

Event Meeting Minutes - Cogence Alliance - NEO

DATE: May 8, 2019

TIME: 4:30 pm – 6:30 pm

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

EVENT TITLE: Collaborative Scheduling; Why do it?

ROOM SET-UP: U-Shape with Panelist table at front, chairs at back and side of room

PURPOSE: The process of planning, scheduling, and proactively monitoring each phase of a project as it progresses is an important component that needs to be influenced on a collective dialogue with project stakeholders. Such a process, including a focus on the management of risks inherent in resource limitations being encountered in many construction markets, provides a platform of trust and transparency that serves all project stakeholders with a toll to make timely business decisions relative to project modifications. If we are going to change how project teams deliver projects, then we need to drive a conversation setting a standard for a collaborative and transparent scheduling process that will eliminate the obstacles to this engagement.

MINUTES: **Panel:** Mark Seifried, NV5-Moderator/Affiliate; Bryan Wahl, Bostwick Design-Architect; John Butler, Whiting-Turner-CM; Rocco Gallo, Karpinski-Engineer; Pen Wolf, Cleveland Clinic-Owner; Steve Jones, Zenith-Trade Contractor

Defining Cogence Project Fundamentals: Project Delivery; Quality; **Schedule;** Budget-Future?

We need to change the current culture of our industry which displays a “lack of time” to create a schedule (typically working in recovery schedule)

A successful project has a well-balanced triangle of “Schedule – Quality – Cost”

Process Philosophy – ROI (Profitability / Efficiency): Schedule is one of the most important processes during each phase of the process; building the team, manpower, timing, costs, etc.

As an industry we need to do a better job of training our industry how important schedule is!

How do we help the industry to become better planners?

Quality of the schedule as it’s developed and then the implementation of schedule

The input and morale in the field is extremely important in order to maintain the schedule. Having the staff/workers in a positive state of mind creates a more stable environment and they can typically handle unexpected changes better.

Cost modeling leads to program modeling and should be a part of the schedule in order to give the architect the correct direction.

Process Philosophy – ROI (Limit Exposure if Problems Arise): Most people do not want to speak up during the meetings, instead they agree and walk out and then express their true feeling. How do we remove the fear of speaking up?

3rd party schedulers can bring an unbiased view and can help to keep us accountable.

Co-location helps to keep communication open and keep fast track projects on schedule by providing answers faster.

Team Expertise: How do we change the “President”, “CEO”, head of the organization that is building, that the schedule is a timeframe that they pluck out of the air. Our industry is not necessarily their world and they don’t necessary understand the true schedule it would take to construct. It’s our job to help them understand by finding individuals/experts that can validate the proper schedule.

Phase Expectation Design Phase: We need to find a better way to show people how the design process works and managing the expectation between the A, E, CM, T. The process is not linear it’s back and forth, redesign, etc. We need more transparency of the design phase/process.

In the rush to get through the design phase mistakes are being made in the construction phase are occurring and at times no one knows what drawing is the most current.

Sharing / Transparency / Validation: We need to show milestones and work the problems earlier and not allow them to “play out at the end”.

Create a culture where people are comfortable speaking up. Everyone should be in the room and hear the comments first hand.

We typically don’t build with an early engagement of the entire team. A/E should remain involved through the construction phase to validate it’s being construction as designed.

Workflow / Execution: Out of sequence work can impact other trades and add time to their work schedule. Discussion and buy in from all the trades is extremely important.

Failure of workflow can lead to financial impact and you may not have access to the appropriate personnel, so you just throw bodies at it which can create a different set of issues.

The next generation is not a “jump in and get it done” generation when someone else has created the issue.

Accountability, Timeliness and Accuracy: We need to be better at giving better commitments.

Goal would be to do more IPD style projects: Work from loose milestones – pull planning – to firm milestones; working as a team where everyone has a voice!

Adding a penalty can be detrimental; adding a financial incentive (future work opportunity) can create a positive atmosphere

Adapting to Change: Quantity and size of changes affect the schedule and quality of the workmanship when end dates don't change. We need to discuss and explain better "Why that change would affect the end date?"

