



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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Cogence North East Ohio Board Opening

 **NEO Vice President Opening**

 **Accepting applications through December 13th**






Cogence Emerging Leaders Program

- Cogence Emerging Leaders 3-year program is accepting applications January 1st – February 15th
- Applications and information about the program are on the Cogence website at [About / How to Join Cogence](#)
- Dues are \$650/annually

Cogence NEO Committees

- **Cogence is a member driven non-profit organization and we need our Partners to continue to help drive our mission.**
- **Consider joining one of our committees or helping them with certain tasks that need to be accomplished throughout the year**
 - **Example: We are always look for Mentors for the Emerging Leaders program or help with one or two programs throughout the year**

Cogence NEO Committees - 2023

-  **Advocacy: Charlie Izzo and Ross Mitchell**
-  **Emerging Leaders: Brad Berkowitz**
-  **Partnership: Bob Hager and Jeff Loyall**
-  **Program: Carter Edman and Aaron Lobas**
-  **Resource: Bill Paolillo**

Cogence Alliance WildApricot - CRM

- **WildApricot is our new Relationship Management system**
- **Access is through the Cogence Website**
- **2023 Dues notification will be sent out on January 1st via CogenceAlliance@WildApricot.org email**
- **Contact Bonnie if you experience any issues with WildApricot**

Cogence Resource Committee Videos

- **Resource committee is actively searching for volunteers to submit a 60-90 video of their Cogence testimonials**
- **Simple video taken with a phone**
- **Reach out to Bill Paolillo - WPaolillo@jwdidado.com**



2022 Recap

- 🌀 January – Lessons Learned from 2021
- 🌀 March – Supply Chain & Cost Pressures
- 🌀 May – Infrastructure Bill
- 🌀 July – Workforce & Talent Retention
- 🌀 September – Town Hall
- 🌀 November – Leadership Transition



Agenda

- Introduction
- Presenter – Carter Edman, City of Cleveland
- Presenter – Sandra Madison, Robert P. Madison, Intl.
- Presenter – Andrew Clark, R.W. Clark Co., Inc.
- Presenter – Jennifer Kalin, RE Warner
- Questions/Discussion
- Breakout exercise
- Plus / Delta



Carter Edman

Manager of Architecture and
Site Development

City of Cleveland



The only thing people hate more than the way things are is any kind of change from the way things are.



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Two Transitions

- 2017: Entering position
- 2022: New administration





A New Administration

- New vision – Master Plans
- New delivery methods
- New organization
- Same backbone
- Same needs
- Same legal framework





Meanwhile

 We keep building...



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Sandra Madison

CEO & Chairperson

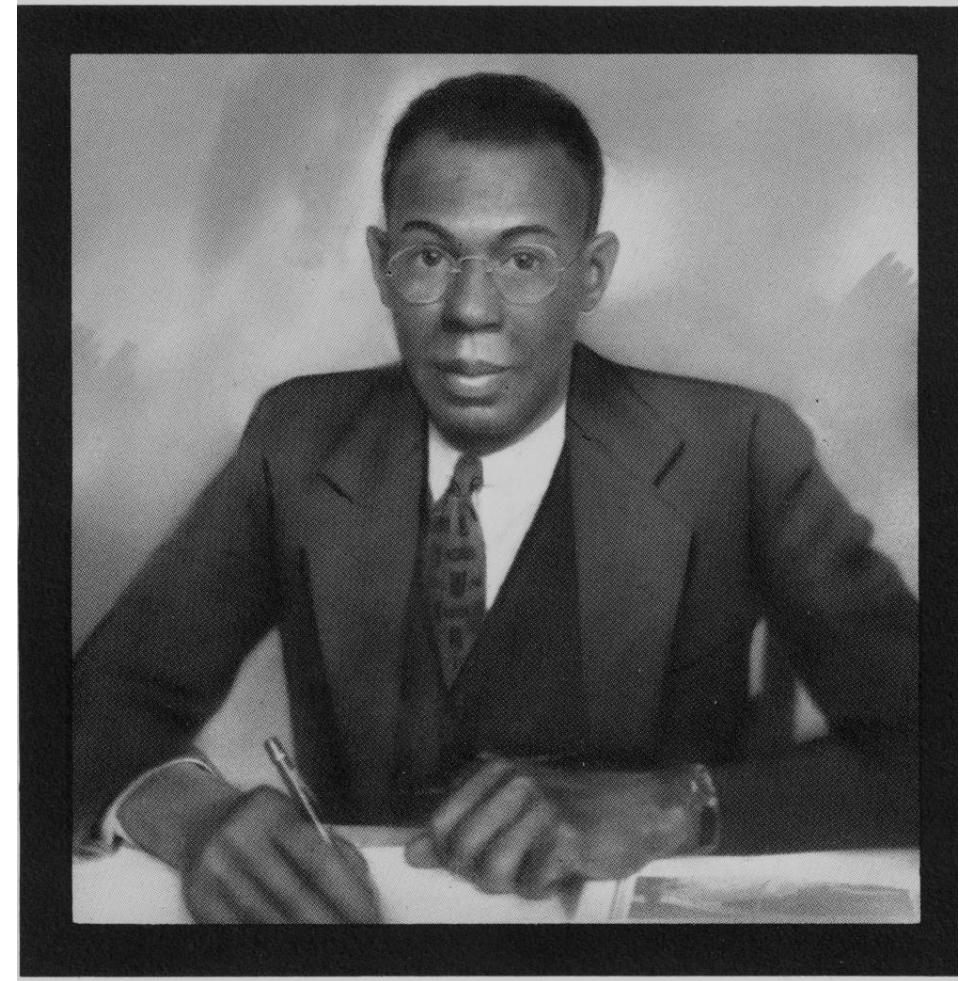
Robert P. Madison International,
Inc.



