

COGENCE Alliance

Owners + Architects + Engineers + Contractors

Inspire. Educate. Unite.

Engaging the Experience to benefit our Projects

14 November 2018



Mission + Purpose

Cogence *(Latin)*

“To drive together” or “Thinking that is well organized”

The purpose of the Alliance is to bring Owners and Developers, Architects and Engineers, Construction Managers and Contractors, and Allied Industry Professionals together to **advocate** and be a **resource** for improved project delivery.

For more information visit us at www.cogence.org

Inspire. Educate. Unite.

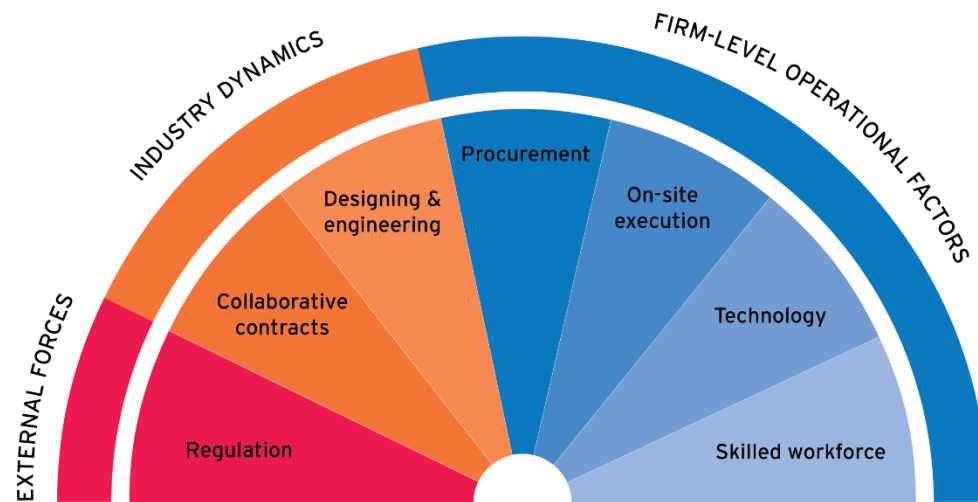


**ENGAGE.
TRANSFORM.
WIN.**

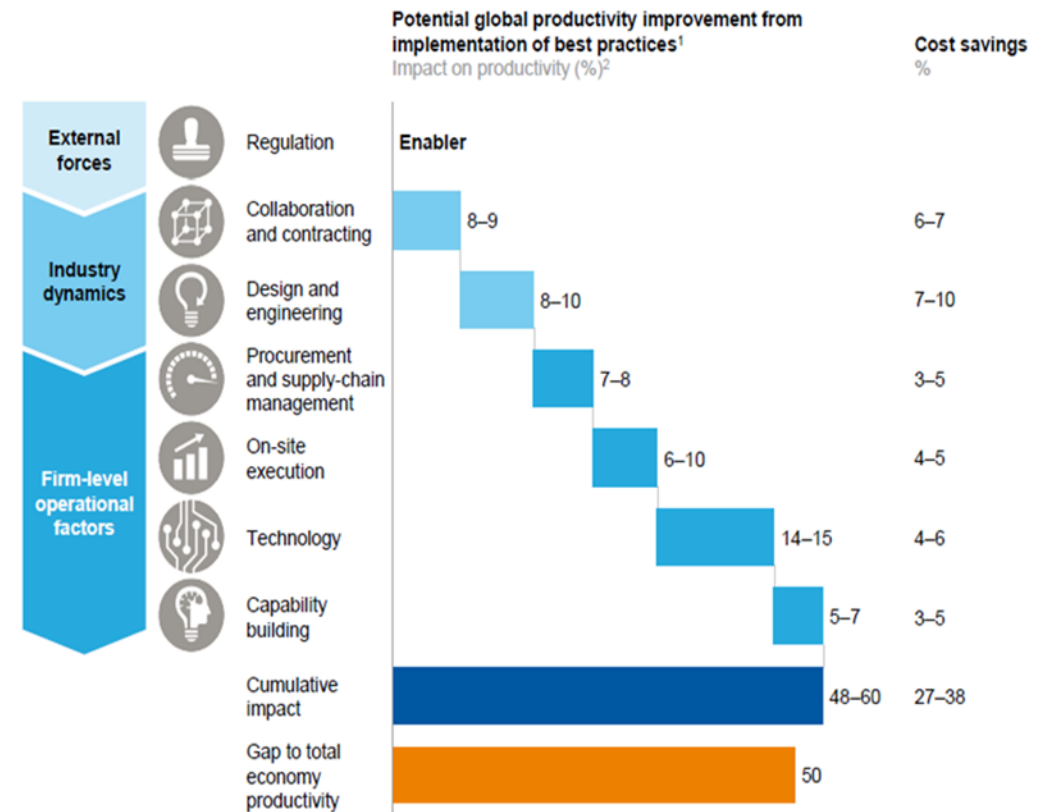


2018 Town Hall

Drive Productivity



Reduce Waste





2018 Town Hall

Appreciative Inquiry

Challenge:

