



J E O P A R D Y !

A SPECIAL COGENCE ALLIANCE (COVID-19) EDITION

Thursday, January 21, 2021 at 4:00 p.m.



In order to best prepare for today's
virtual roundtable discussion,

**PLEASE PLACE YOURSELF ON MUTE
& TURN ON YOUR VIDEO.**



Central Ohio Chapter Virtual Roundtable Agenda

Cogence Alliance Central Ohio Chapter

Momentum Event Announcement

COVID Jeopardy: Small Breakout Groups & Report Outs (2)

Cogence Alliance Updates for 2021

Plus Delta & Wrap-Up



Mission + Purpose

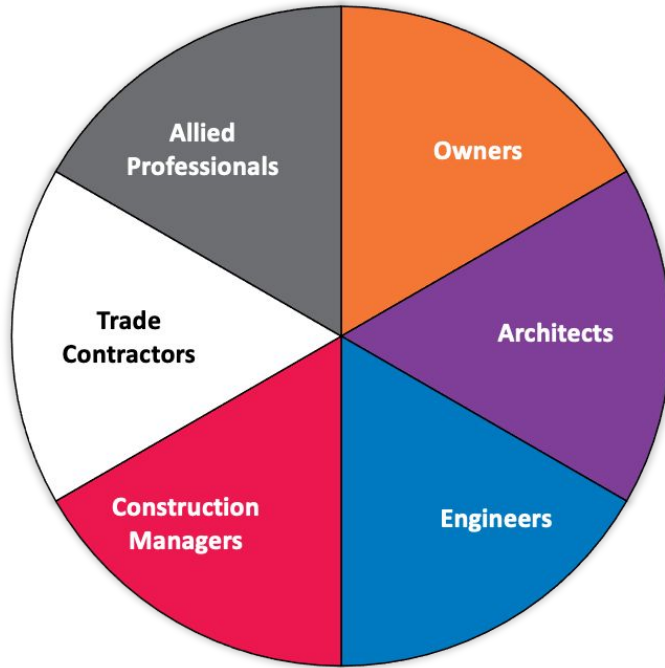
Cogence *(Latin)*

“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

Drive Together



Balanced Voice

As a partner of COGENCE Alliance:

- **Affect and influence change in your organization and the market**
- **Work collaboratively and committedly with other Partners to meet the goals of change in the industry**
- **Avoid the promotion of special interest**
- **Not a Business Development Meeting**
- **Be a Resource**

To Be a Partner



Cogence Central Ohio Chapter Board of Directors

President:	Jeff Ortman President, HAWA Engineers	Program: Committee	David Scott Managing Partner, Brennan, Manna, Diamond
Vice President:	Frank Eisenhower Director of Columbus Office Karpinski Engineers	Partnership: Committee	Allen Toombs Managing Principal Trinity NAC Architecture
Secretary:	Lori Bongiorno Principal M+A Architects, Inc.	Emerging: Leaders Committee	Angela Kolosky Associate Principal DesignGroup
Treasurer:	Kelly Greene Specially Construction DIRTT Environmental		Doug Smith President Dynamix Engineering

FEBRUARY 8-11, 2021

MOMENTUM

COGENCE Alliance[™]
Owners+Architects+Engineers+Contractors

COVID-19 has forced us to change—to **become innovative, to better manage risk, to rethink design, and to even be more productive**. Join us for this four-day series (of 90-minute virtual programs) to talk about how we can use the pandemic as a catalyst for change and improvement.

FREE for Cogence Alliance partners and \$99 for full week for non-partners.

Discounts available. See Allen Toombs, Partnership Chair, for more information.

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FEBRUARY 8-11, 2021

MOMENTUM

COGENCE Alliance.
Owners • Architects • Engineers • Contractors

MONDAY



KEYNOTE PRESENTATION

CHANGE THE WAY YOU WORK

Duane Hughes, President & CEO, Workhorse Group

MONDAY, **FEB. 8**, 2021 at 4PM EST

From *The New York Times* (Dec. 22, 2020): "A business like Workhorse Group, which employs 130 people and had sales of less than \$1 million in the first nine months of the year, would not normally attract much attention on Wall Street. But these are not normal times. Workhorse is aiming to make electric delivery vans. [...] And unlike some of its rivals, Workhorse is not a start-up and has been making small numbers of electric trucks for years."

TUESDAY

PRESENTATION + FACILITATED BREAKOUT GROUPS

VACCINATING AGAINST DESIGN & CONSTRUCTION RISK

RISK MANAGEMENT

TUESDAY, **FEB. 9**, 2021 at 4PM EST



DAVID SCOTT

Brennan Manna & Diamond
Columbus Managing Partner,
Co-Vice President

FEBRUARY 8-11, 2021

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Owners+Architects+Engineers+Contractors

WEDNESDAY

PRESENTATION + FACILITATED BREAKOUT GROUPS

UNMASKING THE FUTURE OF DESIGN

DESIGN STANDARDS

WEDNESDAY, **FEB. 10**, 2021 at 4PM EST



WILLIAM BAHNFLETH

ASHRAE, Chair, Epidemic Task Force

*Pennsylvania State University
Professor, Architectural Engineering*

THURSDAY

PRESENTATION + FACILITATED BREAKOUT GROUPS

RECALIBRATING WORKFORCE ENGAGEMENT

PRODUCTIVITY

THURSDAY, **FEB. 11**, 2021 at 4PM EST



KENNETH D. SIMONSEN

*The Associated General Contractors
of America, Chief Economist*

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JEOPARDY!

