Event Meeting Minutes - Cogence Alliance - NEO

DATE: March 13, 2019

TIME: 4:30 pm – 6:30 pm

LOCATION: Oswald Centre, 1100 Superior Avenue, Cleveland, OH

EVENT TITLE: Cogence's Impact on The State of the Industry / Help Plan Cogence NEO's Next Steps

ROOM SET-UP: Silo groups (6 table pods), report out results

PURPOSE: Cogence was founded on the basis that we collectively can improve project delivery in Northeast Ohio. The State of our Industry continues to be negatively influenced by our inability to collaborate, waste in our production system, and the resistance to engage technology. We have had two years of engaged dialogue surrounding collaboration, and now we need to determine our next topics of focus for Cogence to continue to influence our market.

MINUTES: Recapped what we have accomplished over the past 3 years (see PowerPoint for details). We continue to strive to maintain an equal voice among each segment in our industry.

Q: What part of Cogence do you value most?

Responses:
- All the different viewpoints on a specific topic and how we can have open dialogue on subjects
- The format when we started was to have the roundtables be the heart of Cogence and there would be no hierarchy in the room
- I've begun to think differently and view things from others perspective
- The takeaways that can be shared back in our offices
- The communalities that we all have in our specific silo
- Level of professionalism of all the Partners, Owners can attend with the knowledge that they will not be approached for BD purposes
- Elimination of the hierarchy in the room that exists on the jobsite, everyone has a voice
- Being able to mentor others in our companies with the information we have learned at the roundtables

Mentoring

- We are still looking for additional mentors for our Emerging Leaders

Eliminating Industry Waste – moderated by Pat Klanac

Objective:

- Create a common understanding of industry waste
- Identify concerning forms of waste in our "Value Stream"

- Prioritize waste forms to inform future programs

Types: (See end of document for Waste List from Stakeholders)

- **Transportation**: Movement that offers no value.
- **Waiting:** Periods of inactivity for people, material or information.
- **Motion:** Movement of people that does not add value to the process.
- **Inventory:** WIP effects space it takes up and lead times within the process
- **Over-processing:** Doing more work than the customer values.
- **Defects:** Product or informational (design) errors or rework.
- **Overproduction:** Producing more than the process is ready for
- **Additional types of waste:** *Under-utilization of Talent or Technology*

INDUSTRY INNOVATION – moderator Bill Paolillo, Welty (see PowerPoint for slide details)

- Industry 4.0: Digital, automated complex tasks, blurring the physical and cyber digital divide
    - Impact: socio-economic, industry, government, individual
- Most valuable companies focus on YOU - ***It's about the people***
    - Control (gives you command over life), Competence (makes us smarter), Connected (bigger than ourselves)
- The 3 takeaways
    - People do Innovation!
    - People do Innovation!
    - People do Innovation!

Innovation Activity

At your company

- What is an <u>innovation strength</u>?
- What <u>digital capability</u> are you most proud of?
- What is the biggest <u>leadership strength</u>?
- What <u>innovation topics</u> would you like Cogence to explore?

Innovation report out items from stakeholder groups

- Innovation Strength
    - Realtime drawings/information
    - Share best practices; operating system within organization; examples from the Partners of how they are using technologies to improve their business
    - Revit Modeling
        - Innovation company
    - Implementation vs. Value
    - CMR / Design Build
    - Project Delivery Methods
    - Organization Focus
    - Lean Tools

- Digital Capability
    - VR-Gaming Technology
    - Common tools w/common understanding
    - VR/Mock-ups
    - Productivity software
    - Alignment of best technologies that are being utilized (i.e. BIM)

- Leadership Strength
    - LEAN Philosophy
    - Support structure
    - Everyone has a voice

- Innovation Topics
    - Cogence – collaboration and communication controls; assimilation/consensus around platforms of technology; validate value of specific technologies
    - Tech to help design/decision
    - What's out there, how do we find it, how can we use it?
    - Validate the innovative tools that are out there (manufacturing has the most innovative tools currently)

Industry Transformation
- See PowerPoint slides 'How will we Grow'
- Be a change agent; can we get the barrier makers to join Cogence and show them how collaboration works to deliver projects with improved outcomes

What's happening in and around Cogence:
- We need mentors for our emerging leaders
- We are in the beginning stages of planning 'Appreciative Inquiry Summit' hosted by David Cooperrider – Spring 2020
- Jim Cicero is heading up a group that is working on a Cogence collective response to OFCC
- Emerging Leaders – CAN-struction at SouthPark Mall April2019
    - Please donate to purchase the food cans and come out to view and support the EL's 'Transformers' themed CAN-struction
- 2019 Dues Invoices can be found on the Cogence website on the PARTNER LOGIN section; Contact Bonnie at Admin@Cogence.org if you need help or a hard copy invoice
- Next event May 8th: **Collaborative Scheduling – <u>Bring an Owner</u>**

ANNOUCEMENTS:

