

CO**GENCE 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

Inspire. Educate. Unite.

Cogence Partner Core Values

Cogence Alliance Partners engage with the industry to make the work better together for the future.



Each partner is committed to:

- ***Understanding*** diverse backgrounds, experiences, and beliefs
- ***Exchanging*** ideas through conversation and debate
- ***Being responsible for positive outcomes*** over time, with
- ***a lifelong passion to learn, grow, and stay curious – while having fun!***



General Announcements

- **Have your IT Department “Safelist”**
<https://cogencealliance.wildapricot.org/>
- **Join Cogence on Linked In**
- **Cogence video on Ashtabula County Medical Center (ACMC) project**
- **Owners Project Delivery Playbook**
- **Volunteers needed: National Board; SWO Chapter Board; Program and Partnership Committees; Town Hall 2024 (kthompson@cogence.org)**
- **SWO Program Committee: submit 2024 Program ideas (Roundtables and Town Hall) or to serve on Program Committee (g.klanac@att.net)**

Thank you to Cogence Alliance Southwest Ohio Chapter Partners – we hope you'll join us!

- Champlin Architecture
- Demain
- HAWA Engineers
- Heapy Engineering
- Jerry Klanac, Consultant
- KLH Engineers
- Miller Valentine Const.
- Oswald Companies
- Shook Construction
- Taft Law
- The Kleingers Group
- Ulliman Schutte

Overcoming Headwinds in Uncertain Times: Identifying & Clarifying Scope: Summary

July 18, 2023

Topic #1:
 Developing/Communicating
 Scope & Key Stakeholder
 Involvement

- A. What are good and not-so-good practices related to the owner sharing “the vision” of the project with all project participants?
- B. Why is it important to have early and continuous involvement of all key stakeholders? Who are the key stakeholders?

Part A: What are good and not-so-good practices related to the owner sharing “the vision” of the project with all project participants?

Disposition	Comments
Good Practices	<ul style="list-style-type: none"> • Use of Stakeholder Matrix • Understanding/Communicating the End-User Experience • Setting Guiding Principles: Guardrails, Having 2nd Tier in Room • Aligning with programmatic requirements • Use of comprehensive WBS (work breakdown structure)
Not-So-Good Practices	<ul style="list-style-type: none"> • Different interpretation • No vision or not clear • Description is just “too broad”

Part B: Why is it important to have early and continuous involvement of all key stakeholders? Who are the key stakeholders?

Disposition	Comments
Why?	<ul style="list-style-type: none"> • To have all stakeholders focused on the “end goal” • Continuous involvement helps to avoid late changes or “back-tracks” • Some stakeholders may change, and constant re-evaluation is helpful
Who?	<ul style="list-style-type: none"> • Use of tiered engagement of all stakeholders

Topic #2: Scope Control

A. What are good and not-so-good practices related to controlling the scope of the project as it evolves from a concept to reality?

Part A: What are good and not-so-good practices related to controlling the scope of the project as it evolves from a concept to reality?

Disposition	Comments
Good Practices	<ul style="list-style-type: none"> • Trust with Team – open honest communication • 1 point of reference (Excel – ebuilder) • Understand decision-makers • Guiding Principal documented – revisit! • Prioritize goals • Clear plan with decision points • Sharing/Access to Existing documents • Established/detailed scope • Use of comprehensive Work Breakdown Structure (WBS)
Not-So-Good Practices	<ul style="list-style-type: none"> • Make assumptions (big risk factor) • Multiple owners (ensuring alignment is needed) • Use of old technology • Bad/unclear documentation • No preliminary cost • No agreement on dispute resolution • Not having ongoing ROM + LOD

Topic #3: Unknown Scope

A. What are good and not-so-good practices related to dealing with scope/project unknown and risks associated with them?

Part A: What are good and not-so-good practices related to dealing with scope/project unknown and risks associated with them?

Disposition	Comments
Good Practices	<ul style="list-style-type: none"> • Use of Allowances/Proper Discovery/Contingencies • Use of Risk Register & qualify + analysis • Discussions to ensure understanding • Connecting contractors and designers from the beginning – learn from past/similar projects • Use of fair Contract Terms related to unknowns (balancing risk effectively) • Early side investigation • Clear communication on what is wanted
Not-So-Good Practices	<ul style="list-style-type: none"> • Lack of communication (amongst project participants) • Losing track of changes from cost standpoint • Not understanding existing conditions or investigating them

Overcoming Headwinds in Uncertain Times Together: Focus on Quality



September 2023 SW Ohio Roundtable



Introduction

(10 minutes)



Quick Quality Exercise

(10-15 minutes)



Roundtable with Panelist Input

MentiMeter Interaction
(50 minutes)



Input for Next Year's Topics

(5 minutes)

Plan for Session

Inspire. Educate. Unite.



