

COGENCE Alliance

Owners + Architects + Engineers + Contractors

Inspire. Educate. Unite.



Mission + Purpose

Cogence *(Latin)*

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

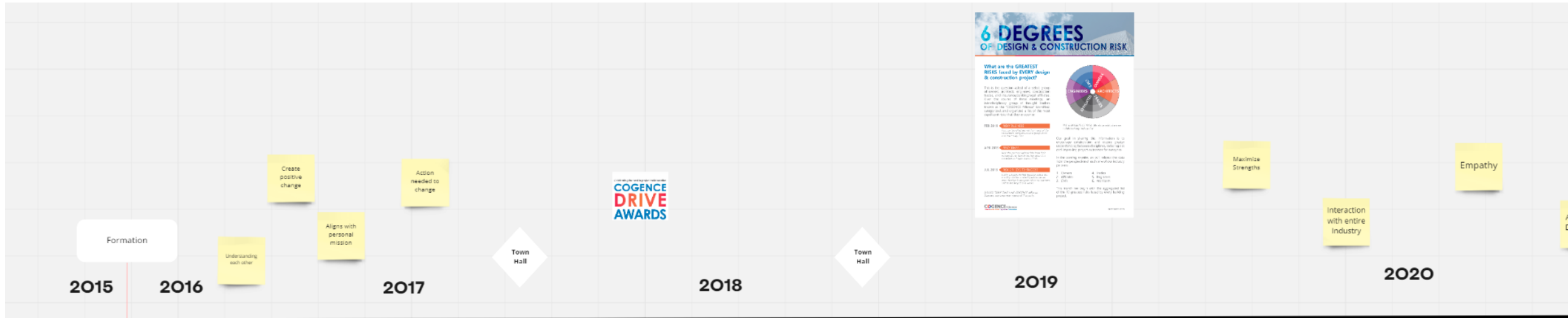
The purpose of the Alliance is to bring Owners and Developers, Architects and Engineers, Construction Managers and Contractors, and Allied Industry Professionals together to **advocate** and be a **resource** for improved project delivery.

For more information visit us at www.cogence.org

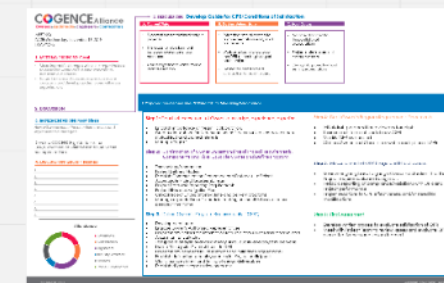
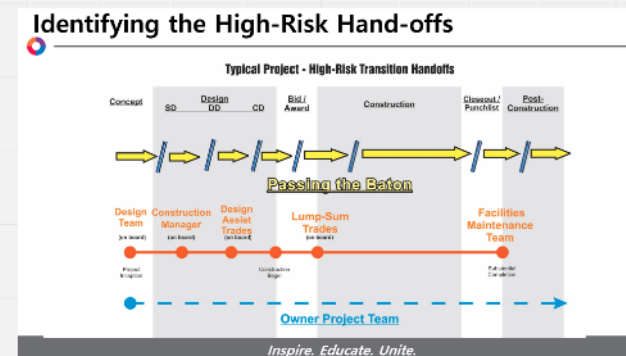
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Agenda

- Introduction
- Member Survey Results
- WHAT JUST HAPPENED?! – Lessons Learned from 2021
- Breakout – 2022 Goals for COGENCE
- Breakout Results
- Plus / Delta



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
Foiled 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	



COGENCE Alliance

Owners+Architects+Engineers+Contractors

Growth & Evolution



Maximize Strengths

Empathy

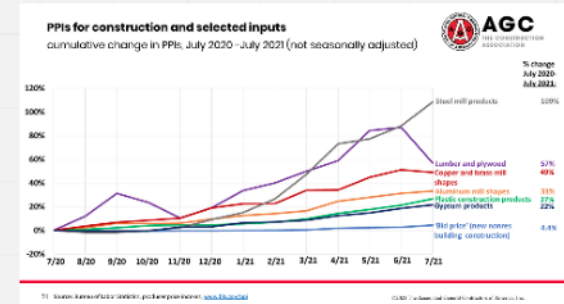
Relationships

Understanding

Improve effectiveness

Interaction with entire Industry

Common Alliance & Diversity of Ideas



2019

2020

2021

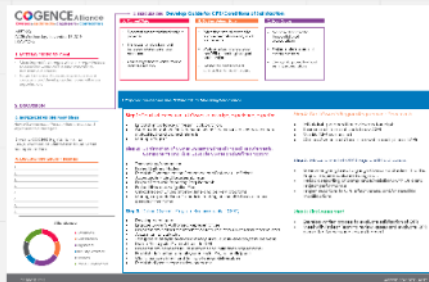
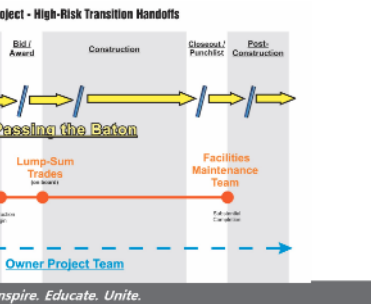
Quality

Removing the Waste

Project Initiation

Inflection Points

Risk Hand-offs



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Owners+Architects+Engineers+Contractors

WHEN SCOPE DOESN'T MEET BUDGET

A virtual partner roundtable experience, including facilitated breakout discussion groups

COGENCE Alliance
Owners+Architects+Engineers+Contractors

2021 Theme: INFLECTION POINTS – The Moments that Define a Project

- March 24: Project Kick-Off
- May 26: GMP / Design Sign-Off
- July 27: Start of Construction
- September 22: Changes in the Work
- November 17: Close-Out & Post-Occupancy

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Sean McDermott

Chief Planning and Design Officer
Cleveland Metroparks

September Summit



September Summit



Save the date coming soon!!