Staff is impacted when any one project becomes a project that is in a continuously state of change.

Soft openings are becoming a norm...we should not be wearing safety glasses and hard hats at the Grand Opening!

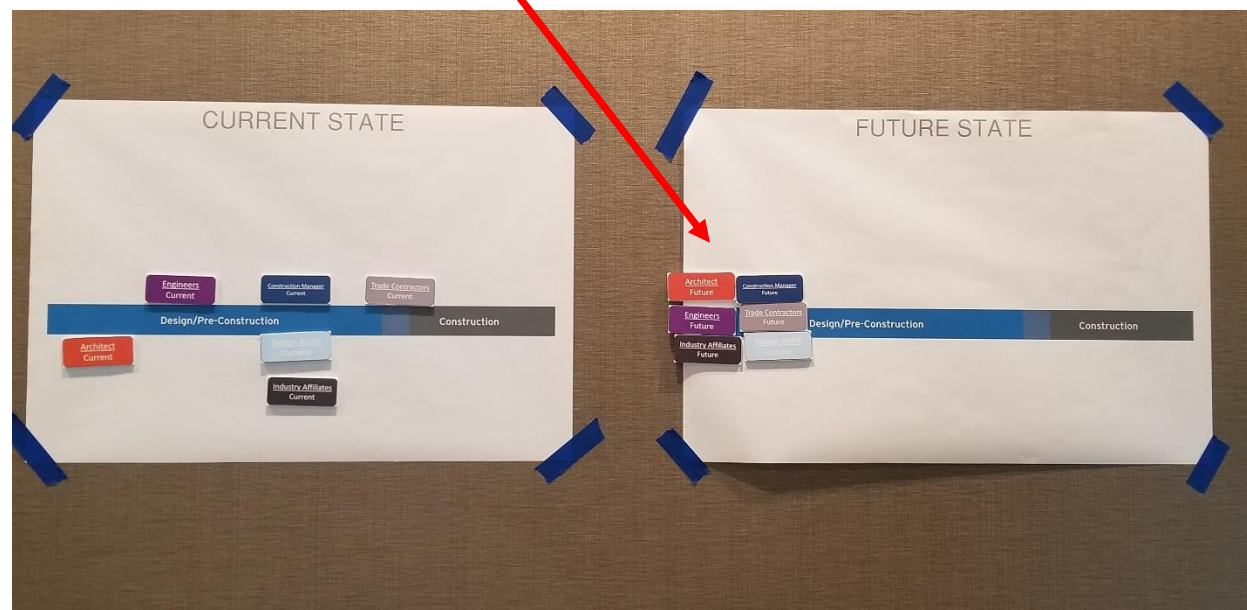
Leave your ego at the door

The Future State

We are moving towards working together! Pull planning is helping and we are bringing more information back to the design teams, which is helping to improve the design phase.

See "Future State – An Example" slide

"Where we want to bring people on"



To help our Owners change their processes, we have to give them the information to take up the ladder.

Bring better technology into our industry that gives immediate and better updates

ANNOUNCEMENTS:

- Central Ohio has held 2 roundtable events and is working through the Risks in the central Ohio region.
- EL's had a successful CANstruction.... A total (all teams) of 35,704 cans + \$8,000 was donated to the Cleveland Food bank.
- Cogence GMP: has been uploaded to the website and we are asking for comments by June 1st. A smaller group will then process the information. We will then have focus groups to go through the Cogence GMP, the final step will be to implement the Cogence GMP on projects.
- We are look for a part-time Executive Director to continue to grow Cogence.

PLUS/DELTA: We ran out to time and did not get to +/-

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| <p>Plus:</p> <ul style="list-style-type: none">• Got meeting back on schedule• Enforces what we already know• More sessions on this subject and how it integrates into the GMP process | <p>Delta:</p> <ul style="list-style-type: none">• Talk more about the future state |
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NEXT MEETING: Eliminating Waste: July 10, 2019
September session will be based around- Technology

CANstruction Emerging Leaders Team





Why Collaborative Scheduling meeting