We presented a small token of our appreciation and recognized former Cogence Alliance Board of Directors for their service in advancing our industry in a more collaborative environment:

- Ron Lawson, Cleveland Clinic – Founding BOD Partner
- Robert Bostwick, Bostwick Design - Founding BOD Partner
- Jim Cicero, Karpinski Engineering – Founding BOD Partner
- Don Dreier, Donley's – Founding BOD Partner
- Paula Selvaggio, Oswald – Founding BOD Partner
- Vince Gargano, NSC – Founding BOD Partner
- Marge Zezulewicz, Hasenstab Architects – Founding BOD Partner
- Mike Long, FF&H – Founding BOD Partner
- Dragan Dukich, Gleeson – BOD Partner

P**LUS/DELTA:** **We ran out to time and did not get to +/-**

Plus:	Delta:

NEXT MEETING: May 8, 2019

Report out of Top 2-3 Waste (by type) from each stakeholder group
Transportation
1. Attendance at meetings without agenda
2. Multiple people attending when 1 is sufficient
3. Meetings that are progress updates only
4. Timeline out a meeting
5. JIT delivery
6. Demobilize before punch list
7. Too many people handling information (cc: on emails)
8. Use of technology – prepare before going to a meeting +
9. FFE multiple locations

Waiting:
1. Punchlist – waiting
2. For approval (understand and map out)
3. Being on time to meeting
4. Steps that are linear when could be concurrent
5. Untimely decisions making
6. Project stops/delays – keeping team (knowledge base) together
7. Starting not at right time
8. Extended period of time between phases
9. RFI process
10. Submittal + Approval process
11. Cashflow

Motion:
1. Things that should be prefab but not
2. Meeting locations
3. Jobsite coordination
4. Multiple phases within a single phase
5. Over analysis not getting work done

Inventory
1. Attic stock
2. Too much on site
3. Use of paper when electronic works
4. Staffing utilization (backlog vs work on hand)
5. JIT

Over processing:
1. Rabbit holes + debates
2. Redesign – pre con because of lack of clear articulation
3. Production of unnecessary documents
4. Tasks outside scope and budget

5. VE: undesign to redesign without certainty of work
6. Client reporting – what do you need vs want
7. Excessive w/o goal + agenda
8. Emails reply all – wasted time
9. Numerous punch list
10. Overdetail + over analyze
11. Rethinking decisions
12. Emails – not answering all questions + unrelated subject line

Defects:
1. Punch list
2. Owner changes that require work to be ripped out
3. Rebid for project over budget
4. Condensing schedule
5. Untimely Q/A Q/C
6. Inexperience without proper mentorship
7. VE lack of early cost control

Overproduction:
1. Add alternates
2. Keeping design within the controls
3. Drawing before ready to produce
4. Issuing standard sheets that don't apply to specific
5. Out of sequence work
6. Too much information not relative to scope
7. Over detailing design
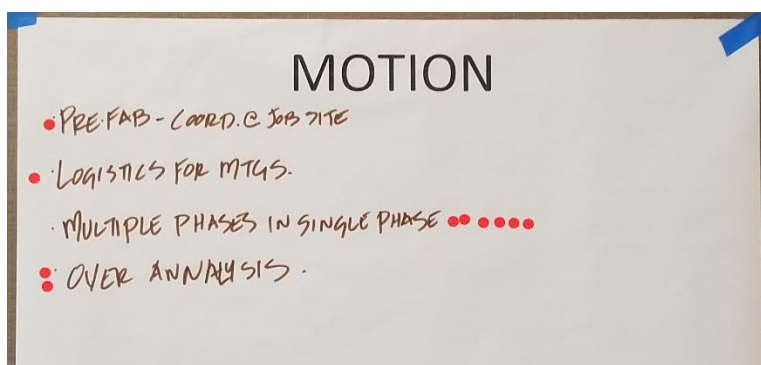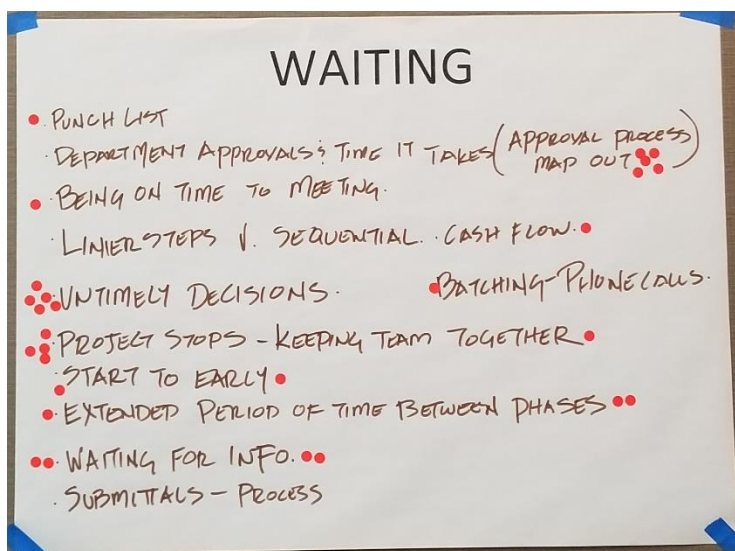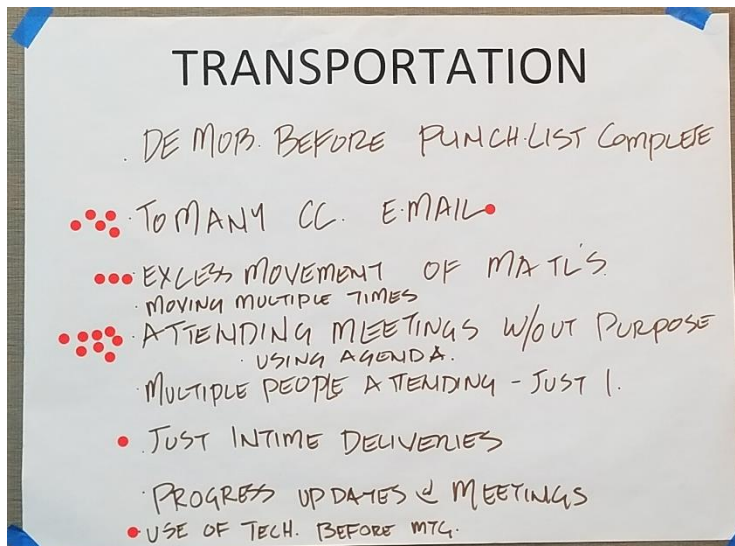
Underutilization of Talent + Technology
1. Lack of prefab
2. Utilizing more mock up and VR in design phase
3. Printing when electronic is effective
4. Empowering decision makers
5. Right software tools for best outcome
6. Specialist vs generalist – using the wrong one
7. How to use the tool but not knowing what to draw
8. Late implementation (laser scan)
9. Not consulting with the workers in the field to provide suggestions
10. Availability of right staff