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Membership Survey

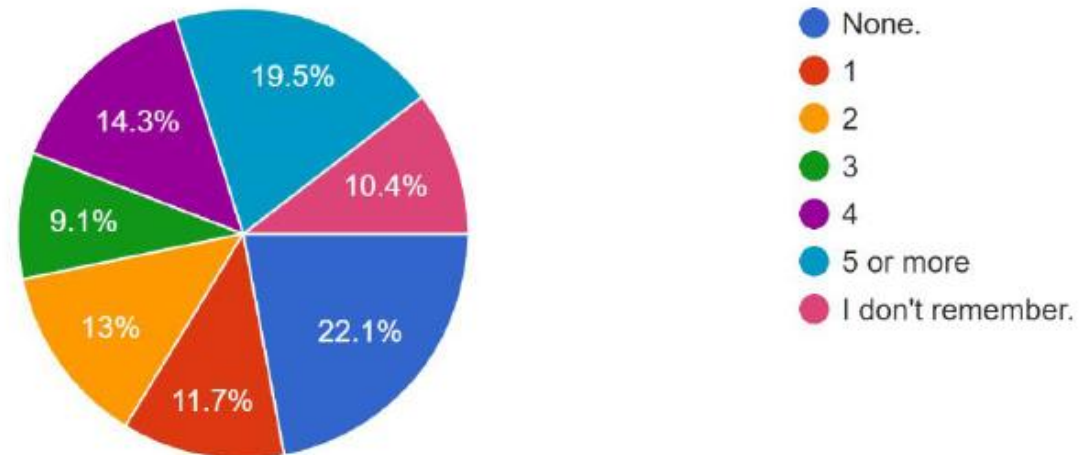


2022 Program Planning Survey

COGENCE ALLIANCE PROGRAM SURVEY-2022 PLANNING

How many Cogence Alliance programs have you attended in 2021?

77 responses

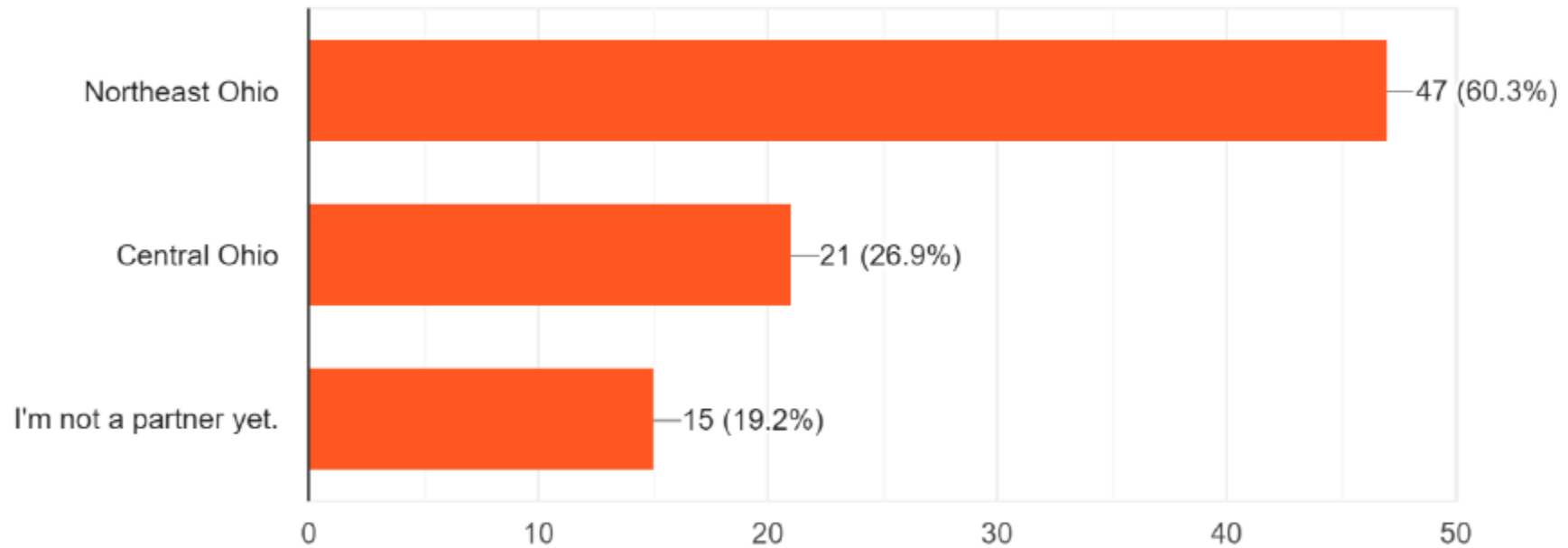




Who took the Survey

Which chapter are you a Partner with?