History: The Patriarch

A Scholar and a Gentleman A LEADER, A PIONEER

B.S.C.E.	Howard University	1923
Professor of Mathematics, Science & Chemistry	Selma University – Selma, Alabama	1923-1927
Benedict College – Columbia, South Carolina		1929-1930
Civil Engineer	U.S. War Department, Washington, D.C.	1931-1932
General Foreman – Dirt Streets	Cleveland, Ohio	1937-1941
U.S. Army – 93 rd Division Captain		1942-1944
Robert J. Madison – Engineer		1946 - 1951

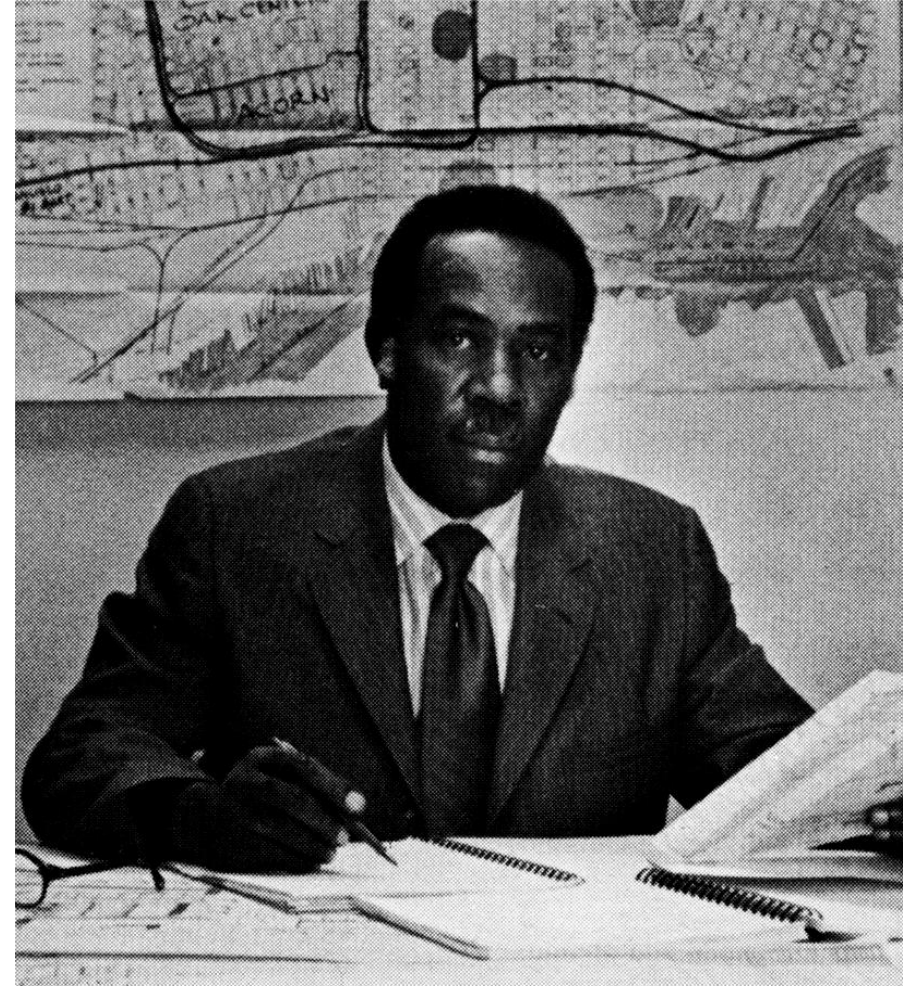


Robert J. Madison
1899 - 1951



History: Eldest son carrying the torch

- 1946 • First African American to graduate from CWRU – School of Architecture
- 1950 • First African American to be licensed in the State of Ohio
- 1952 • Harvard Graduate School of Design
Studied under Walter Gropius, the founder of the Bauhaus
- 1954 • First African-American Architectural Firm opened as “Robert P. Madison, Architect”
1835 East 105th Street
Cleveland, Ohio 44106
Robert P. Madison, Principal