Innovation cogence focus on:
1. Virtual Reality – understanding prior to design
2. Examples of what is working – which technology + Process + implementation + when in lifecycle
3. How technology can influence design & build
4. What is out there that we aren't using that we don't know about – from other industry
5. Validate value of technology systems

Photos of the "Waste" list Polling

Note: Manual polling of items was completed by Partners by placing an orange dot next to their top items

TRANSPORTATION
- DE MOB. BEFORE PUNCH LIST COMPLETE
- TO MANY CC. E·MAIL
- EXCESS MOVEMENT OF MAT'L'S.
  - MOVING MULTIPLE TIMES
- ATTENDING MEETINGS W/OUT PURPOSE
  - USING AGENDA.
- MULTIPLE PEOPLE ATTENDING - JUST 1.
- JUST INTIME DELIVERIES
- PROGRESS UPDATES & MEETINGS
- USE OF TECH. BEFORE MTG.

WAITING
- PUNCH LIST
- DEPARTMENT APPROVALS & TIME IT TAKES (APPROVAL PROCESS) MAP OUT
- BEING ON TIME TO MEETING.
- LINIER STEPS √. SEQUENTIAL. CASH FLOW.
- UNTIMELY DECISIONS.   BATCHING PHONE CALLS.
- PROJECT STOPS - KEEPING TEAM TOGETHER
- START TO EARLY
- EXTENDED PERIOD OF TIME BETWEEN PHASES
- WAITING FOR INFO.
- SUBMITTALS — PROCESS

MOTION
- PRE·FAB - COORD. @ JOB SITE
- LOGISTICS FOR MTGS.
- MULTIPLE PHASES IN SINGLE PHASE
- OVER ANNALYSIS.

INVENTORY

- ATTIC STOCK OVERSUPPLIED
- STORED MATERIALS ON SITE
- PAPER V. ELECTRIC
- PROPERLY STAFFED
- JUST IN TIME DELIV.

OVER-PROCESSING

- RABBIT HOLES
- RE-DESIGN
- PRODUCTION OF UNNES. DOCS.
- EFFORTS ON TASKS OUTSIDE SCOPE BUDGET.
- VE - UNDESIGN TO REDESIGN
- ALOT OF INFO. WHAT DO YOU NEED.
- DURATION OF MTG. - NO CLEAR GOAL
- EMAIL - REPLY ALL.
- MULTIPLE PUNCH LISTS. REPEAT
- OVER DETAIL
- RETHINK DECISIONS
- CREATING EXTRA WORK
- EMAIL

DEFECTS

- PUNCH LIST
- OWNER CHANGES
- LUMP SUM · OVER BUD.G - REBID.
- RUSH DESIGN.
- QA/QC PROCESS
- YOUTH AND IN EXP. - MENTORSHIP
- FIELD REWORK
- V/E COST CONTROL