78 responses

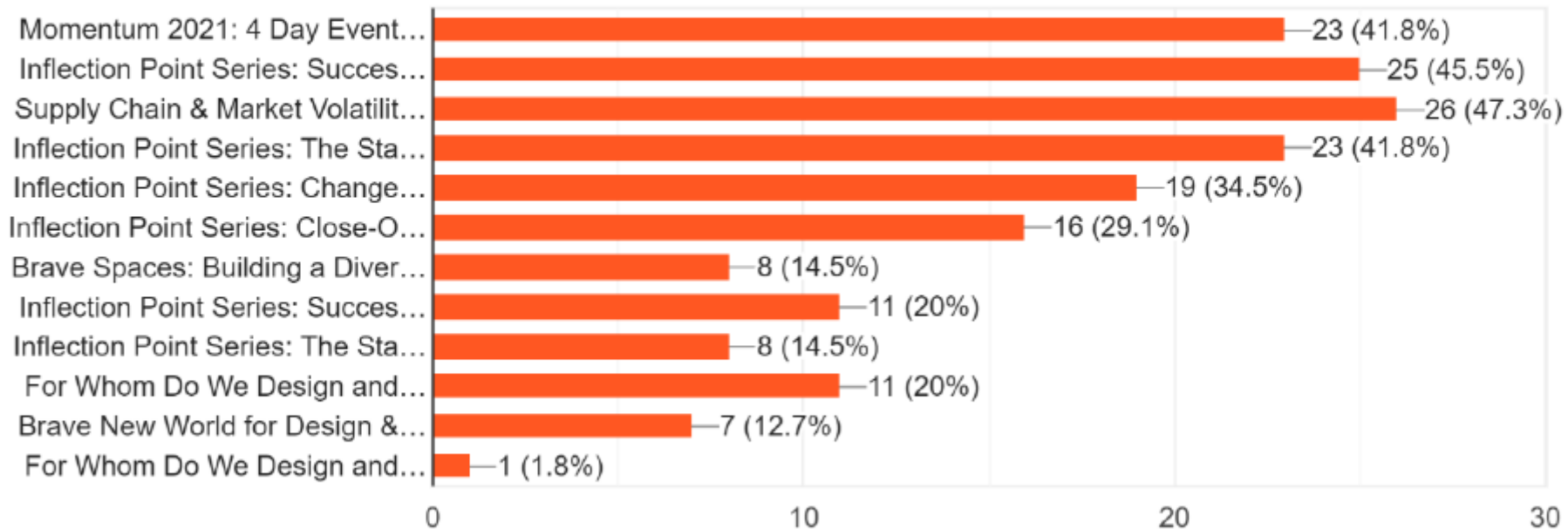




Which Program did you attend?

Which programs did you attend?

55 responses

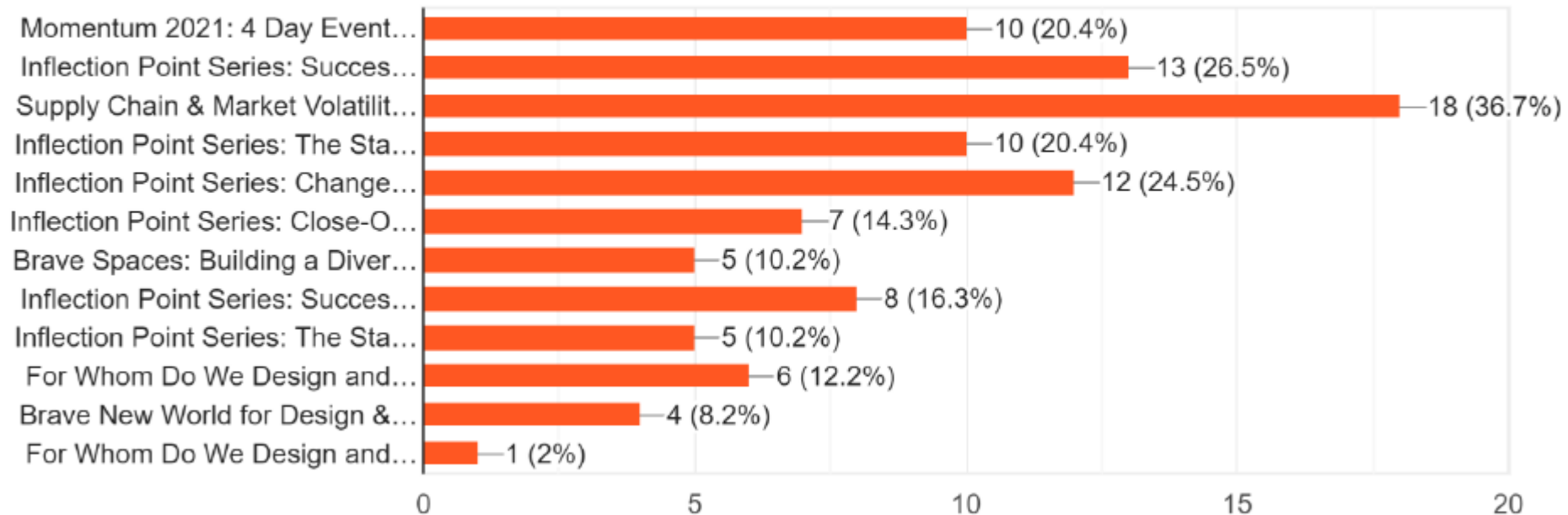




Most valued Program of 2021

Which 2021 Programs do you feel you got the most value from?

