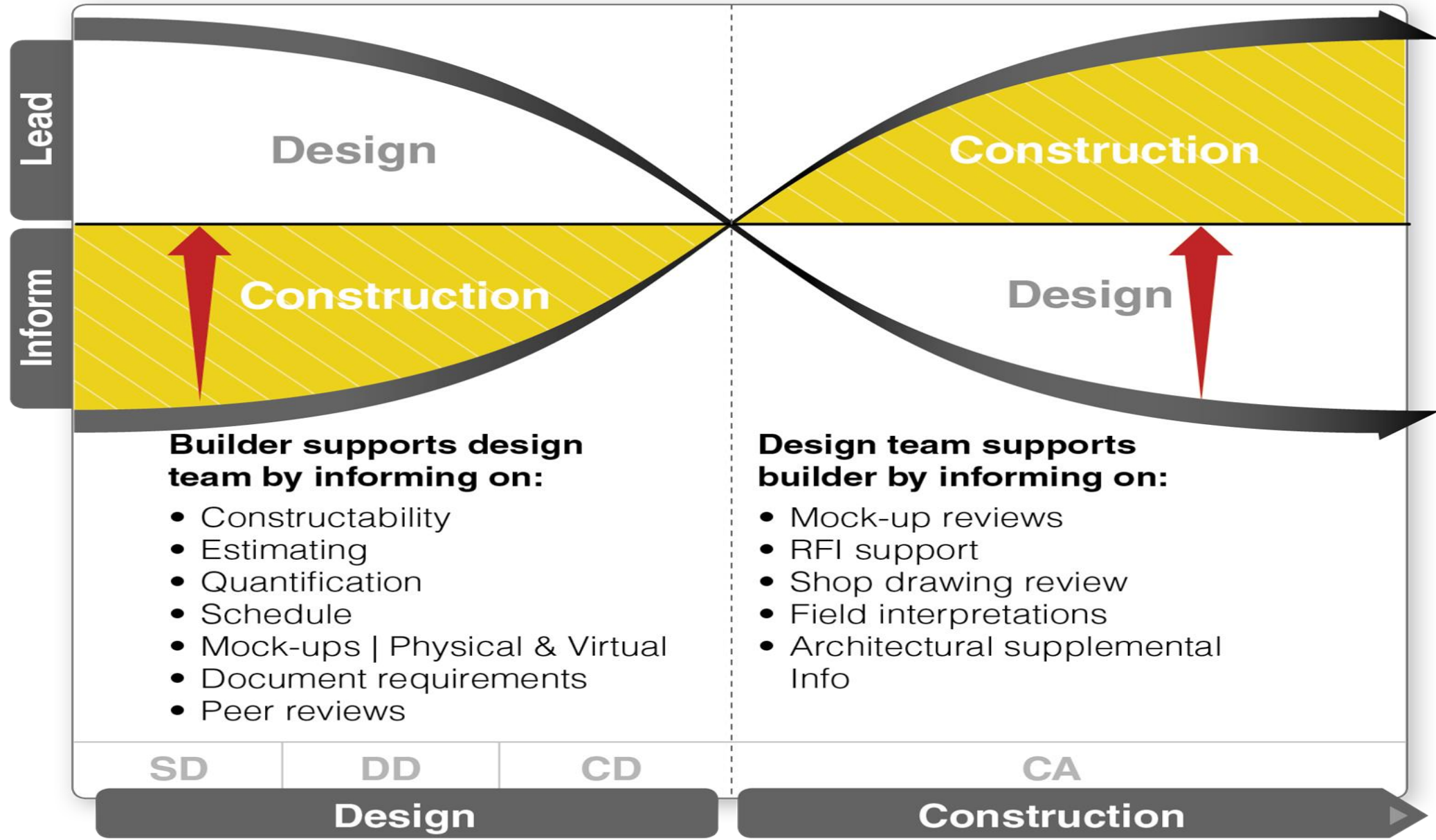


The Role of the Designer-of-Record during the Post-Award Phase

- The submittal process used within an integrated Design-Build contract is a critical link to the successful delivery of the Project
- The submittal process should be geared for rapid review while ensuring the Project is:
 - Safe
 - Environmentally conscious
 - Complies with all codes & authorities having jurisdiction
 - Fulfills the requirements set forth in the Contract