History: Second son following in big brother's footsteps

1956 • Madison & Madison
Architects & Engineers
1335 East 105th Street
Cleveland, Ohio 44108

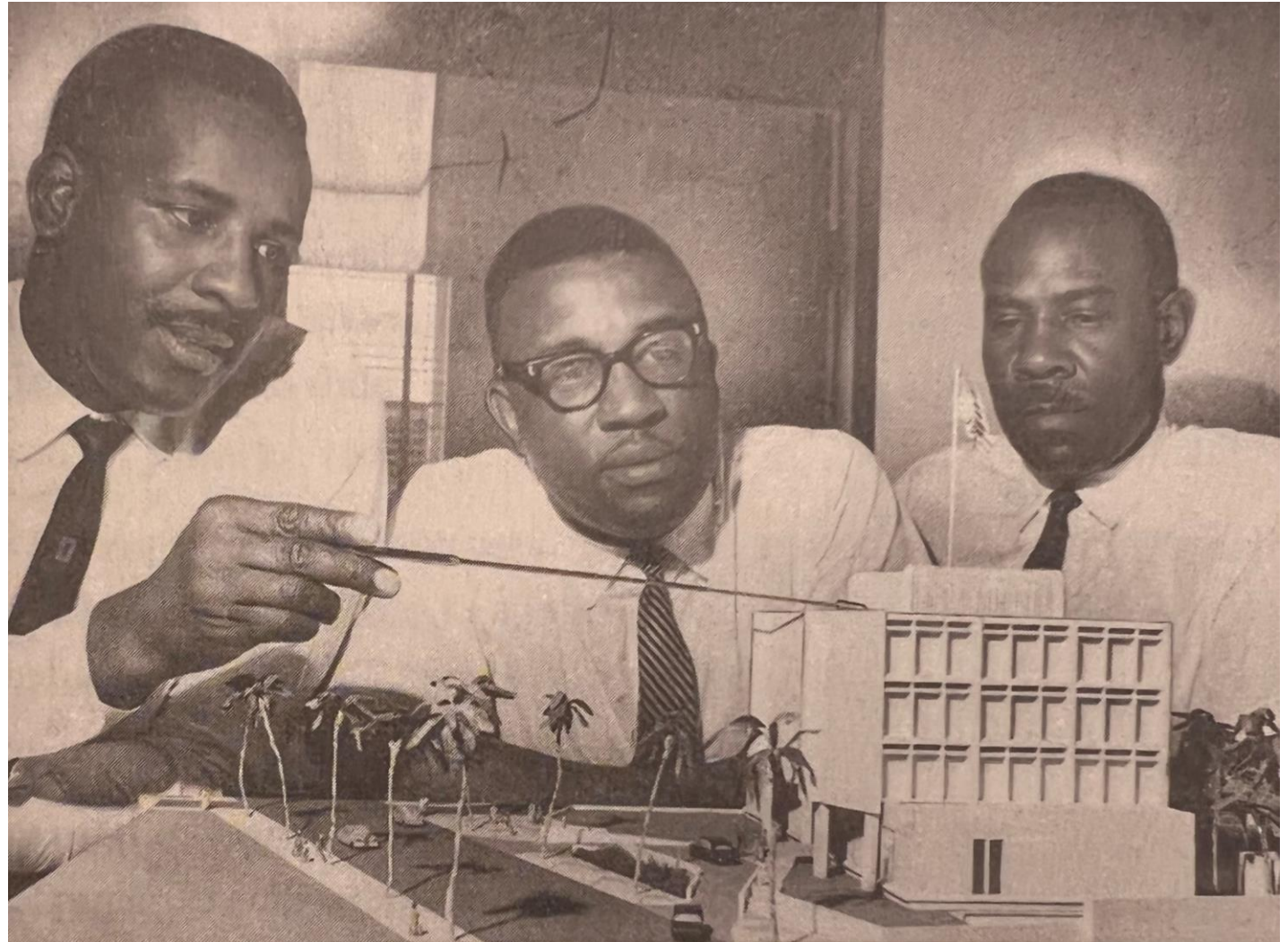
Robert P. Madison, AIA
Julian C. Madison, N.S.P.E.