49 responses

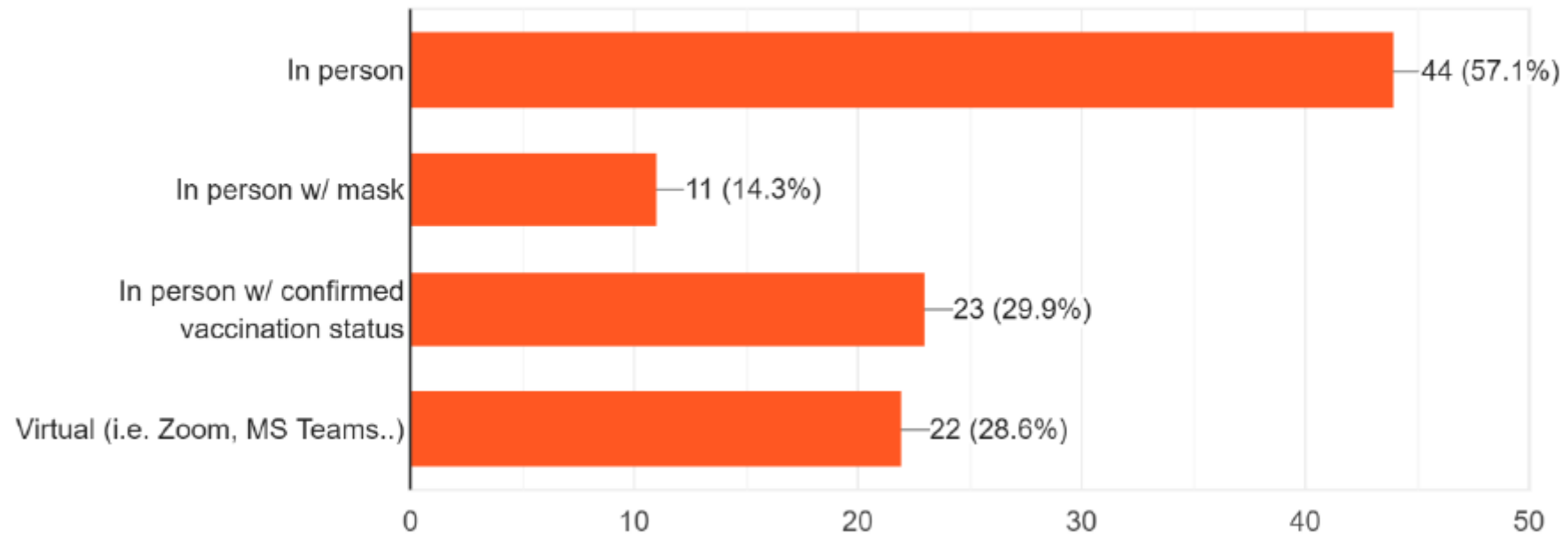




Meeting format comfort levels for 2022

Which meeting format would you be most comfortable with in 2022?

77 responses

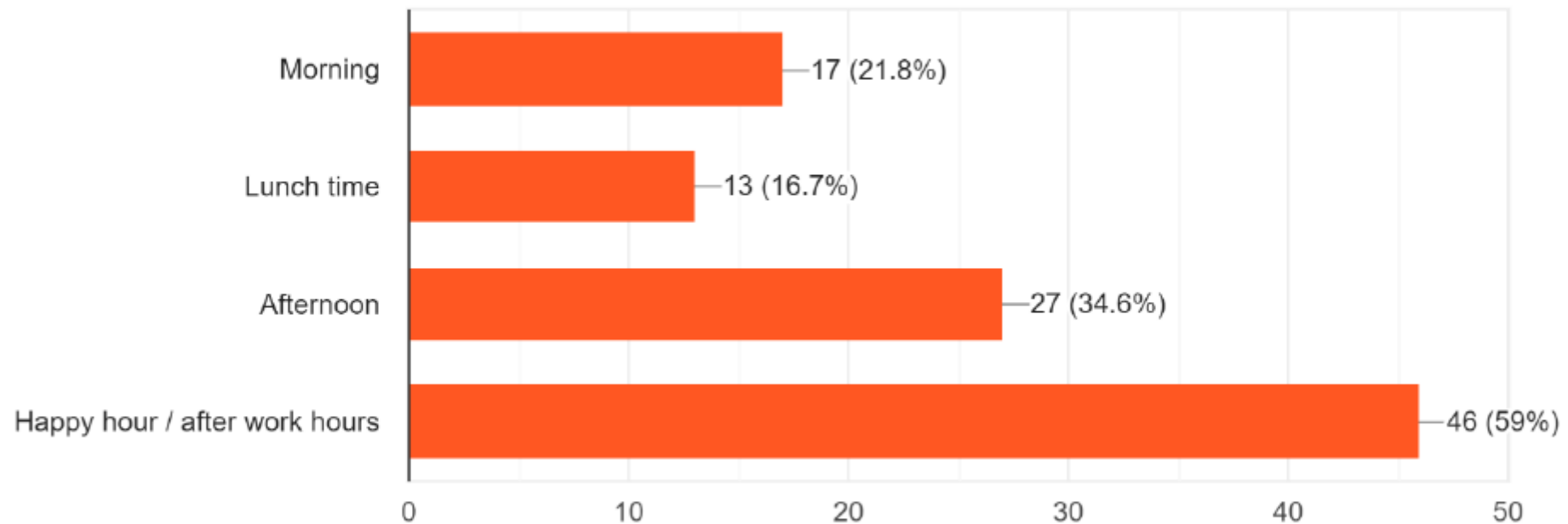




Preferred meeting time

What time of day do you prefer to meet?