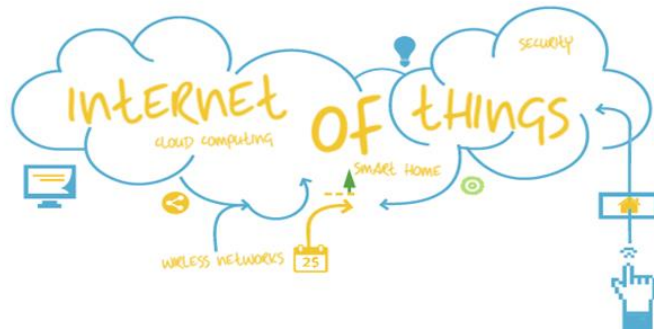
- Create an Industry of Opportunity
- Speak with Appreciation, Value and Positivity





2018 Town Hall

It's Out There



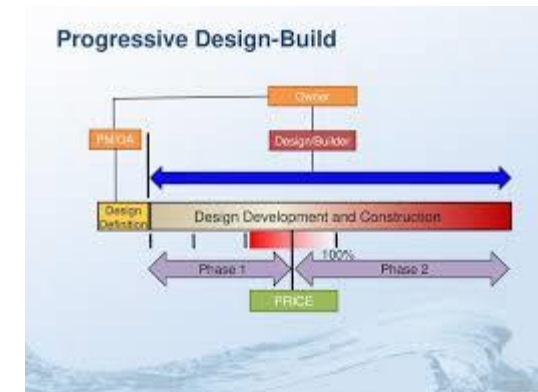
Bill Paolillo, Welty

A NEW Reality



CEI

Applied



Beck Group



Clarify expectations



1st delivery inspections



Work complete accepted





Emerging Leaders

Train the Future with Intention:

3-year Program Designed to Facilitate:

- Cross Industry Interaction
- Leadership
- Professional Growth
- Cogence Partnership



Applications Due 15 November 2018

Strategic Plan New Cogence Board

In the works... Stay Tuned

The Leadership Dilemma: Change, Complexity & Distraction in the Chaotic 4-Generation Workplace

22 January 2019

Special Event

Location and Pricing TBD



Engaging the Experience to benefit our Projects

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Value of Early Engagement

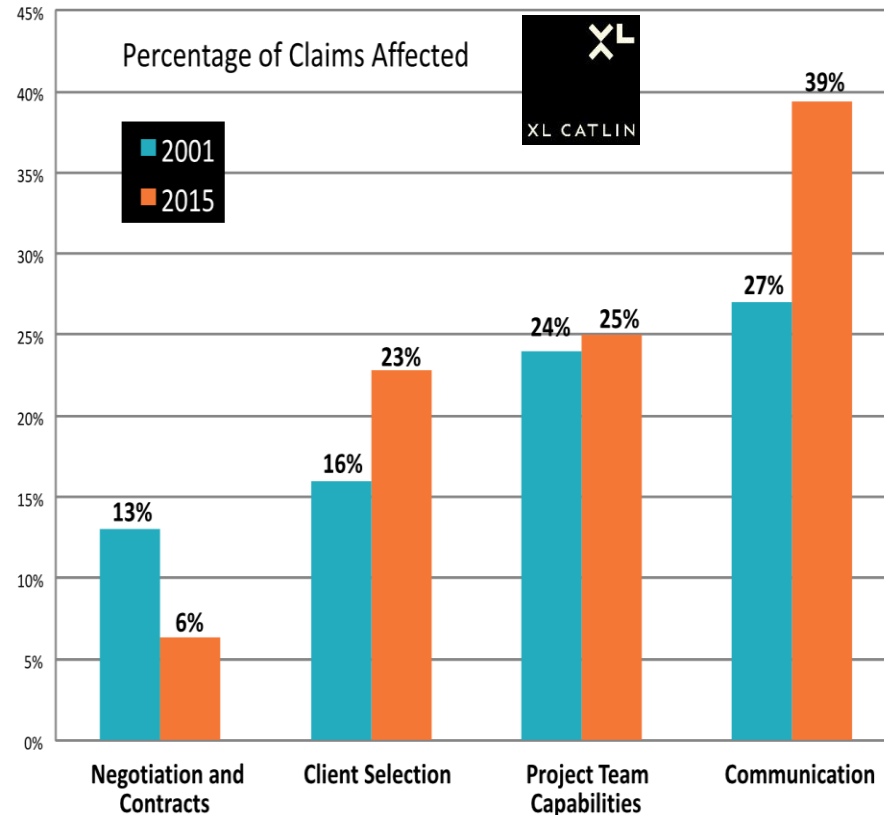
Non-technical Risk Drivers

Technical – 30%

Error and/or omission of a technical nature that results in a loss prevention file or claim