Attendee Introduction

- Name
- Company
- Favorite Autumn Activity





Quality Exercise



Use of Colored Paper



Listen to Instructions



Debrief





Quality Exercise Debrief

- **Why didn't all the papers look the same?**
- **This is a 1-minute activity with materials no more complex than a sheet of paper: What implications can you generalize to even a small project?**
- **What do you think the activity demonstrates about:**
 - » Communication?
 - » Objectives?
 - » Quality control? Do they conform to my requirements?

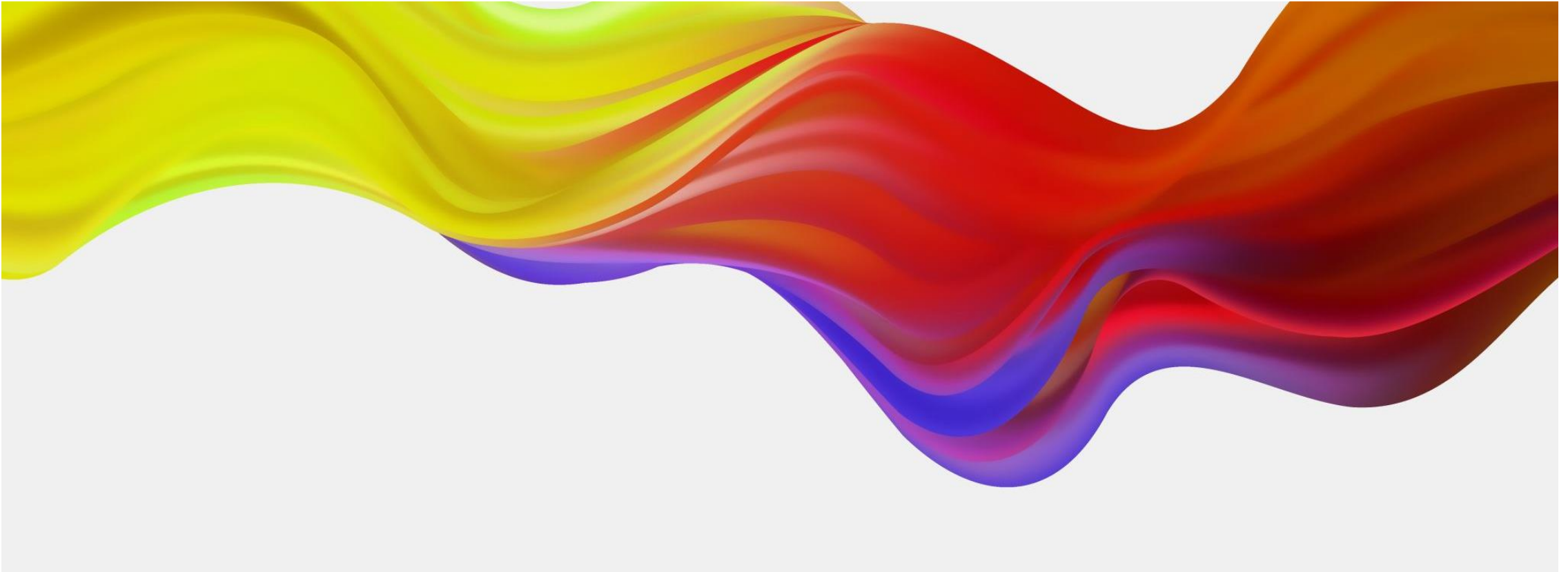


Panel Introduction

- Anna Hedley
 - Project Manager, *Ohio Facilities Construction Commission*
- Brandon Johnson, PE
 - Principal, *Kohrs Lonnemann Hall Engineers, Inc. (KLH Engineers)*
- Steve Lawson
 - Senior Project Manager, *Shook Construction*



Roundtable Start



Let's Go to MentiMeter!

Overcoming Headwinds in Uncertain Times Together series continues:

November 14: Cost



Plus / Delta

Plus (+)

Delta (-)