

## ADCOVACY GUIDELINES

### Message to General Industry:

#### The Challenge:

The design and construction industry is facing increased demands to produce greater value, higher quality, and faster project delivery. At the same time, it lags in productivity gains, is often contentious, and frequently fails to deliver successful outcomes. Complex, fragmented teams are easily driven by self-interest rather than shared purpose. We believe there's a better way.

#### Our Vision:

Our goal is to transform the design and construction industry. We are advocates for:

- A collaborative project culture that leverages each team member's strengths.
- Reduced risks and improved outcomes for everyone.
- Projects that are financially successful and enjoyable.

Through COGENCE, we share resources and develop new lines of thought to move our industry forward.

### Message to Owners:

Many owners have expressed frustration with industry standard project delivery culture. Their concerns range from failure to control schedule and budget; allocation of risks to those parties least able to control them; an adversarial environment within the project team; and issues around delivery of appropriate quality.

The Cogence Alliance offers Owners resources to improve their Project Delivery outcomes. Through clear communication, effective and timely leadership, and proper allocation of risk, the Cogence Alliance seeks to provide tools to understand and create a true collaborative team environment, define project delivery methods specific to each project, and align team member incentives with the owners' best interests.

### Message to Construction Managers:

Construction Managers are under increased demand to reduce costs, raise the level of quality, and increase the speed at which projects are built. However, as Owners and designers continue to have these higher expectations, projects are becoming more complex, productivity gains are lagging far behind other industries, and safety continues to be a major challenge. All this has led to a high frequency of failed expectations, which in turn has caused an increase of Risk being shifted to constructors, and an increasingly contentious environment.

The Cogence Alliance believes that there's a better way, and as partners, are seeking collaborative ways to improve project delivery.

**Message to Trade Contractors:**

Trade Contractors must excel in meeting the needs and expectations of Owners and CM's to maintain market viability & customer base. Industry markers related to quality, schedule, cost & safety are increasingly important as today's Owners seek to improve project outcomes within each risk category. Often schedules are shorter, quality more demanding & budgets more constrained leaving no room for second chances.

Cogence Trade Contractors believe there is a better way, advocating increased cooperative, communication & coordination efforts between all project constituents; in short, working collaboratively together to achieve all our goals ... why not give it a try?

**Message to Architects:**

Design professionals are challenged to balance project, budget, and scope within compressed timelines. In an effort to manage risk and expectations, the design process often involves an exhaustive search to find solutions that meet the Owner's expectations and minimize potential liabilities. The most important decisions are made early in a project. By collectively defining the project's priorities early in the process and developing a basis for making informed decisions, we can avoid contentious situations.

We believe a culture of collaboration, open communication, and trust, creates an environment that allows the members of a project team to work together to manage risks collectively and make informed, timely decisions that optimize efficiency and quality, and enhance project outcomes.

**Message to Engineers:**

The Engineering Community is tasked with developing increasingly complex and integrated building systems while balancing pressure to reduce costs and decrease project delivery schedules. Contractual risk pushed to the construction teams has led to pressure for more complete information required earlier and earlier in the design process as well as an adversarial environment during construction.

The Cogence Alliance believes there is a better way. As partners, we can refocus and unify our project delivery teams towards better outcomes for all parties.

### **Hook / Call to Action:**

When engaging with outside parties, Cogence Partners should ask for the following specific actions from influencers:

- 1 – Research the positive outcomes associated with improved project delivery.
- 2 – Understand how risk is capitalized & mitigated on a project, and how it effects cost.
- 3 – Embrace collaboration, Implement it on projects
- 4 – Engage with Cogence as a “Friend” or “Partner” or consider starting a chapter in your region.

### **Cogence Elevator Speech**

Cogence is Latin for ‘Drive together’. We are an allied group of owners, designers, constructors and affiliates that believes our industry needs to be more effective. We promote collaboration, identify obstacles, offer solutions, and share outcomes, in an effort to improve the way our industry delivers projects.

### **RULES of PARTNER ENGAGEMENT**

In order to preserve the integrity of the Cogence Alliance and its’ vision, whenever a Partner is asked to Engage with a non-partner on Cogence’s behalf, Partners shall adhere to the following rules, which further expand on the following partnership pledge: “Act as a faithful partner of the Alliance and avoid the promotion of special interests of my company to those of the Alliance.”

Partners shall not add their Company’s logo or Company name to any Cogence Material (Printed, Digital, or otherwise) where it does not already appear.

In presentations, Partners may verbally represent their Company, and Partner Type at the outset, but must make clear that they are presenting as Partner of Cogence Alliance.

In the case where a partner or another organization has sponsored a component of an advocacy session, appropriately-sized signage with the sponsor’s name and Logo recognizing their sponsorship may be posted, and a recognition slide with the same information may be included in the presentation.