



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 Staff

Kevin Thompson, Executive Director

Tuwhanna Williams, National / Interim SW Ohio Administrator

Bonnie Kulczycki, NEO Administrator

Amber Baker, Central Ohio Administrator



General Announcements

- **Join Cogence on LinkedIn**
- **New CRM / Event System: CogenceAlliance WildApricot is embedded in the Cogence website**
Manages Contact Information | Event Registration & Attendance
Annual Dues | Newsletters
- **Log-in to Partner Only items at [Cogence.org/Partner](https://cogence.org/Partner) Login**
- **Have your IT Department 'Safelist'**
<https://cogencealliance.wildapricot.org/>



Registration OPEN – Only 5 Team Slots Remaining



Cogence Clay Shoot
at Hill 'n Dale Club

June 9, 2023

Registration on-line at

Cogence.org

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Project Schedule – Shift to Early Bid / Multiple Bid Packages

17 May 2023



Panelists



Project Schedule – Shift to Early/Multiple Bid Packages

Owner/Owner's Rep Panelists

Dean Vaughn: VP Const., Energy, Facilities –
University Hospitals

Brenden Shea: VP of Project Management – Real
Estate Development – Signet Real Estate Group



Project Schedule – Shift to Early/Multiple Bid Packages

AE Panelists

Scott Radcliff: Principal Architect – Hasenstab
Architects

Jim Price: Associate Director of Healthcare –
Osborn Engineering



Project Schedule – Shift to Early/Multiple Bid Packages

Contractor/Sub-Contractor Panelists

Brian Laubscher: Director of Preconstruction –
Shook Construction

Armando Francisco: Senior Vice President –
Lake Erie Electric, Inc.



Panel Questions

**Authored by Cogence Partners from NEO
Roundtable Survey**



Q1: We've seen an increase in early site and steel packages on large projects due to the lead times. Now that lead times are coming back down to some extent, do you believe that we'll be successful in eliminating the early packages?

CM/Contractor - Brian and Armando



Q2: Do CMs and owners understand that with early packages there will be changes and coordination items that occur later? Do they typically carry contingency for these purposes greater than a typical contingency?

CM/Contractor - Brian and Armando

Owner – Dean and Brenden



Q3: When does it make sense to have early packages and what's a reasonable argument against it?

CM/Contractor - Brian and Armando

A/E – Scott and Jim

Considerations for Multiple *Design Packages*

(not to be confused with *Bid Packages*)



Compressed / Accelerated Schedule

Early Order for long lead items.
(Doors, Steel, MEP Equip, Finishes.)
Wait for materials are in hand, then
start work
(DBB, CMR, IPD, DB)

Plan for More Contingency
Requires Most Designer
Time (Design &
Construction)
(CMR / IPD / DB)

Highest Risk /
Time

One
Design
Package

Least Complex

Most Complex

More
Design
Packages

Most coordinated / best for
competitive pricing
Least Designer Time (Design &
Construction)
(DBB, CMR, IPD, DB)

Consider multiple design
packages for (multi-year)
projects. Enabling, site,
foundations, steel, shell, T/I,
renovation
(DBB, CMR, IPD, DB)

Lowest Risk /
Time

Balanced Schedule



Q4: What advice can you give to A/E professionals on how to be fairly compensated and protected from risk when early and multiple bid packages are requested after contracts are in place that do not identify that as the delivery method?

Owner – Dean and Brenden

CM/Contractor - Brian and Armando



Q5: Due to extreme lead times for major MEP components, project teams are forced to procure major MEP items when the rest of the project is at schematic design phase. How are MEP design firms adapting their processes to account for this? Are we over-designing these MEP infrastructure items as a result?

A/E – Scott and Jim



Q6: How can Designer + Builder best educate Owners on the advantages vs. the tradeoffs of this delivery approach to better align expectations? Some amount of control is sacrificed regarding timing of decision making and change management.

A/E – Scott and Jim

CM/Contractor - Brian and Armando



Q7: How do you make the project schedule inclusive of the entire team? Including design.

A/E – Scott and Jim

CM/Contractor - Brian and Armando

Owner – Dean and Brenden



**Q8: What are seen as the main advantages and drivers of this shift?
When is this approach most appropriate vs. when it is perhaps not the
best approach?**

A/E – Scott and Jim

CM/Contractor - Brian and Armando

Owner – Dean and Brenden



Questions



Breakout Session



Early and Multi Bid Packages

- **Successful projects which incorporate early packages require full team commitment and shared risk – what proposal/contract language or industry practices have you experienced which could help improve success of early delivery projects.**
- **Project delivery methodology/team construction and owner experience all have an impact on success of early delivery projects – which drivers are most critical. Where does the industry require stronger focus.**



Plus / Delta

Plus (+)

Delta (-)



Next NEO Roundtable

July 19, 2023

Bring a Guest