History: Third son joins the firm

1957 • **Madison • Madison • Madison**
Architects ▪ Engineers ▪ Planners
1464 East 105th Street, Suite 400
Cleveland, Ohio 44108



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Madison • Madison • Madison



1957 Medical Associates Building

1464 East. 105th Street, Cleveland

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Madison • Madison • Madison

- 1965 • **Madison • Madison • Madison**
Architects ▪ Engineers ▪ Planners
1900 Euclid Avenue, Suite 300
Cleveland, Ohio 44115

Robert P. Madison
Julian C. Madison
Bernard E. Madison





Madison • Madison • Madison



1964 – 1977 U.S. Embassy in Dakar, Senegal

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Madison • Madison • Madison



Second Calvary Baptist Church, Cleveland, Ohio

1965 - Captain A. Roth Elementary School

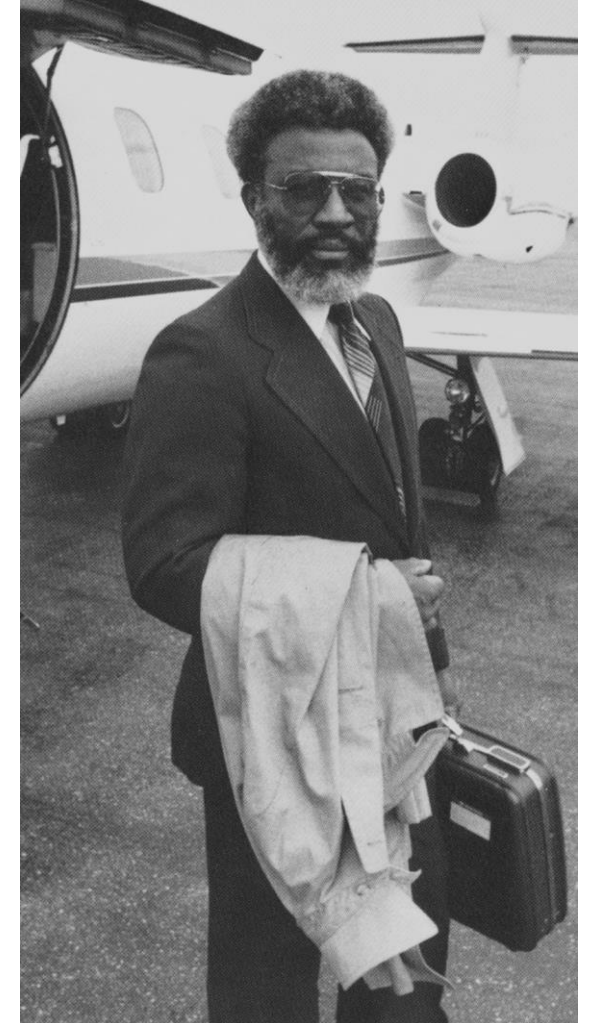
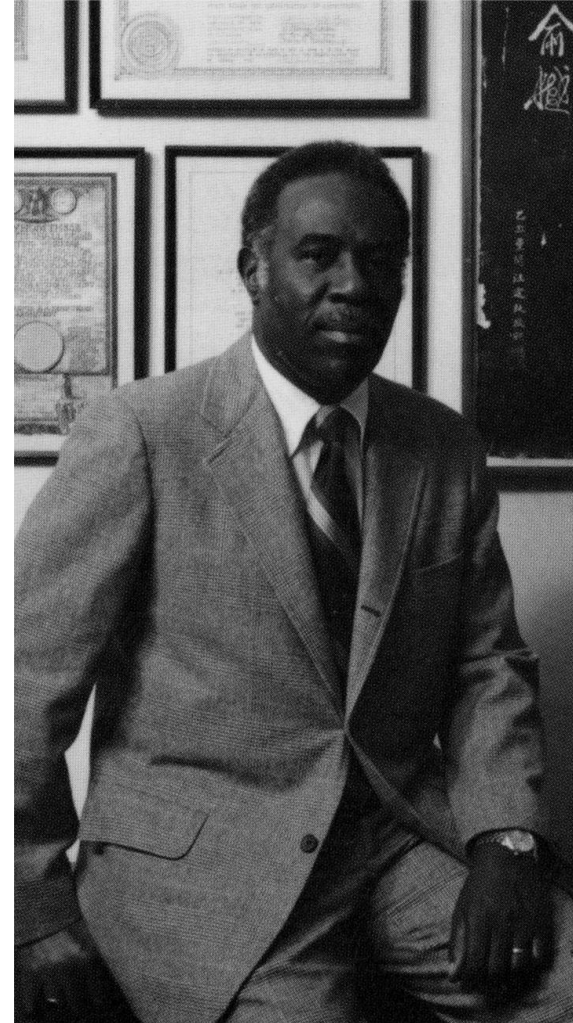
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1970 • Madison • Madison International

Architects • Engineers • Planners
1900 Euclid Avenue, Suite 800
Cleveland, Ohio 44115

Ohio, Texas, Michigan, Arkansas,
Maryland, Wisconsin, Florida,
South Carolina, New Hersey,
New York, Indiana, Illinois,
California, Mississippi, Georgia,
Alabama, Massachusetts,
Pennsylvania, North Carolina