Non-Technical – 70%

Breakdown in project management processes or business practices that leads or contributes to a loss prevention file or claim



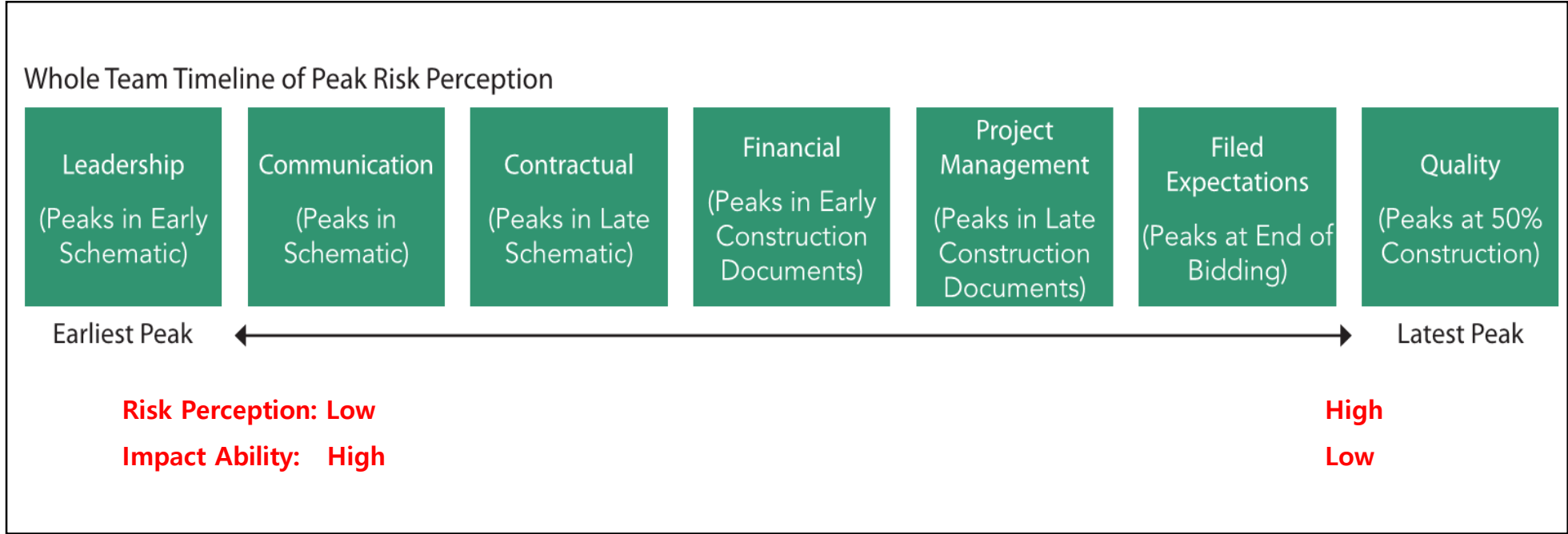


Value of Early Engagement

Financial schedule delays business operations effort exceeds budget pricing assumptions cash flow Estimates based on incomplete information aligning pricing structure to compete with market	Project Management inexperience not being clear with performance expectations scope creep/scope change reliance on consultant/sub performance overextended workload not involved early enough to affect outcome
Leadership change within project timeline lack of engagement misalignment of personalities not involved early enough to affect outcome	Contract Issues scope not detailed shift risk to inappropriate party not negotiable not properly coordinated with team
Failed Expectations schedule/budget not realistic overcommitting forced to accept deficiencies assumptions made on incomplete info	Communication lack of transparency not open, honest, timely fails to clarify intent does not happen
Quality poor craftsmanship incomplete/conflicting documents constructability issues poor performance changes in scope without change to schedule; quality suffers	



Value of Early Engagement





Value of Early Engagement

- Risks are best managed **collectively**
- Common **best practices** will unite
- Collaboration is both:
 - » Cultural
 - » Contractual



Early Engagement Roundtable

Agenda

- Value
- Introduction to Panel
- Defining Early Engagement
- When should it be used
- Obstacles and Risks by Stakeholder
- Survey Results

Objective

- “Why Not” vs. “Why” Conversation
- Understand by Stakeholder
- Point – Counterpoint Dialogue
- Document - provide content



Early Engagement Roundtable

Panel

- Ron Ratner, Partner of RMS Investment Group
- Chip Marous, President of Marous Brothers Construction
- Sean McDermott, Chief Planning and Design Officer, Cleveland Metroparks
- Jeremy Bowers, principal at Karpinski Engineering directing the firm's Akron-Canton office,
- Doug Berlekamp, Senior Project Manager at Whiting-Turner



Early Engagement Roundtable

Survey Results

1. What is holding the market back?
2. What are the risks to each stakeholder?
3. Percentage of Projects with Early Engagement?

