

COGENCE Alliance

Owners + Architects + Engineers + Contractors

Diverse Teams, Profitable Results: The Business Case for Inclusion

10 July 2024



Cogence

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



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



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!**



New NEO Partners: 1st half of 2024

- Jill Pfeiffer-Ward, Environmental Design Group (Partner)
- Jeff Meyers, DS Architecture (Partner)
- Bob Noll, Eaton Corp (Partner)
- Don Rerko, CPL Team (Partner)
- Mark Green, OFCC (Partner)
- Mark Duluk, City of Cleveland (Partner)



New NEO Partners and Alternates: 2nd half of 2024

- Matt Wenham, Port of Cleveland (Partner)
- Jack Baumann, Independence Construction (Partner)
- Shawn Callahan, IMEG (Partner)
- Roger Gingerich, Marcum LLP (Partner)
- Ellis Katz, PM (Alternate)
- Jennifer Blair, RL Hill (Partner)



New Class of Emerging Leaders 2024 - 2026

- Liz Dolinar, DLR Group
- Hitomi Maeno, Turner Construction
- Ron Cordaro, WH Gardiner
- Katie Lee, Karpinski Engineering
- 3-Central Ohio EL's: Jack Clark, Thompson Hine; Amy Nuzum, Design Group; and Krita Warren, BMD



RELATIONSHIPS

ACCESSABILITY

COMMUNITY

OPPORTUNITY





Woman Owned Business Enterprise



Pam Neckar

Impact Project
Development



Jen Minotas

+ Detail



Chris Orlando

VOC Associates LLC



Jim Mirgliotta

Forest City Erectors



Jeff Parker

Whiting-Turner



OPPORTUNITY

Have you provided an OPPORTUNITY to a diverse company on one of your projects?

87%



YES

6%



No

6%



Not yet, I'd like to

1



31





Who gave you the opportunity? What were you able to achieve with it?