1980 • Madison • Madison International

Architects ▪ Engineers ▪ Planners

2930 Euclid Avenue

Cleveland, Ohio 44115



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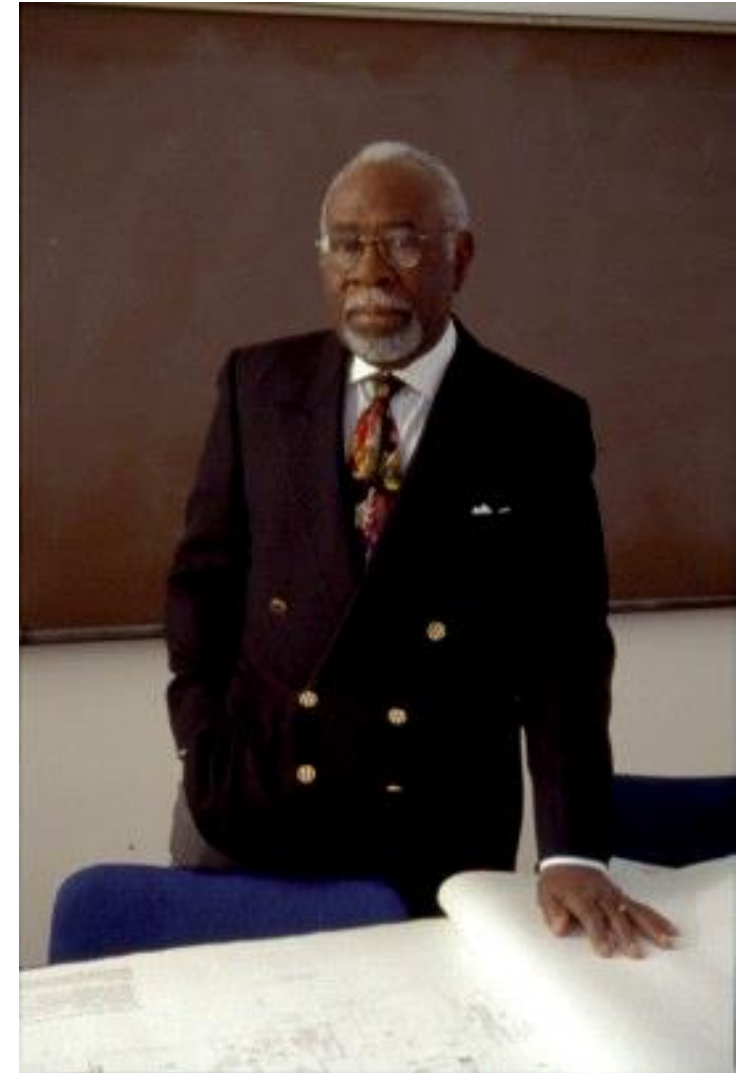
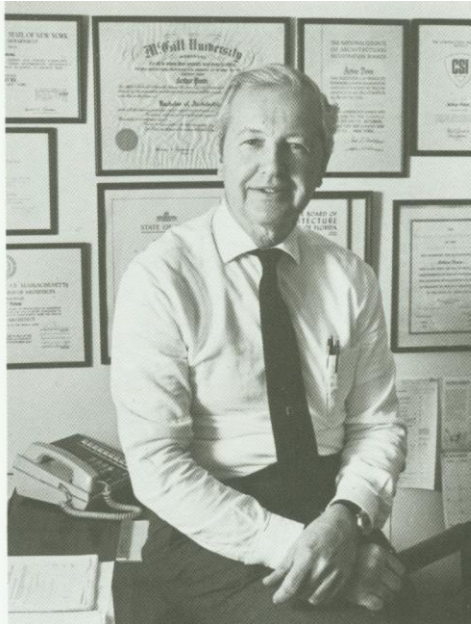
1985 • Robert P. Madison International, Inc.

Robert P. Madison, FAIA, CEO and Chairman

Khai H. Lim – Sr. VP – Director of Architecture

Arthur Pimm – VP – Director of Construction Administration

Chinnaya Paramasivam – VP – Director of Engineering



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1985 • Robert P. Madison International, Inc.