NOTE: The Design-Builder's Design Professional reviews & verifies BEFORE transmitting to the Owner for acceptance or rejection with comments

ROLE OF THE DESIGN-BUILDER'S DESIGNER-OF-RECORD



OWNER DESIGN VERIFICATION

Post-Award Process Considerations



The Role of the Owner during the Post-Award Phase

- Clarify expectation of all Parties
- Reconfirm Project schedule
- Participate in Project design reviews & Team meetings
- Review design phase submittals for compliance with Basis of Design Documents
 - Engaged in the submittal process to review various Project documents
 - Shop Drawings; Product Data; Samples; Mock-Ups; etc
- Monitor QA/QC field testing reports & correction of any nonconforming work
- Approve subs

WHAT CONSTITUTES A “CHANGE ORDER”?



Post-Award Process Considerations

- In Design-Build the Designer-of-Record is an integral part of the D-B Entity
 - Hence – typical design errors, omissions & ambiguities (*often encountered in Design-BID-Build*) are NOT “Change Orders” within an integrated Design-Build Contract

WHAT CONSTITUTES A “CHANGE ORDER”?



Post-Award Process Considerations

- In Design-Build the Designer-of-Record is an integral part of the D-B Entity
 - Hence – typical Design errors, omissions & ambiguities (*often encountered in Design-BID-Build*) are NOT “Change Orders” within an integrated Design-Build Contract
- **So – what would be considered a “Change Order” in Design-Build?**
 - **Owner (DDC) directed changes**
 - **Differing Site Conditions**
 - **Truly “unforeseen” events**
 - **Design-Builder requested changes (*approved by the Owner*)**

WHAT CONSTITUTES A “CHANGE ORDER”?



Post-Award Process Considerations

- In Design-Build the Designer-of-Record is an integral part of the D-B Entity
 - Hence – typical Design errors, omissions & ambiguities (*often encountered in Design-BID-Build*) are NOT “Change Orders” within an integrated Design-Build Contract
- So – what would be considered a “Change Order” in Design-Build?
 - Owner (DDC) directed changes
 - Differing Site Conditions
 - Truly “unforeseen” events
 - Design-Builder requested changes (*approved by the Owner*)

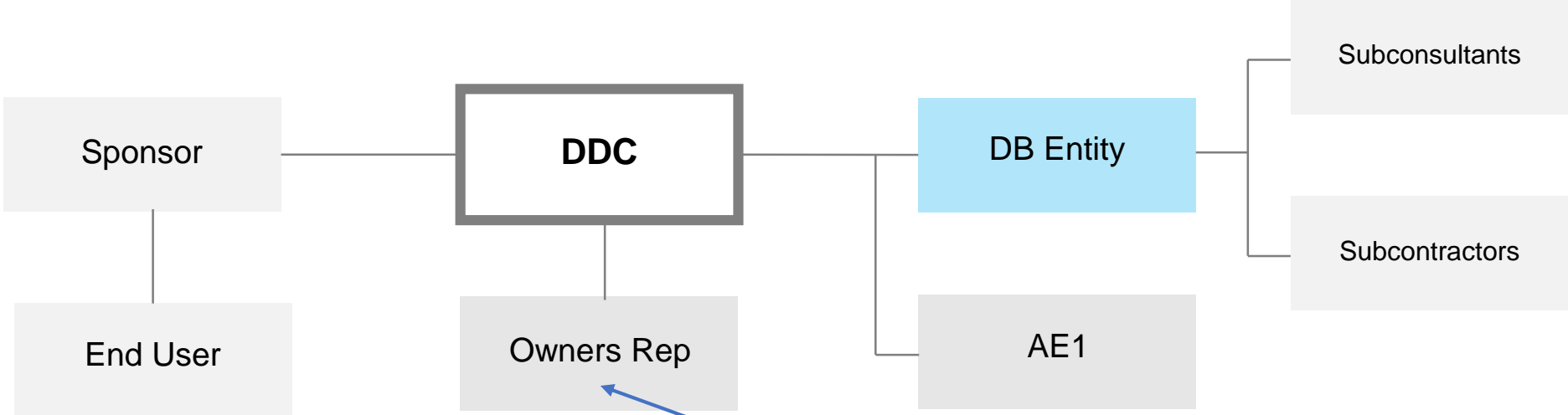
Change Orders should be significantly diminished in Design-Build