Architect	17.86%
Construction Manager	10.71%
Engineer	17.86%
Industry Affiliate	17.86%
Owner (Public & Private)	7.14%
Trade Contractor	28.57%

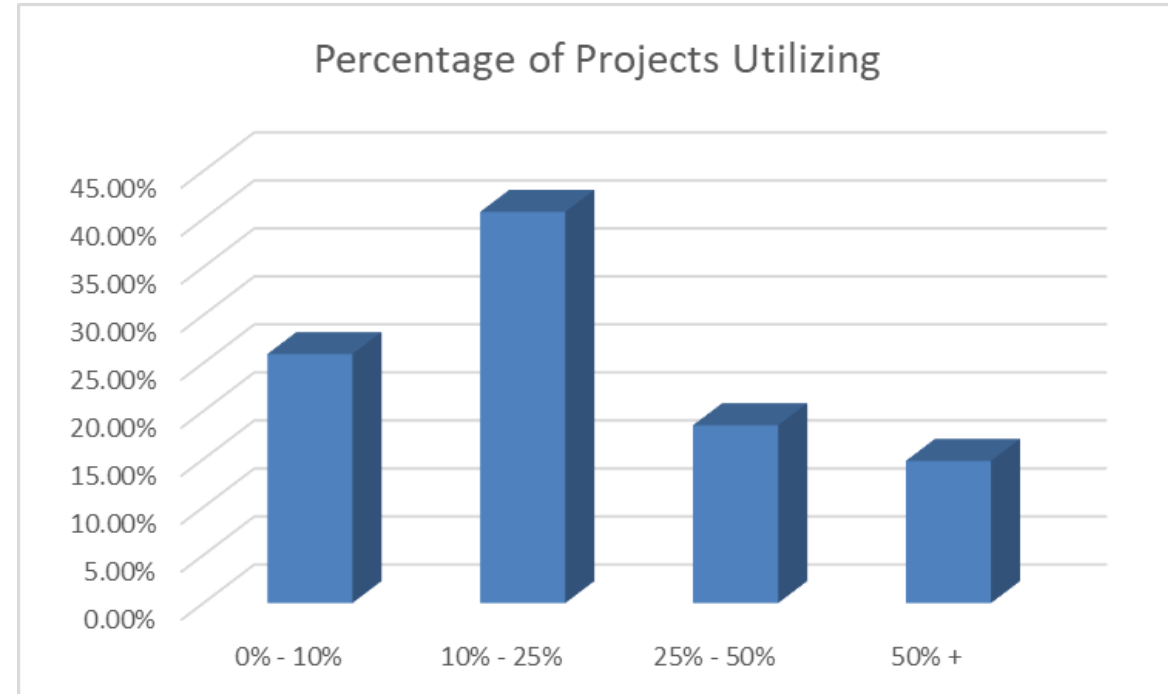


Early Engagement Roundtable

Survey Results

Project Experience

- 0%-10% = 26%
- 10%-25% = 41%
- 25%-50% = 18%
- 50% + = 15%





Early Engagement Roundtable

What is Early Engagement or Design Assist?

- What it is?
- What it is not?



Early Engagement Roundtable

Are all Projects right for Early Engagement?

- Fully Engaged
- Consulted



Early Engagement Roundtable

Identify Obstacles and Risks for each Stakeholder

- Owners
- Architects
- Engineers
- Construction Managers
- Trade Partners
- Insurance / Legal



Early Engagement Roundtable

Next Steps

- Added Detail on Value
- How to Engage Early

The Leadership Dilemma: Change, Complexity & Distraction in the Chaotic 4-Generation Workplace

22 January 2019

Special Event

Location and Pricing TBD





Plus / Delta

Plus (+)

- Great hearing from Ron Ratner and his candidness
- Engagement around the table
- Good step in clarification of the subject of Early Engagement vs. Design Assist
- Separate panelist - Public / Private

Delta (-)

- No Trade Partner on Panel
- No Pam



Early Engagement Roundtable

Survey Results

What is holding the market back?

- Lowest Cost
- Trust
- Public Contracting
- Cost of Preconstruction
- Understanding of Process
- Uncomfortable with Change



Early Engagement Roundtable

Survey Results

What are risks to stakeholders?

- Clearly defined roles/expectations
- Increased design team workload
- Training the inexperienced
- Upfront OH vs Opportunity Cost
- Full Team commitment
- Lack of return on investment
- Is there a strong experienced leader?