COGENCE Alliance
Owners • Architects • Engineers • Contractors



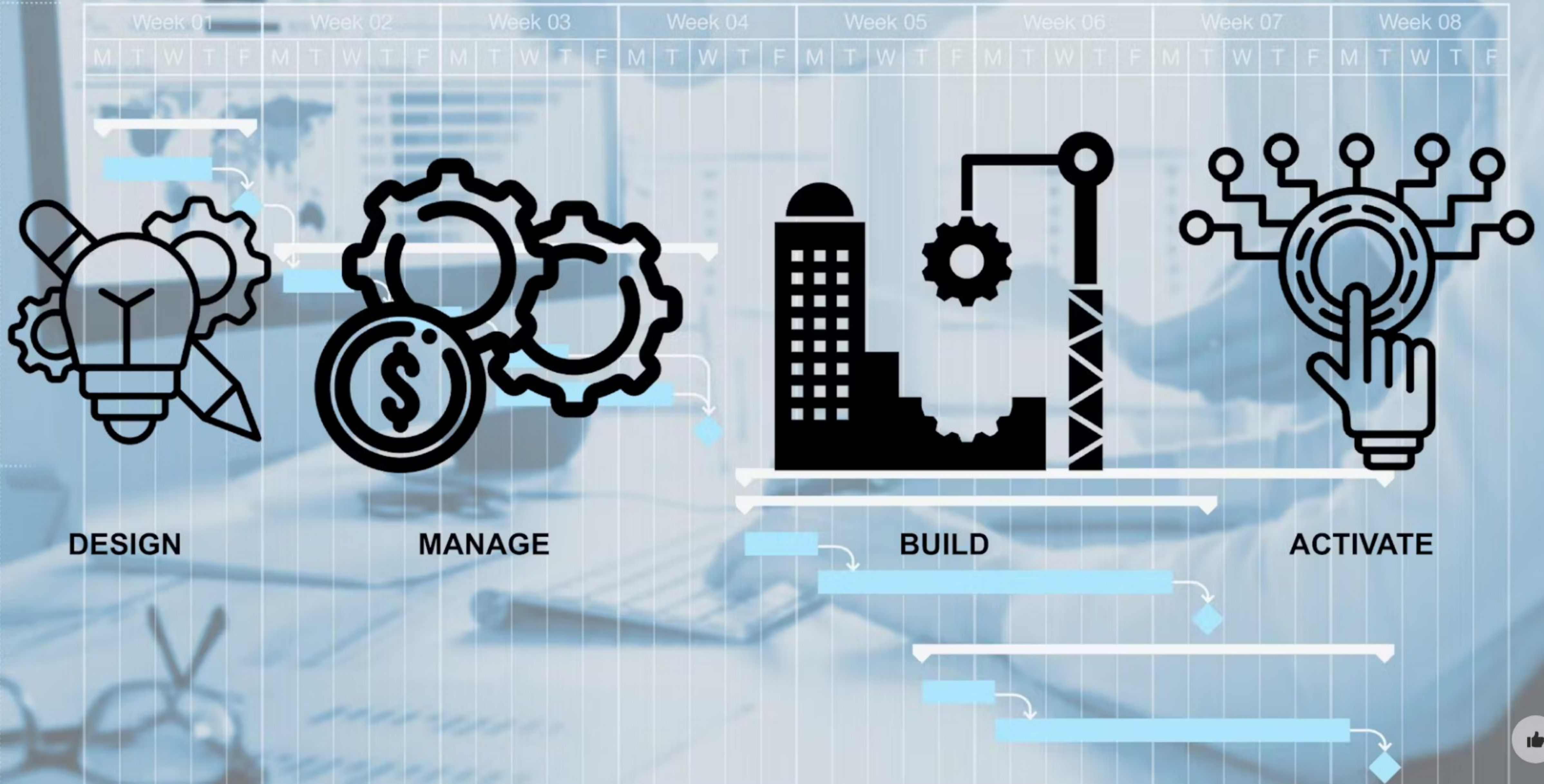


**HOW DOES YOUR
BUSINESS EARN
PROFIT?**





Profit Strategies





What obstacles have you overcome?

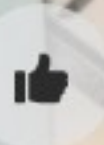
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Managing Cash Flow


COGENCEAlliance
Owners • Architects • Engineers • Contractors





Managing Cash Flow

January 2024

























Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5 	6
7	8 	9 	10 	11 	12 	13
14	15 	16 	17 	18 	19  	20
21	22 	23 	24 	25 	26 	27
28	29 	30 	31 			





Managing Cash Flow

February 2024














Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 	2  3 	3
4	5  1 	6 	7 	8 	9 	10
11	12 	13 	14 	15 	16  4 	17
18	19 	20 	21 	22 	23 	24
25	26 	27 	28 	29 		





Managing Cash Flow

March 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 	2
3	4 	5   	6 	7 	8 	9
10	11 	12 	13 	14 	15   	16
17	18 	19 	20 	21 	22 	23 Prime work completed in January paid March 15 6 payrolls/12 work weeks
24	25 	26 	27 	28 	29   	30





Managing Cash Flow

April 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 	2 	3 	4 	5 	6
7	8 	9 	10 	11 	12 8 	13
14	15 	16 	17 	18 	19 	20
21	22 	23 	24 	25 	26 9 	27
28	29 	30 	Sub paid for work completed in January on April 30 45 days later than prime or 9 Payrolls/ 18 working weeks + 18 weeks of materials			

Prime paid for work completed
in February on April 15 + Subs
work completed in January





Managing Cash Flow

January 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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7	8	9	10	11	12	13
14	15	16	17	18	19 2	20
21	22	23	24	25	26	27
28	29	30	31			

February 2024

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				1	2 3	3
4	5 1	6	7	8	9	10
11	12	13	14	15	16 4	17
18	19	20	21	22	23	24
25	26	27	28	29		

March 2024

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17	18	19	20	21	22	23
24	25	26	27	28	29 7	30