DESIGN-BUILD OWNER'S REP

(AE-1; Owner Advisor; Owner's Rep)

WHAT MAKES D-B DIFFERENT?

Team Structure: Design-Build



The **Owners Rep** functions as an advisor to DDC and extension of project management staff. Their scope includes procurement and post-award support administering the contract

DESIGN-BUILD ADVISORY SERVICES



Extension of DDC's Staff

Owner's Design-Build Advisory services may entail various activities in support of the Project, to included:

- Pre-Award support
 - AE-1 design criteria developer
 - Procurement support (developing the RFQ & RFP)

DESIGN-BUILD ADVISORY SERVICES



Extension of DDC's Staff

Owner's Design-Build Advisory services may entail various activities in support of the Project, to included:

- Pre-Award support
 - AE-1 design criteria developer
 - Procurement support (developing the RFQ & RFP)
- Post-Award support
 - Owner's Rep contract administration services
 - Oversight & Support
 - Testing & Inspecting
 - Document Control

DESIGN-BUILD ADVISORY SERVICES

Extension of DDC's Staff



Owner's Design-Build Advisory services will be procured in the same manner as previous Professional Architecture and Engineering services, i.e., qualifications-based selection process

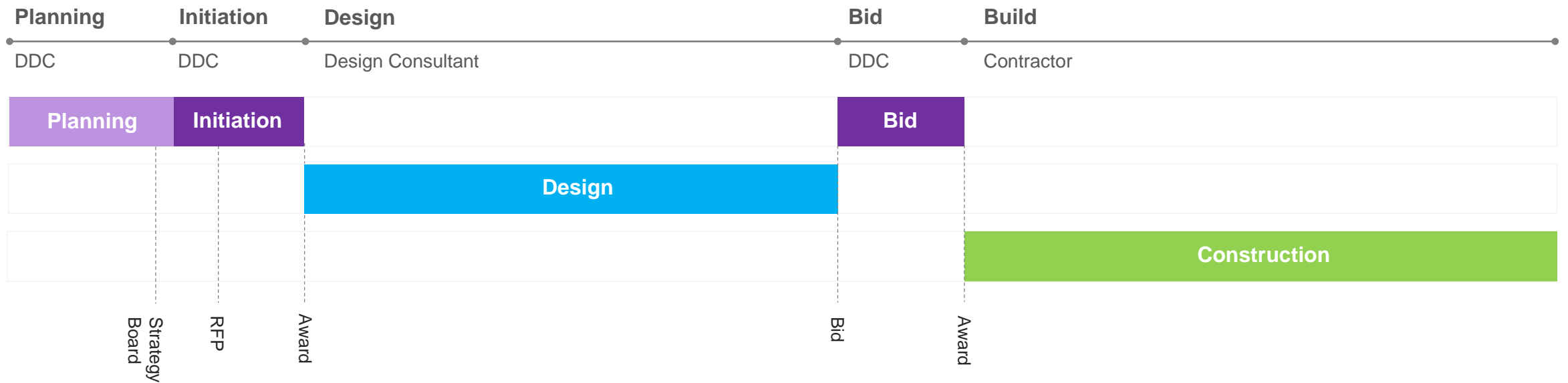
NOTE: Firms providing Design-Build Advisory services (both pre-award & post-award) will be precluded from participating on any Design-Build Entity Team

OVERVIEW OF PROCESS IMPROVEMENTS

HOW DOES DB DIFFER FROM DBB?