78 responses

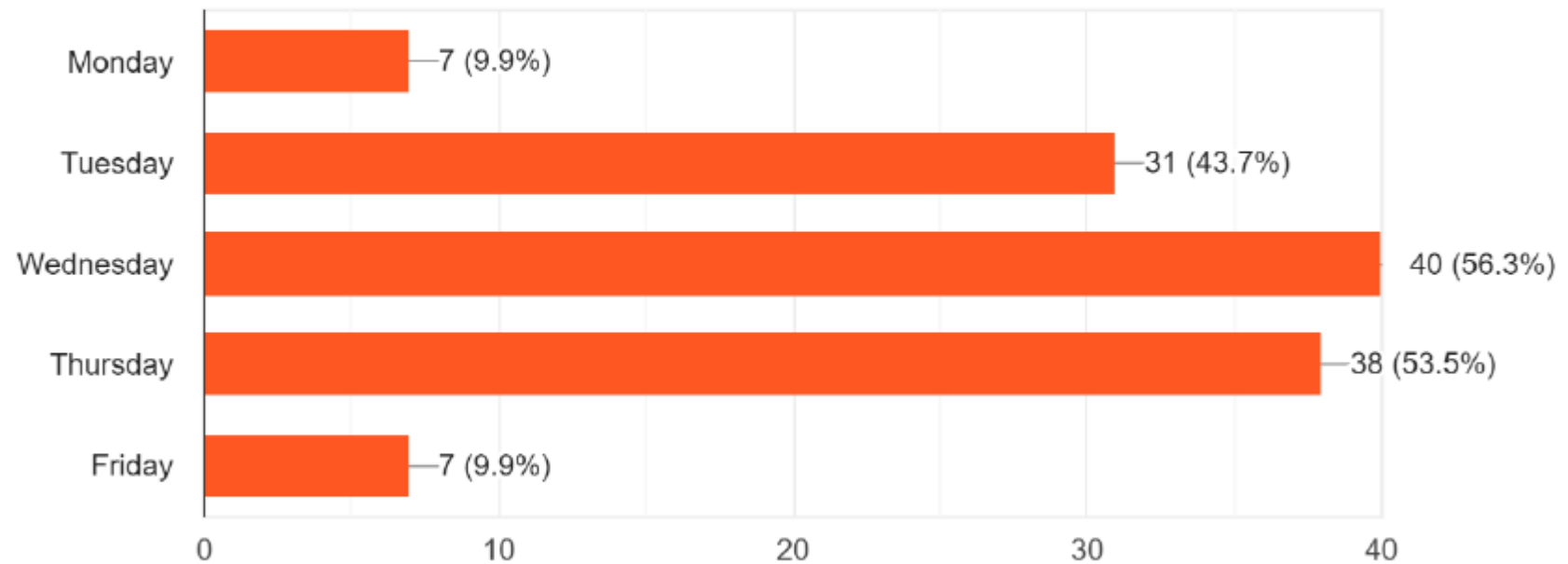




Preferred meeting day

What day of the week do you prefer to meet?

71 responses





Barriers

What are the barriers that have prevented you from attending?

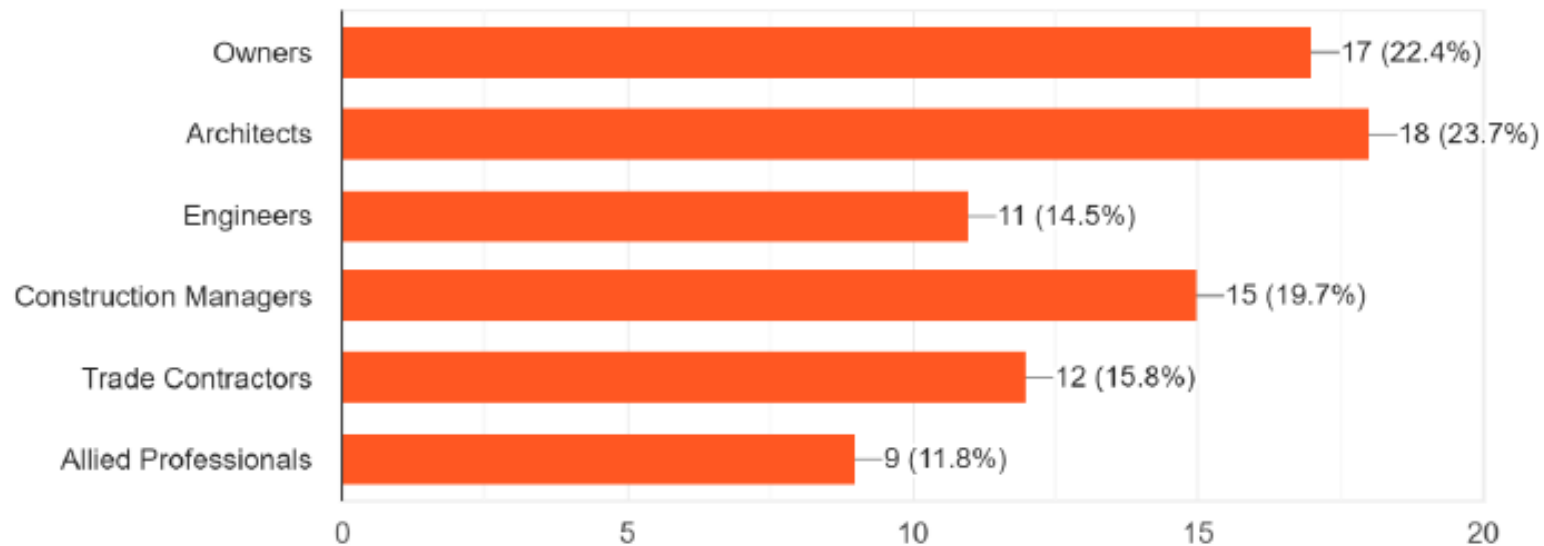
1. Available time / Meeting conflicts
2. Business travel/COVID
3. Changed companies and paid dues in June 2021
4. Combination of work schedule & family event schedule
5. Company work load / Conflicting appointments
6. Double bookings- need 4wk to confirm the calendar appt
7. End of day timing
8. Graduate School - extra curricular activities
9. I don't get the notifications regarding the events
10. Interest/Lack of interest
11. Lack of Owner involvement
12. My schedule is sporadic. Geography.
13. Not being in person
14. Not live and as affiliate hard to contribute
15. Not seeing the invites; or seeing them too late to change my schedule.
16. Office conflicts. It works best if I can get the entire series (both NEO and Central) on my calendar to try to maintain availability for COGENCE events.
17. One click scheduling to add as calendar appointment; busy, change-filled schedule
18. Other commitments
19. Other obligations
20. Personal life with kids at home
21. Point of discussions not as relevant to Trade Contractors
22. Schedule conflicts
23. Time and topic
24. Time of meetings, conflicts / Time constraints
25. Tired of Virtual meetings! / Virtual meetings are challenging and provide suboptimal value