Prime work completed in
January paid March 15
6 payrolls/12 work weeks

3 Months for Prime
4 Months for Subconsultants/trades

April 2024

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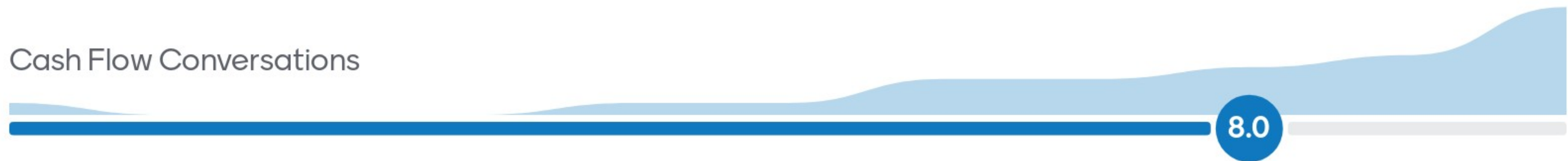
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CASH FLOW

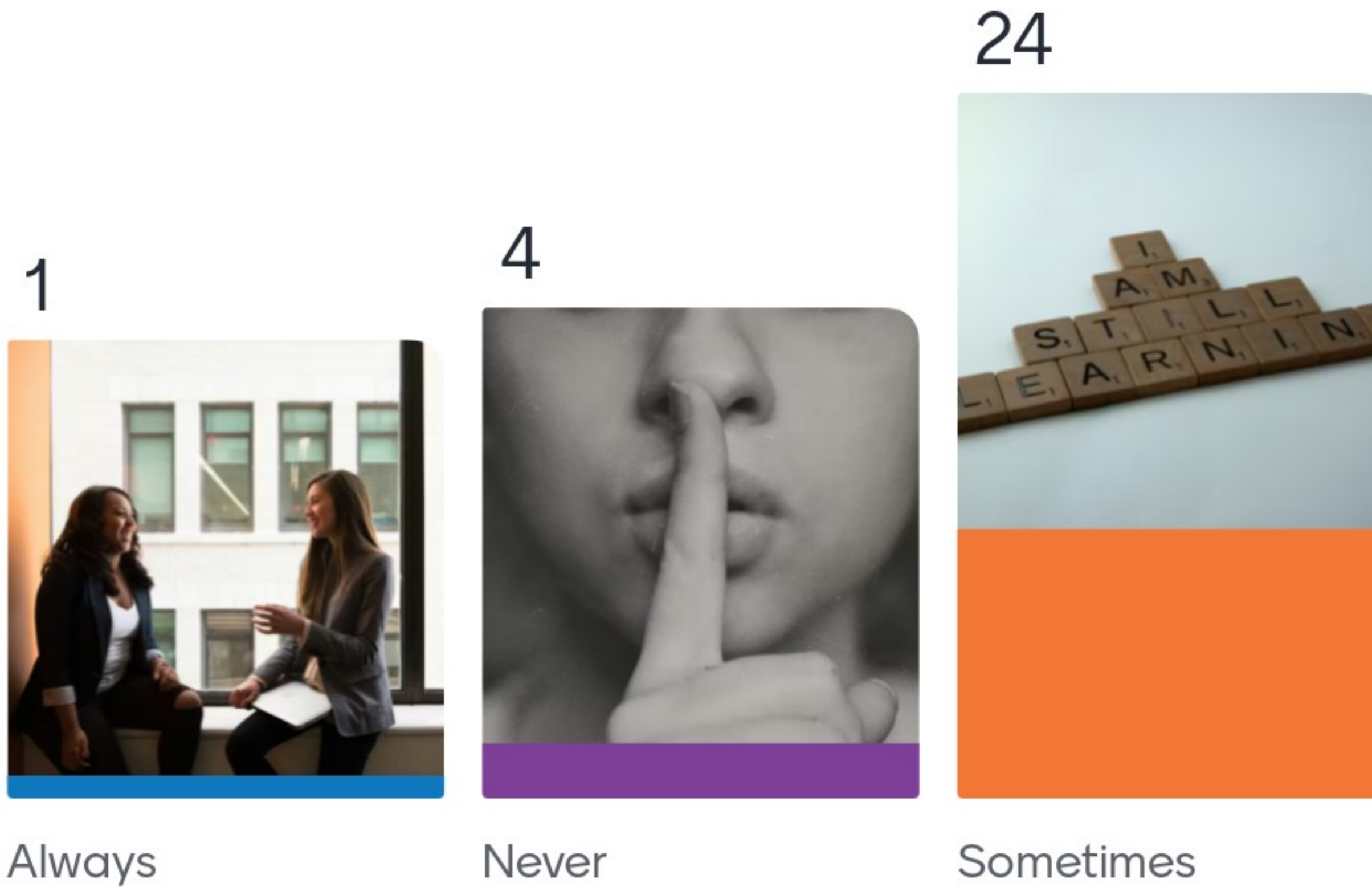
How comfortable are you talking about cash flow?