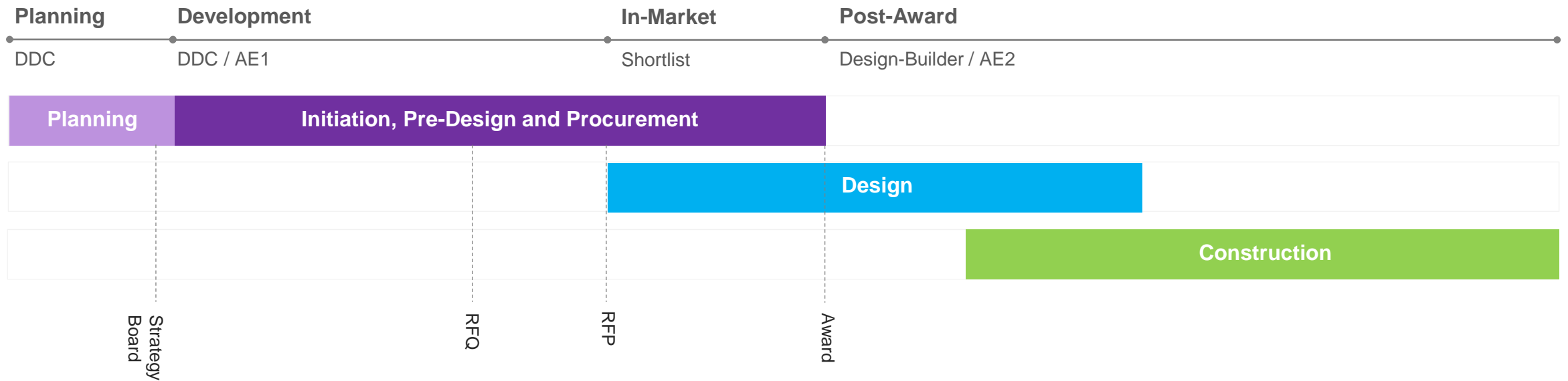
Process: Design-Bid-Build



HOW DOES DB DIFFER FROM DBB?



Process: Integrated Design-Build



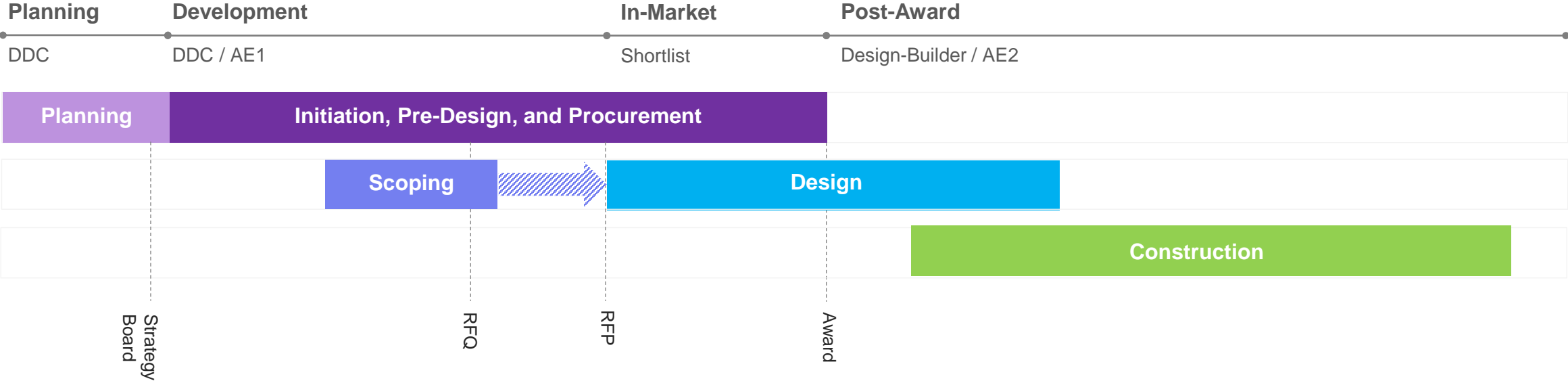
DESIGN BUILD



Process: Design-Build with Scoping Documents

DEFINITIONS

Scoping Documents state the project requirements in narrative form and do not include a design solution