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Today is about introspection, not solutions.
Phrase all “answers” in the form of a question.



FOR SMALL GROUP DISCUSSION

The design and construction industry is moving into a post-COVID world. What questions/issues must we resolve to *thrive*?





Example questions:

- How has the way we work changed?
 - What challenges do we face in how we communicate?
 - Who is innovating and adapting best – and who is struggling?
-



Breakout Group #1

- What long term investments should be made to have future impact?
- How are our workspaces going to change based on our new knowledge?
 - How is work going to be completed with people working remotely? Do we need to pause prior to making any changes?
 - How will we repurpose space to adapt to the changes?
- **Who do you listen to? How do you separate facts from sales pitch? Steady vs. overreaction?**
- If everything is done virtually, will we even need buildings?
- **How do we make sure we understand financially where our clients, business partners, subcontractors are coming out of this?**
- **What are short term changes vs. long term paradigm shifts?**
- When new normal is established, what are the revenue impacts?
- How does “hoarding” cash affect the community?
- **What does the workforce look like going forward? What is the real workforce availability?**
- Is there an opportunity to get new talent?
- **What is the impact on the changing paradigm on how we train our professionals?**
 - How do we intentionally create these new ways of training?
 - How do we intentionally create new ways to build relationships with clients?
 - How do we ... interview and get work?
 - How do we ... build and maintain office culture?
 - How do we make the benefits that came out of this and make them long lasting?
- **How do we tailor our solutions which will differ for different business partners / industries / sectors / roles?**
- **How do we pay more attention to equity differences that may have been created or been made wider by the pandemic?**

*The design and construction industry is moving into a post-COVID world.
What questions/issues must we resolve to thrive?*



Breakout Group #2

- How are our clients going to get accustomed to the post-COVID world? As a service industry, we have to react to our clients. So how they come out of this will largely shape what we do.
- How do we relate our designs/documents to user groups even when we are physically in the same room. How are we going to overcome the increased difficulty now that we are not face to face?
- How comfortable are people going to be getting back together after COVID subsidies? How long is it going to take to be comfortable in the same room again? Will it drive advances in technology to share 3D modeling and documents?
- How do we work through the ability to run through changes on projects?
- What is the expectation going to be from owners/user groups to eliminate/reduce the impact of the next pandemic? How will our industry be expected to respond to it? Ex. HVAC changes
- Industry standards start to conflict - reduce intake air, now bring in more fresh air, what will be the happy medium?
- What is the expectations that goes into our designs now to negate infection issues? Who pays for that? Ex. Filtration, increase air efficiencies, exterior envelopes, etc.
- Will the design/construction process continue to be commoditized? Collaboration works best when we are all together but the pandemic has accelerated the idea that we don't need to be together. Will we lose the importance of in-person collaboration?
- If we do increase 'safety/cleanliness' measures, who covers the cost for that?

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Breakout Group #3

- How will occupant density requirements change? Open office vs. Cubicles and offices.
- How do we advise our clients to move forward confidently?
- How best can we understand the challenges of different industries? Those challenges are different now then they were pre-COVID?
- Can we thrive without human contact? Isolation fatigue.
- **Who is succeeding best? Why? Who's struggling and why?**
- How do we build and develop relationships moving forward? Build new and maintain existing.
- **How to move forward when client and company policies do not align?**
- How will contract language change and address these new risks?
- When are protocols going to be standardized?
- How do we navigate new societal norms?
- **Is there new technology that will be implemented within our industry processes?**

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What questions/issues must we resolve to thrive?*



JEOPARDY!

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No problem solving necessary!
Just identify the questions and issues.



FOR SMALL GROUP DISCUSSION

**What questions do you have about Risk
Management/Design Standards/Productivity?**





RISK	DESIGN STANDARDS	PRODUCTIVITY
BUDGET / SCHEDULE	OCCUPANT HEALTH	% PROFITABILITY
DAILY DOUBLE	PANDEMIC RESPONSE	MENTORING / TRAINING
LEADERSHIP / TEAM	DAILY DOUBLE	WORKING FROM HOME
CONTRACTS	LIABILITY	USE OF TECHNOLOGY
COMMUNICATION	COST MANAGEMENT	DAILY DOUBLE



Example questions:

- Who is responsible for excess PPE costs?
 - What if virtual meeting inefficiencies impact project schedule?
 - How best to train/mentor new workers, given limited facetime?
-