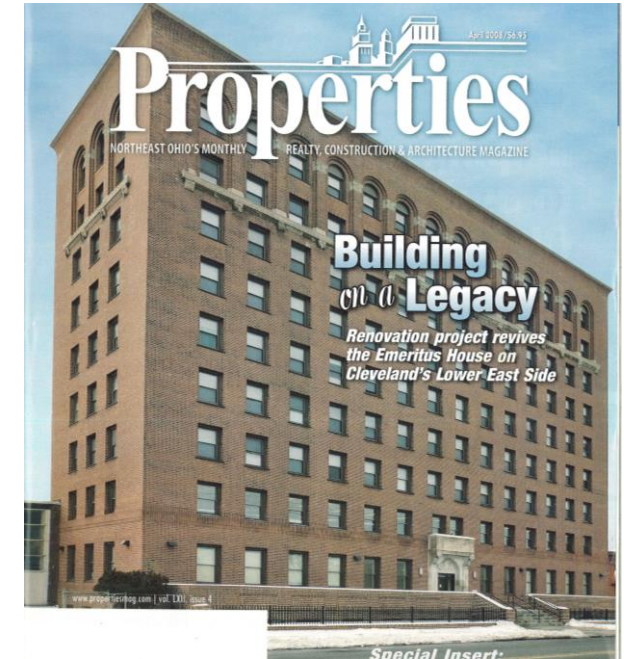
Robert P. Madison, FAIA, CEO and Chairman
Khai H. Lim – Sr. VP – Director of Architecture



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Socially Conscious Projects



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Robert P. Madison's Awards and Recognition

HONORS & RECOGNITION

Professional

AIA Ohio Membership Award – American Institute of Architects	2006
Hall of Fame – Cleveland Engineering Society	2004
Doctor of Science (Honorary) – C.W.R.U.	2004
Distinguished Service Award – Council of Minority Transportation Officials	2003
Doctor of Humane Letters (Honorary) – Kent State University	2002
Doctor of Fine Arts (Honorary) Cleveland State University	2000
AIA Ohio Gold Medal – American Institute of Architects	1997
The Leadership Award – Cleveland Engineering Society	1997
Architect of the Year – National Technical Association	1996
AIA Ohio Gold Medal Firm Award – American Institute of Architects – Ohio	1994
Ohio Association of Minority Architects and Engineers	1994
Cleveland Arts Prize – Design Award	1993
Salute to African American Architects – U.S. House of Representatives	1988
Doctor of Humane Letters (Honorary) Howard University	1987
Fellow – The American Institute of Architects	1972
Who's Who in the World, Who's Who in America, Who's Who in the Midwest	1972

Academic

Cleveland Heritage Medal	2019
Distinguished Alumni Award – C.W.R.U.	2019
Cleveland Arts Prize – Lifetime Achievement	2018
In Tribute – Cleveland State University	2015
African American Distinguished Alumni Award – C.W.R.U.	2010
Commencement Address – C.W.R.U. – MSASS	2009
The Advocate for Human Rights Award – C.W.R.U.	2009
Crumpen Lecture – C.W.R.U.	2006
AIA Ohio Mentorship Award	2006
Doctor of Science (Honorary) – C.W.R.U.	2004
The President's Award – Distinguished Service – C.W.R.U.	2002
President's Social Responsibility Award – Kent State University	1999
Distinguished Alumni Award – C.R.W.U.	1997
Distinguished Rirnl-Award – Howard University	1989
Distinguished Service Award – C.W.R.U. – MSASS	1989
Outstanding Alumnus Award – Howard University	1968



Robert P. Madison's Awards and Recognition

HONORS & RECOGNITION

Civic

Frederick Harris Goff Philanthropic Service Award – The Cleveland Foundation	2009
Distinguished Service Award – The Cleveland Orchestra	2009
Distinguished Life Time Award – Alpha Phi Alpha Fraternity	2008
W.O. Walker Legacy Award	2007
Dominion Gas – Excellence in Leadership Award	2006
Fatima Center Legends Award	2005
Ohio Cancer Research Institute – Award	2005
Bridge Builders Citation Award – Phi Delta Kappa Sorority	2004
Golden Achievement Award – Golden Age Centers	2001
Distinguished Citizen Award – Kappa Alpha Psi Fraternity	2001
Cleveland Arts Prize – Women’s City Club of Cleveland	2000
Glenville Hall of Fame – Legend & Legacies – Glenville Development Corp	1998
Whitney M. Young Humanitarian Award – Urban League of Cleveland	1998
Ohio Assembly of Councils Corporate Hall of Fame – All Ohio Trade Fair	1991
Garret Morgan Award – S.B.M.E.T.	1983
Urban League Family of the Year – The Urban League of Cleveland	1967
The Fabulous Forty – Cleveland Plain Dealer Newspaper	1963

Practice

Cleveland City Council Business Award	2007
Northern Ohio Live Achievement Award	2004
Northeast Ohio Business Hall of Fame – Inside Business Magazine	2002
Northeast Ohio Entrepreneur of the Year – Ernest & Young	1991
Distinguished Service in Business – B.E.D.O	1986
Business Achievement Award – M.B.D.D. Minority 100	1982

Publications

Memoir – “Designing Victory” – 2019
Movie – “Deeds not Words” – 2018
Critique – “Cleveland’s Third Downtown Reawakening”
Journal of the American Institutes of Architects – 1960



2016 - New Leadership Robert P. Madison International, Inc.