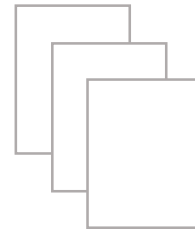


DESIGN BUILD

Scoping vs. Bridging Documents

RFP Contents

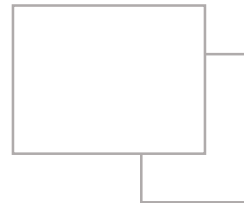
1. Instructions to Proposers
2. Design-Build Agreement
3. General Project Requirements
4. Specific Project Requirements
5. Reference Documents
6. Available Documents



Scoping Documents

- Project Program and Criteria
- Scope of Work (Basis of Design)
- Performance Specifications

OR



Bridging Documents

- Drawings (SD or DD level)
- Performance Specifications

AND



Project Schedule

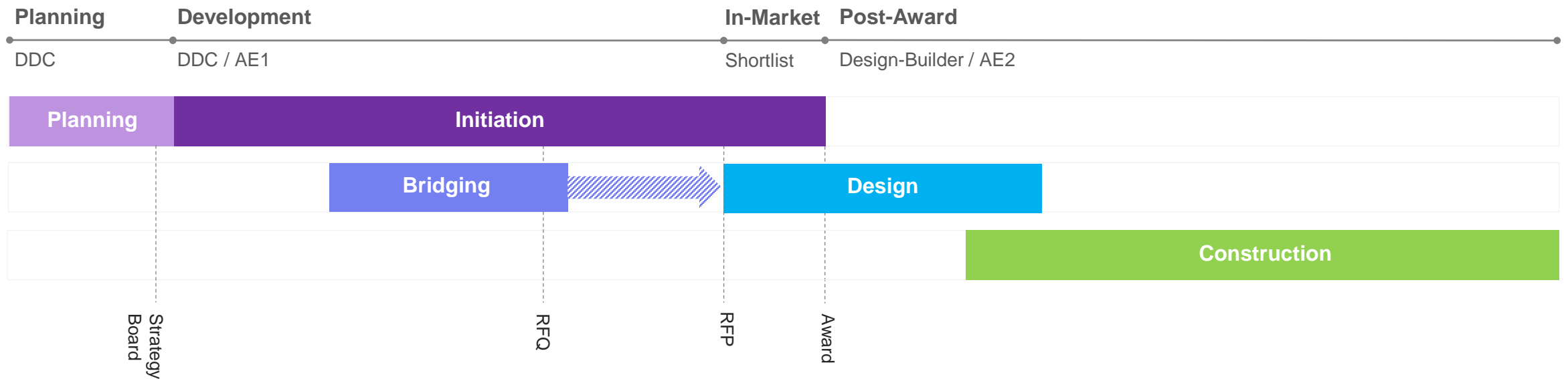
DESIGN BUILD



Process: Design-Build with Bridging Documents

DEFINITIONS

Bridging Documents progress the design to a set point prior to procurement (e.g. 100% SD)



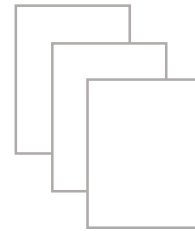
DESIGN BUILD

Scoping vs. Bridging Documents



RFP Contents

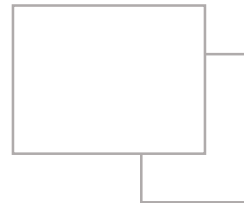
1. Instructions to Proposers
2. Design-Build Agreement
3. General Project Requirements
4. Specific Project Requirements
5. Reference Documents
6. Available Documents



Scoping Documents

- Project Program and Criteria
- Scope of Work (Basis of Design)
- Performance Specifications

OR



Bridging Documents

- Drawings (SD or DD level)
- Performance Specifications

AND



Project Schedule

DESIGN-BUILD – MAKING THE SHIFT AT DDC

WHAT DOES D-B MEAN FOR DDC & SPONSORS?



Considerations

- Target **typologies** & **project sizes** to leverage best value selection & encourage industry response
 - *Establish hard cost ranges (e.g., New Construction from \$15-100M)*
 - *Bundle portfolio of similar projects where possible*

WHAT DOES D-B MEAN FOR DDC & SPONSORS?