Cash Flow Conversations



CASH FLOW

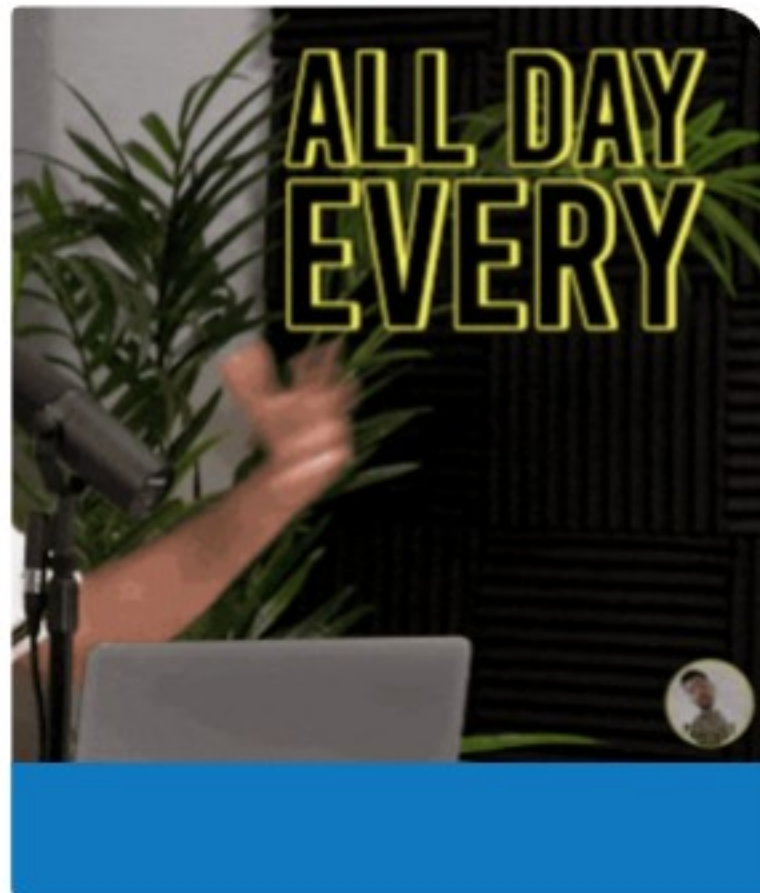
Are payment terms negotiable?