Robert Klann
CFO

Sandra Madison
CEO and Chairperson

Robert P. Madison
Founder

R. Kevin Madison
President

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New Leadership - Robert P. Madison International's Awards and Recognition

HONORS & RECOGNITION

Crain's Cleveland Business	2017
President's Council Business Chamber Excellence Award	2017
SBA – Northern Ohio Small Business of the Year	2018
Outstanding Design – American School and University – Educational Interiors	2018
Smart Business – Progressive Woman Award	2018
Smart Business Longevity Award	2018
Outstanding Design – American School and University – Educational Interiors	2019
100 Weatherhead Upstart	2019
Crain's C-Suite Award	2019
Commission on Economic Inclusion – Best In Class	2019
Outstanding Design– American School and University – Educational Interiors	2020
The American Institute of Architects Presidential Citation	2020
CLE 500	2022
YWCA Woman of Achievement	2022



2016 - New Leadership Robert P. Madison International, Inc.

1954 – 2016 Mission:

“Ours is a single-minded dedication to one goal: To achieve consistently the highest level of professional excellence. But more than this, undergirding and motivating all that we do, is a philosophical focus on the end result in human terms. We seek always to uplift and ennoble the spirit of man and to improve the quality of life for all who experience our work.”

2016 – Present Mission:

“Improving Lives Through Award Winning Design, Mentorship and Service to Community”



New Leadership Projects:

Continuing the mission of designing projects that improve lives in the community



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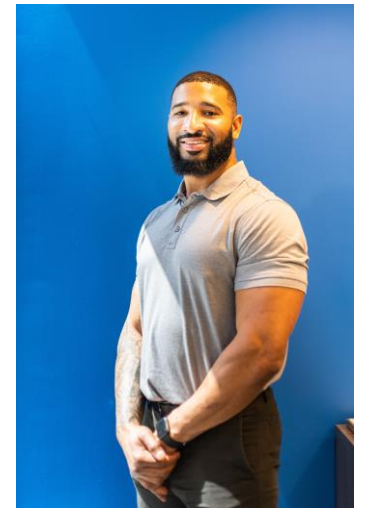
2016 - New Leadership Robert P. Madison International, Inc.



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RPML's Mission: Improving Lives Through Award Winning Design, Mentorship and Service to Community



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Andrew Clark

(Title)

R.W. Clark Co., Inc.



Andrew Clark

President

R.W. Clark Co., Inc.





Before



After

E. J. Kovacic Recreation Center

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R. W. Clark Co. - Overview

- Founded in 1981
- All manner of Commercial, Industrial and Institutional projects.
 - Our core competency is in historical restoration, preservation and renovation.
 - Seek out projects that require a high degree of technical or logistical difficulty.
- Two Divisions of Our Company
 - Construction Management/General Contracting
 - Window and Millwork Shop
- 60-70% of annual revenue is derived as a Prime Contractor
- Most projects are public projects, with a small number of private repeat clients.
- 13 Full Time Employees
- Wood shop was formed in 1988 out of an inability to find subcontractors willing/able to do window restoration projects.



R. W. Clark Co. - Leadership

- **Bob Clark - Founder**
 - **BS/MS in Civil Engineering**
 - **Served as a Seabee in the Navy during Vietnam**
 - **Enrolled in the Peace Corps working for 2 years in Kenya**
 - **Returned to Cleveland worked for Mid-Sized Regional CM for 10 years**
 - **Primarily built new construction projects for private owners**
 - **State Theater Lobby Restoration**
- **Andrew Clark - President**
 - **BA in Industrial/Organizational Psychology**
 - **Began working for the company in part time in High School**
 - **Started working Full Time after college in 2000**
 - **Ascended to the role VP in 2011**
 - **Took over leadership of the company in 2017**



R. W. Clark Co. – Succession and Transition

- Succession of the company was a relatively informal process.
- Family succession was not pre-ordained.
- Only once it became clear that I could successfully run the company did we begin conversations about ownership of the company.
- We had a plan in principal and followed through.
- No specific time period was established for when that process would take place.
- Upon consummation of the leadership change, transition to what we are today is still evolving, 5 years later.



R. W. Clark Co. – Succession and Transition

3 Keys to Our Successful Transition

1. Demonstrating Continuity of Leadership
 - To our employees
 - To our customers
 - Banking/Bonding/Insurance Company
2. Maintenance and Evolution of Company Culture
 - Who are we as a company? What do we stand for?
 - Interrogating what we are doing on all levels of the business and:
 - Expanding and improving on what works
 - Improving or eliminating what does not.
3. Establishing a Clear Vision for the Future of our Company
 - Understanding and communicating the realistic near-term goals.
 - Establishing the medium and long-term goals and how they can be achieved.