Who provided feedback by sector

Which sector do you represent?

76 responses

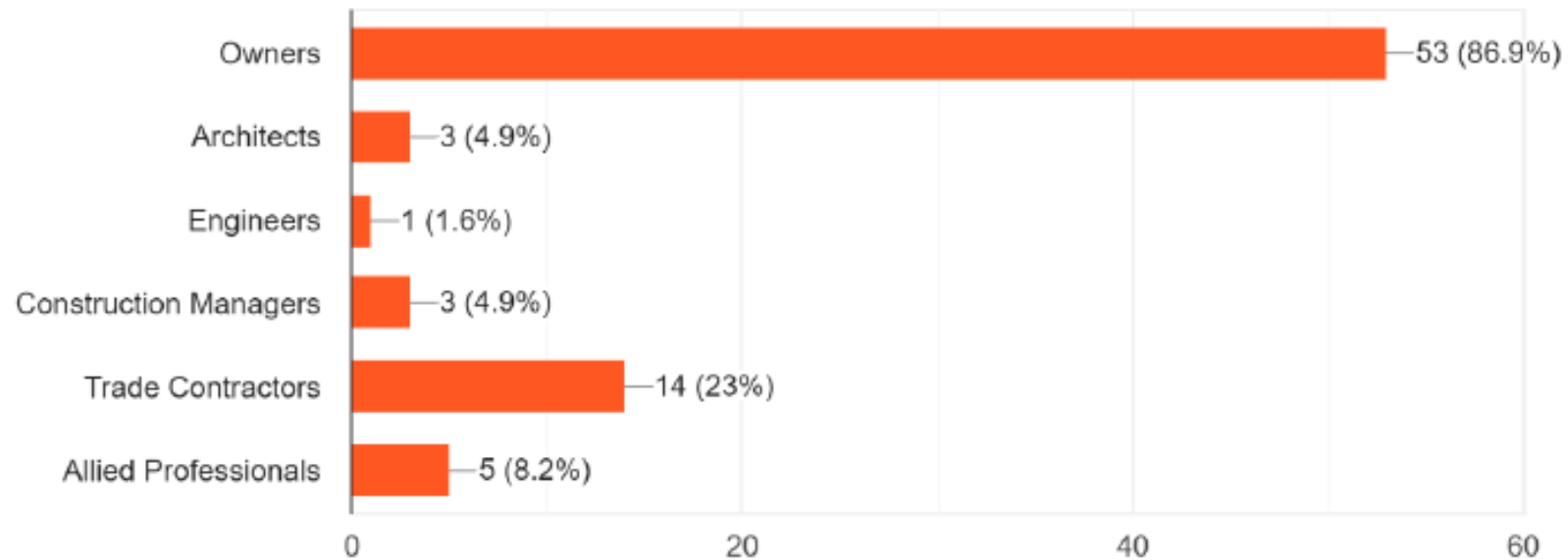




Which sector would you like to see more representation at the Programs

Are there any sectors that you feel need more representation at the Roundtable programs?