CASH FLOW

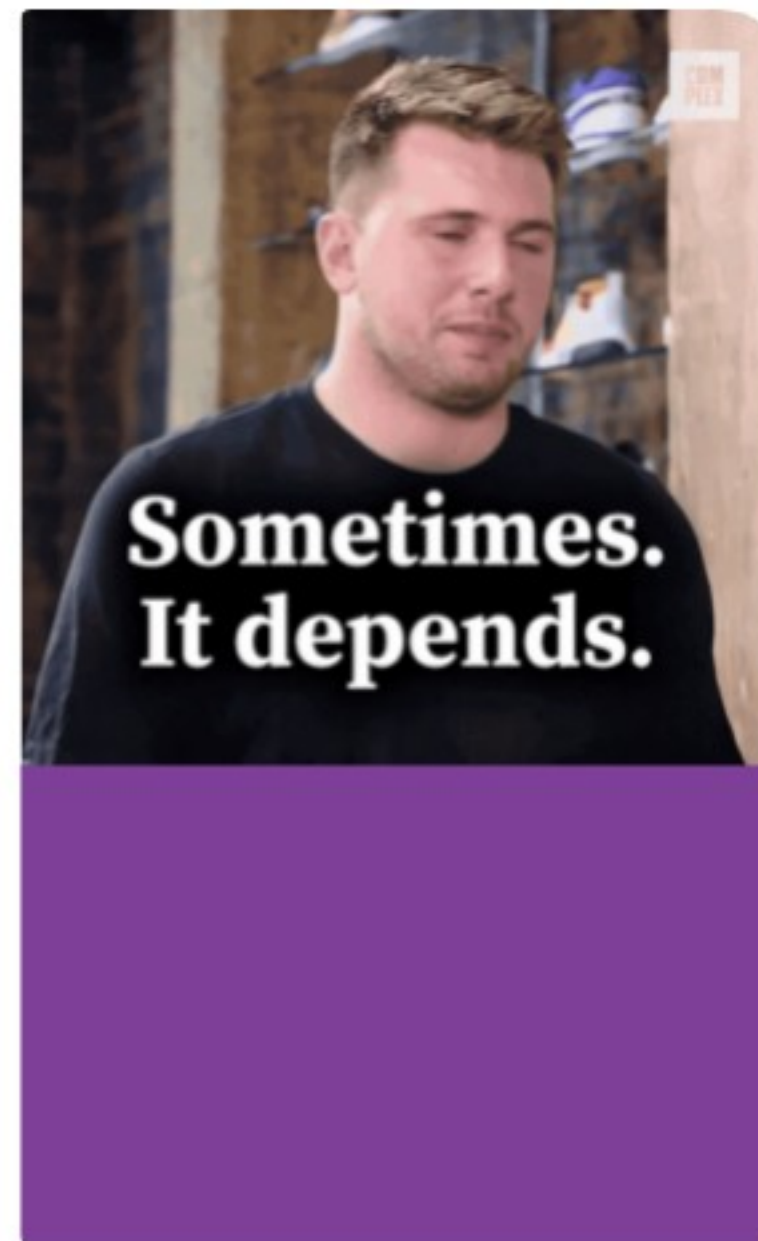
How often do you challenge retainage?