R. W. Clark Co. - Conclusion

- The transition of ownership of a small, family owned company comes with many challenges of varying degrees of difficulty that can affect the success of that transition:
 - Legal and financial transaction
 - Employee buy-in
 - Customer buy-in
 - Family
- In all, each family owned company's transition will be contingent on the specific circumstances of that company. Our success (so far) can be derived from the work done to prepare all of the parties involved to ensure that the company becomes a better version of what it has been before the change in leadership.



Jennifer Kalin

Director of Business Development/Senior PM

R.E. Warner



1951
REW was born



2012
Ted Beltavski
becomes
president



2019-2021
Whole company
transition

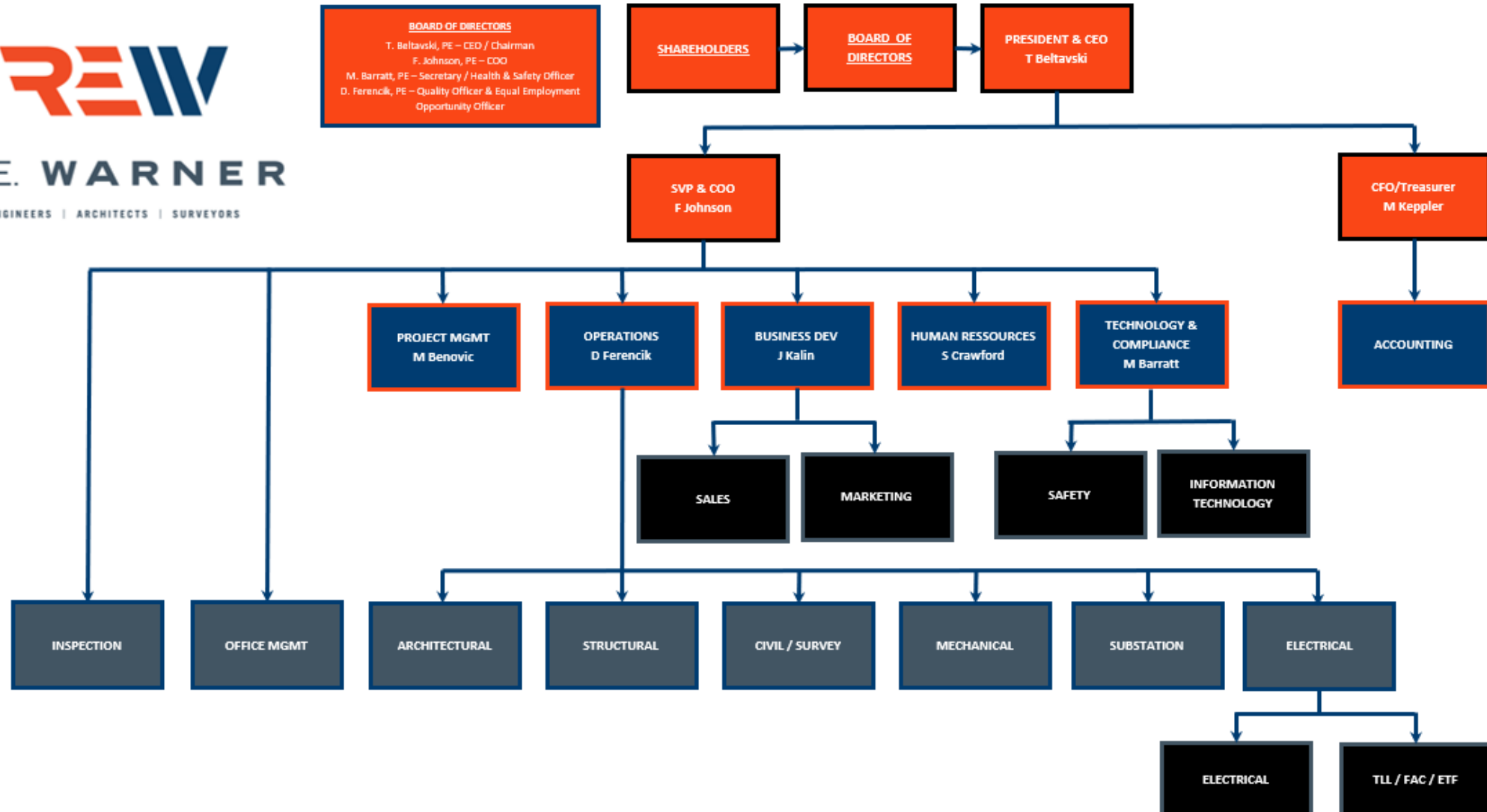


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R. E. WARNER

ENGINEERS | ARCHITECTS | SURVEYORS



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How did it go? How is it going?



Questions



Breakout Session

5 groups



Acknowledgements



Acknowledgements

Program Committee:

Arne Goldman
Brad Berkowitz
Scott Wagner
Armando Francisco
Cynthia Leitson
Aaron Lobas



Acknowledgements

Bonnie Kulczycki



Plus / Delta

Plus (+)

Delta (-)