Considerations

- Target **typologies** & **project sizes** to leverage best value selection & encourage industry response
 - *Establish hard cost ranges (e.g., New Construction from \$15-100M)*
 - *Bundle portfolio of similar projects where possible*
- Ensure that Sponsor, end-user & community **project requirements** can be established prior to D-B procurement

WHAT DOES D-B MEAN FOR DDC & SPONSORS?



Considerations

- Target **typologies & project sizes** to leverage best value selection & encourage industry response
 - *Establish hard cost ranges (e.g., New Construction from \$15-100M)*
 - *Bundle portfolio of similar projects where possible*
- Ensure that Sponsor, end-user & community **project requirements** can be established prior to D-B procurement
- Develop a **design management strategy** that prioritizes project excellence

WHAT DOES D-B MEAN FOR DDC & SPONSORS?



Considerations

- Target **typologies & project sizes** to leverage best value selection & encourage industry response
 - *Establish hard cost ranges (e.g., New Construction from \$15-100M)*
 - *Bundle portfolio of similar projects where possible*
- Ensure that Sponsor, end-user & community **project requirements** can be established prior to D-B procurement
- Develop a **design management strategy** that prioritizes project excellence
- Provide and/or create **materials for reference**
 - *Precedent facilities, design standards or guidelines*

WHAT'S NEXT FOR DESIGN-BUILD AT DDC

Program Goals and Objectives

- Emphasize quality at all stages of delivery, including procurement



WHAT'S NEXT FOR DESIGN-BUILD AT DDC



Program Goals and Objectives

- Emphasize quality at all stages of delivery, including procurement
- **Standardize** contract documents so firms are familiar with the materials, terms & process

WHAT'S NEXT FOR DESIGN-BUILD AT DDC



Program Goals and Objectives

- Emphasize quality at all stages of delivery, including procurement
- **Standardize** contract documents so firms are familiar with the materials, terms & process
- Clearly define project requirements & establish scoping document template system

WHAT'S NEXT FOR DESIGN-BUILD AT DDC



Program Goals and Objectives

- Emphasize quality at all stages of delivery, including procurement
- **Standardize** contract documents so firms are familiar with the materials, terms & process
- Clearly define project requirements & establish scoping document template system
- Bundle similar projects where possible to **streamline** submissions & prequalification

WHAT'S NEXT FOR DESIGN-BUILD AT DDC



Program Goals and Objectives

- Emphasize quality at all stages of delivery, including procurement
- **Standardize** contract documents so firms are familiar with the materials, terms & process
- Clearly define project requirements & establish scoping document template system
- Bundle similar projects where possible to **streamline** submissions & prequalification
- **Reduce barriers for entry, including transferrable experience for D-B**

What is the expectation of a Successful Design-Build Project?

Design-Build Project should include the following key aspects.

1. On Time Project Delivery
2. Project Budget (best quality of work for money spent)
3. Project Coordination (Stakeholders, Community Engagement, Utilities etc.)
4. Innovation (on schedule delivery with least amount of inconvenience to the public)
5. Sustainability (using critical frameworks such as Envision, LEED Certification)
6. Designer and Builder Relationship (Teamwork)

NEXT STEPS

Next Steps



- Visit <https://designbuild.ddcanywhere.nyc/> regularly for current and past DDC Design-Build Opportunities
- Review existing and current Design Build Opportunities and familiarize yourself with DDC's existing RFQ's
- If you are an interested sub, click on the interested sub form within a specific project page and fill it out to share your information with interested Design-Build Primes
- Sign up and file disclosures in [PASSPort](#)

RESOURCES

Resources



- <https://designbuild.ddcanywhere.nyc/>
- [PASSPort](#)
- [MWBE Certification Webpage](#)
- <https://dbia.org/what-is-design-build/>
- Email: Design_Build@ddc.nyc.gov



Design-Build Institute of America

<https://education.dbia.org/products/nyc-ddc-design-build-forum-series-april-6-2021>

dbia@dbia.org
(202) 682-0110

Q & A

THANK YOU!