2



Always

8



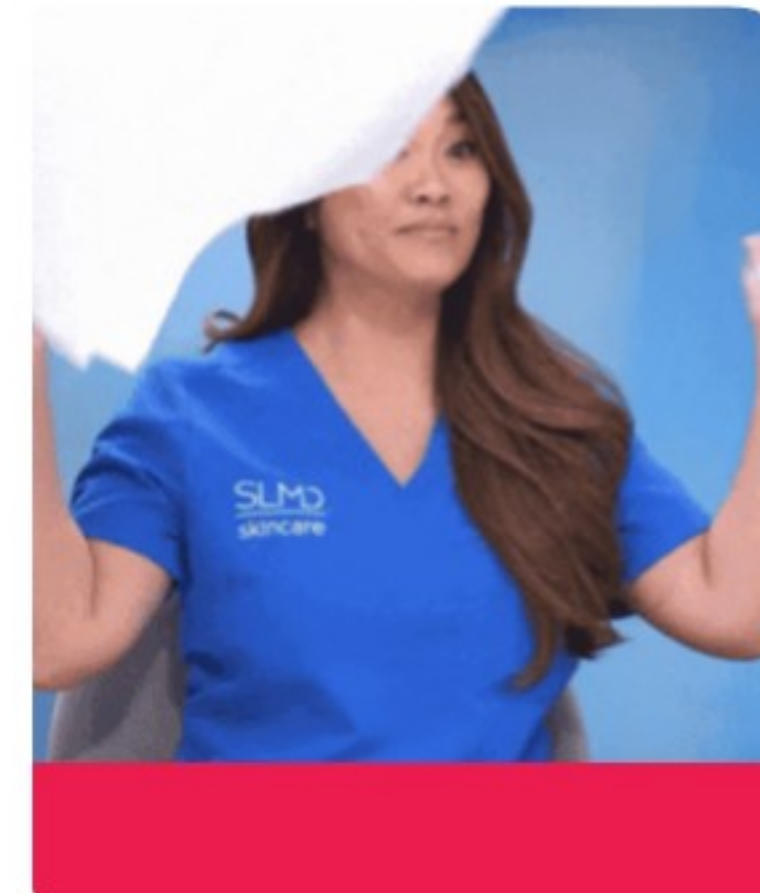
Sometimes

4



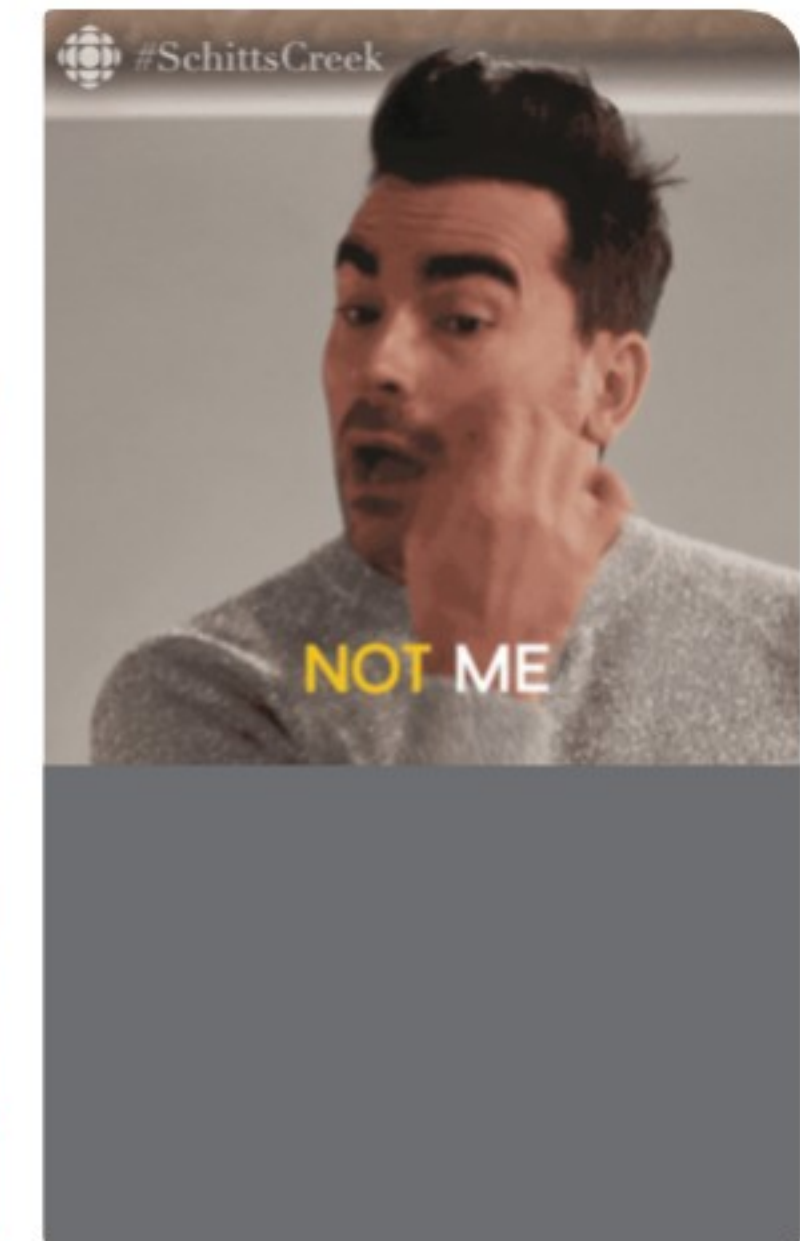
Not often enough

2



I've given up on that battle.

8



Not Subject to Retainage

1



24



What strategies can we deploy to improve cash flow?