Breakout Group #1

- Productivity:
 - How do you measure it?
 - Did productivity go up or down?
 - In construction, what creative solutions came out of the restrictions in order to maintain schedule?
 - How will workplace design change? Will it reverse the trend of the last 10 years for smaller cubicles and fewer offices?
 - How will this impact SF per person, therefore, financial impacts?
 - How does this impact collaboration? How do we provide flexibility going forward?
 - How do we provide mentoring to younger staff? What does it look like in a world where we can't have one on one meetings?
 - **How do we challenge ourselves to trust our people to work from home and be productive? How do we evaluate and provide flexibility and curate policies to match employees' strengths?**
 - How can I help / support / train staff to work from home?
- Risk Management:
 - How do we make sure people are working safely on site with the safety measures in place?
 - How do we make handwashing stations on site the norm rather than the exception?
 - What clauses in contracts will be up for discussion in order to be fair?
 - **How will the lack of legal precedence around the pandemic and its impact, affect us in the future?**
- Design Standards:
 - **How do you balance trend of energy savings with the requirement of more air changes / air filtration in order to provide adequate safety?**
 - What is going to stay and what will back down once the vaccine is administered to everyone?

*What questions do you have about
risk management? design standards? productivity?*



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Breakout Group #2

- RISK - Communication
- How best do we communicate with the risk of being onsite with colleagues that are not willing to be?
- Will the virtual atmosphere continue (site inspections, meetings) post COVID? How does it change meeting minutes, etc. that come from those meetings?
- If virtual sessions are recorded, are you more scripted/cautious with answers? How are 'next steps/tasks' shared with team?
- **Will the loss of body language, personal connection affect how we build new relationships especially? How do you maintain trust if nothing is in person?**
- DESIGN STANDARDS - Occupant Health
- What are the new design standards going to be?
- **How long do new standards take to get implemented? It's such an unknown right now.**
- **How do we be forward-thinking to develop design standards for the 'next' pandemic?**
- What are the designers going to be held accountable to?
- How are we going to make people feel comfortable coming back into spaces: work, concerts, community, etc?
- PRODUCTIVITY - Mentoring/Training
- How do we reset the initiatives to implement training/mentoring within our own companies?
- **How do we create 'aha' moments for employees/clients virtually?**
- How can we leverage and take advantage of technology for mentoring?
- PRODUCTIVITY - Technology
- **What are the new norms/protocols when meeting virtually?**
- Will there be advancements in augmented reality/mixed reality so we can collaborate on design better?
- Will design firms have large 'virtual reality' white box spaces?

*What questions do you have about
risk management? design standards? productivity?*

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Breakout Group #3

Design Standards - Occupant Health/Liability: How to handle request for guarantee that people won't get sick?

Risk - Budget /Schedule: How to account for cost of additional needs?

Daily Double: How to handle novel problems when research hasn't yet been done?

Risk - Communication: How to incorporate new modes of communication?

Risk - Communication: What benefits/drawbacks of meetings being recorded?

Productivity - Mentoring/Training: How to establish firm/office culture in virtual context?

Risk - Communication: How to consider equitable transmission of knowledge? Ecc everybody with every udea?

Productivity - Daily Double: How to create new relationships? How do we meet somebody?

Risk - Communication: What communication methods will work best going forward

Risk - Contracts: How will language change? How will risk be allocated?

Risk - Budget/Schedule: What benefits flow from slowing down of the design/construction process? S

Risk/Budget: Who pays costs of schedule modifications?

*What questions do you have about
Design Standards - Daily Double - How do business ethics impact our industry? How to reconcile code
restrooms? How to encourage ethical behaviors?
risk management? design standards? productivity?*



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Breakout Group #4

- Budget/ Schedule-How do we fairly address delay costs for all parties?
- Mentoring & Training- How do we maintain culture and train our team remotely?
- **% Profitability- Are we sure we are getting full effort out of our team?**
- **Are we helping our team have the right balance for their stress and mental health?**
- How to align mentoring and scheduling as we move back to the office?
- **What standards are we designing to now? What should we be considering?**
- How has this affected the standard of care?
- How has liability changed?

What questions do you have about risk management? design standards? productivity?



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Central Ohio Chapter 2021 Roundtable Schedule (Virtual)

*February 8-11

March 18

May 20

July 15

Sept 16

*Nov 11

MOMENTUM Conference

Possible Topics:

- **Diversity Equity and Inclusion**
- **Wellness and Sustainability**
- **The New Norm**
- **Collaborative Skillset**

*Meetings are typically scheduled for the 3rd Thursday of every other month.
Meetings will be virtual beginning at 4:30 PM to 5:30 PM



Being a Cogen Partner ... What do you get?

- **Bi-monthly Partner Roundtables**
 - **Substantive, Challenging, Honest Dialogue**
- **Larger Seminar Events**
- **Guest Facilitators**
- **Access to Industry Experts**
- **Influence Industry Change and Improvement**
- **Committee Opportunities**
- **Emerging Leader Development Opportunity**
- **Access to Resources**



Plus / Delta

Plus (+)

- Technology worked well
- Breakout sessions are a great format
- Liked the challenge of phrasing things as questions rather than solutions.
- Content is great
- Likes multiple breakout groups with different people to chat with a broader group
- Jeff & team organizing this
- As a growing national organization, can join other locations for meetings and broaden your contacts
-

Delta (–)

- We aren't together
- Want more time to keep discussion going
- Too much time on the introduction
- More people to join committees

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