61 responses

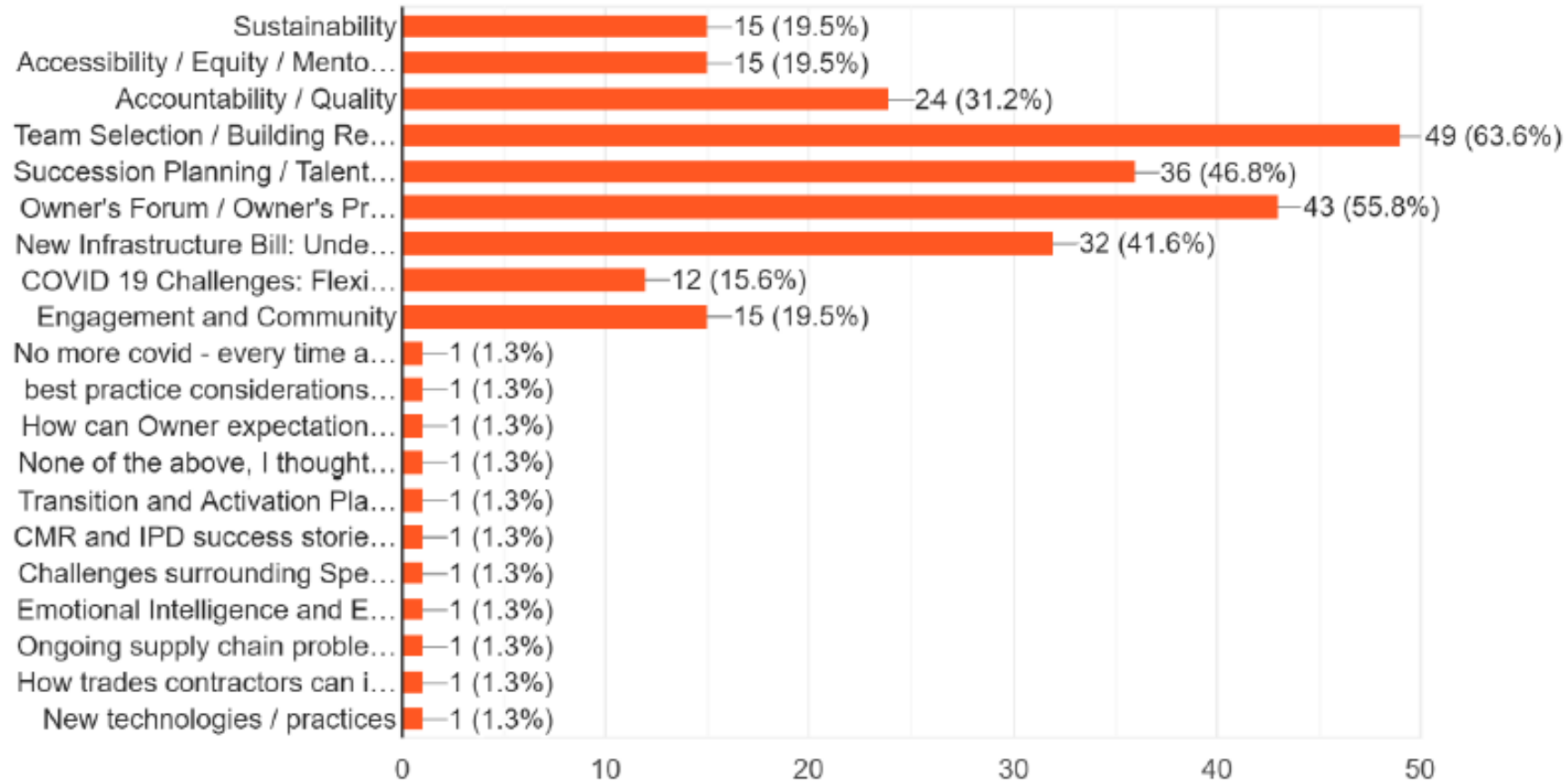




What topics do you want us to tackle in 2022

What topics would you like to hear more about in 2022?

77 responses





Additional Responses

Other Responses

1. No more covid - every time a program (not cogence) says it is about moving forward it is just about how we responded to covid.
2. None of the above, I thought COGENCE was all about advancing the project delivery! How about topics centered around that?
3. How can Owner expectations be defined better when they hire an AE or construction team?
4. CMR and IPD success stories. What made them a success and what needed improvement?
5. Ongoing supply chain problems and how to work with them.
6. Emotional Intelligence and Empathy...probably a subtopic of building relationships.
7. Transition and Activation Planning, Equipment Planning and Move Management.
8. How trades contractors can improve effectiveness of integrated project delivery.
9. Challenges surrounding Special Inspections on Projects
10. Best practice considerations on how the future of digital practice will better integrate the entire team.



2022 Upcoming NEO Programs

2022 Programs: Right Here, Right Now! We impact each other						
	January	March	May	July	September	November
NEOH	WHAT JUST HAPPENED?! Lessons Learned (The Hard Way) from 2021	Supply Chain Update	Infrastructure Bill	Staffing Capacity, Retention, & Recruiting	Summit	Leadership Transition & Mentorship
Central	Social	Owner's Forum "Project Team Building - Challenges and Keys to Success"	Talent Retention "How to Find and Keep Good People"	Identifying & Mitigating Project Risks		Equity Community Sustainability

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WHAT JUST HAPPENED?!

Lessons Learned (the hard way) in 2021

January 26, 2022

Aaron Lobas

Director of Structural Engineering

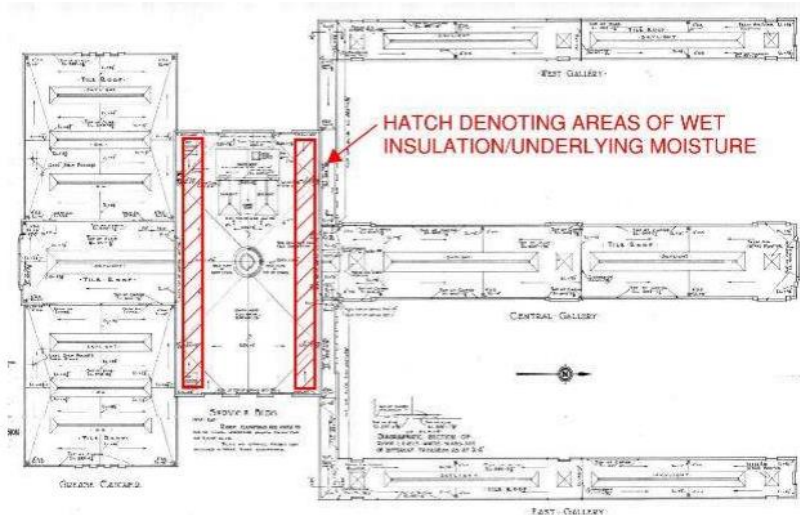
Osborn Engineering

GES Project – 14 Facilities

- Façade Struc Restoration
- Roofing Repairs/Replacement
- **Risk Escalation: Material Availability and Construction Cost**