Be diligent submitting invoices timely as work is completed

7 Popular

Know your contracts

6

More streamlined softwares and/or processes

6

Talk about procurement timing, invoicing of same

5

More frequent payment schedule

5

Set up a team charter in advance and address payment terms.

4

Timely time entering and billing processes

4

Making sure owner knows the importance of timely payment.

3

What strategies can we deploy to improve cash flow?

Invoice at beginning of month with projected work.

3

Up front partial deposits for equipment

3

Educate and make sure leaders are involved

3

Bill ahead.

2

Invoice on time

2

Early payment terms - discount payments

1



Create Opportunity

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**Minority
Business
Enterprise**



Outside of collective bargaining agreements, Client driven or project specific diversity goals, how do we maintain the emphasis on inclusion everyday?

Identify a protégé opportunity that will allow ongoing interaction.

12 Popular

Real relationships

10

Being ever-curious about about HOW you can grow in general. Diversity will always come up as a solution.

8

Focus on the value each team member brings to the project

8

It starts inward with your culture. It affects how your operate

5

Never stop talking about this topic. If we aren't talking we aren't learning and growing

4

Inclusion should be synonymous with entrepreneurship

4

Be aware. Ask questions. Include in RFP's, bid reviews, and reporting.

2

Outside of collective bargaining agreements, Client driven or project specific diversity goals, how do we maintain the emphasis on inclusion everyday?

Realize that it makes us
all better

1

Stop assuming every small
or minority business is
unsophisticated or less
skilled.

1

Continue to talk about it!

OPPORTUNITY

When looking to provide a business opportunity where do you look for those seeking opportunity.

Networking

Mixer event

DBE listings and Edge

Word of
mouthCityCounty Local
organizations

Through our network and
current relationships

Recommendations from
other consultants.

Our industry contacts.

I ask subcontractors if they
know of anyone looking for an
opportunity

When looking to provide a business opportunity where do you look for those seeking opportunity.

Industry groups

Realistically, They need to network (get in front of the owner). Or referrals

GCP CUBE Committee

Look for the bold. Someone's passion in the search will come through in the work they will provide.

Ask my network

Trusted colleagues and professional organizations

Outreach events

Professional organizations and government services lists (State of Ohio)

OPPORTUNITY

When looking to provide a business opportunity where do you look for those seeking opportunity.

Ask contractors you work with,, EDGE website,

Typically at scheduled events.

OPPORTUNITY

Sign up to mentor a small or minority business?

IKM architecture
Jonathan
Lusinjlusin@ikminc.com

Osborn
engineeringAaron lobas

Jeffrey G. MeyersDS
Architecture
216.390.5962jmeyers@dsarc
hitecture.com

Whiting-Turner

Whiting-Turner Brad
Berkowitz

Mentor - Jeff Parker (WT)

OPPORTUNITY

Sign up to be mentored by a large established business.

Asking more thought-provoking questions for us to consider.



1





Create Opportunity

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**Minority
Business
Enterprise**



Where did you find value in today's session?

Lessons learned from the panelists

Understanding different perspectives

Appreciated the quick access to the whole rooms thoughts

Hearing the value of diversity FROM A DIVERSE GROUP. It's one thing to say it and another to represent it

Beautiful and meaningful location.

Understand the challenges and risks of the construction process for all parties involved.

Unique venue

Seeing other's answers to questions helped me to think broader about a topic.

Where did you find value in today's session?

Meeting at Rid-All

Interesting perspectives from different aspects of the construction process.

Discussion of cash flow ideas and what to share with small/diverse contractors.

Discussing a topic and being genuine - feeling free to express an idea

Good format to listen, think then discuss in bite size timeframes

Loved listening to the history of Forest citi!!!

Expanding my awareness on topics a student wouldn't necessarily be exposed to until out in the real world

You do t have to be or grow into a large scale firm to be successful

How can Cogence Roundtables be improved to add greater value in the future?

More breakout sessions during meetings

Need a small/diverse business on the panel
Audience needs more diversity

More brainstorming about solutions to topics

More table discussions

More perspective from culturally/racially diverse groups



Next NEO Roundtable

November 20, 2024

Location to be determined



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