Cogence Principals

- Team Construction
- Kick Off Mtg – Project Comm
- **Planning/Flexibility/Delivery**



D#1



IR#1

COMPONENT	LEAD TIME	COST ESCALATION	IMPACT ON REPLACEMENT			IMPACT ON REPAIR			COMMENTS
			HIGH	MOD	LOW	HIGH	MOD	LOW	
Roof Membrane	8-9 Months	10-12% Per Quarter	X				X		
Tapered Insulation	8-9 Months	10-12% Per Quarter	X					X	<ul style="list-style-type: none"> Lead Time is Driving Schedule more than the membrane. Other options to <u>Polyiso</u> (XPS, EPS) but do not perform as well requiring greater thickness.
Sheet Metal Copings/Flashing	4-5 Months				X		X		<ul style="list-style-type: none"> Lead Time should not be an issue if Contractor Plans accordingly and can be worked into the schedule.
<u>Densdeck</u> Protection Board	13 Months		X					X	<ul style="list-style-type: none"> There are other manufacturers.

Result:

- Flexible Bid Strategies
- Align Existing Conditions with Budget and CIP

Priority	Plant / Building	Labor / Material	Direct Cost	Membrane	Coping / Flashing	Comments
1	BLOWER BUILDING	\$300k \$385k	\$774,000	6,200 SQFT	750 LF	<ul style="list-style-type: none"> Active leaks in the building. High Operational Risk w/ Main Switchgear Below. Project also address leaks in the masonry walls. (\$126k)
2	SUBSTATION #3	\$28k \$36k	\$71,000	1,300 SQFT	152 LF	<ul style="list-style-type: none"> High Operational Risk w/ Electrical Below. Size of the Building.
3	SST Complex & Breezeway	\$48k \$96k	\$162,000	5,000 SQFT	500 LF	<ul style="list-style-type: none"> Active leaks in the building. High Operational Risk w/ <u>MCC's</u> for Sludge Pumps below. A lot of Electrical Equipment Below. Pumping of Sludge to Southerly Can Not go Down.

Matthew Janiak

Senior Principal

DLR Group

Tari Rivera

President

Regency Construction Services

Material Availability

Early Discussions – Lead Time and Pricing



Explore Material Alternatives

Example – Roofing Systems

Retirement



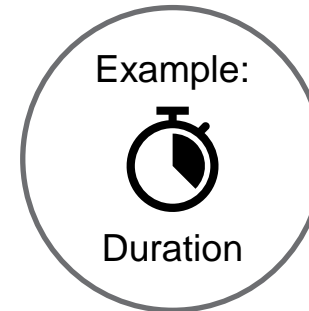
Retirements
(2021)



Training:
Job Specific



Consultant:
Retired
Employee



Example:



Duration



Construction
Management

Design / Build

General Contracting

Owner's Representation

Scheduling

Estimating

Daniel Sehlhorst

Senior Vice President

The Albert M. Higley Co.

GENERAL LESSONS LEARNED



Budgeting Projects



Pricing Volatility



Availability of
Materials



Extended Lead
Times

LESSONS LEARNED IN 2021

MOST IMPORTANT LESSONS LEARNED

- PEOPLE
 - They are still our **most valuable asset**
- TEAM APPROACH
 - "We're all in this together"
 - Need to listen to our Team's needs
- COMMUNICATION
 - More communication with Leadership
 - Focus on collaboration
- FLEXIBILITY



DESIGNERS / ENGINEERS / CONSTRUCTION MANAGERS...
BY OUR NATURE, WE ARE PROBLEM SOLVERS

Paula Selvaggio

Industry Segment Leader,
Architects & Engineers
Oswald Companies



Emerging Risks

- **Increase in claims due to economy**
- **Covid related-uncertainty of outcome**
- **Indirect claims from Covid-delays, material shortages, increased costs**
- **HVAC-healthcare, LT care, schools**



Emerging Risks

- **Standard of Care changing**
- **New theories- “negligent coordination” “negligent specification”**
- **More reliance on contractual obligations**
- **Design Build – setting GMP too early**
- **Cyber**

Questions



Breakout Sessions: Goals for COGENCE for 2022



Breakout Sessions

Breakout Groups:

- 1: Owners & Affiliated Professionals
- 2: Architects & Engineers
- 3: GCs/CMs
- 4: Trade Contractors

Breakout Results



Plus / Delta

Plus (+)

Great conversation
Good communication
Insightful comments
New faces
Paced well
Good theme

Delta (-)

Zoom log-in security issue
Time for breakout sessions, too short
More time leaving breakout
Who are the new faces
No socialization after meeting

Next Program

23 March 2022

Supply Chain