



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 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!



September 2025 Agenda

- **New Partners**
- **Welcome Guests**
- **Project Introduction | Roundtable Discussion | Breakout Groups | Report out | Mentimeter (Plus | Delta)**
- **Social Hour**



Join a Committee

- If you are interested in joining a committee, please see the Chair or contact Kevin or Bonnie
 - Emerging Leaders – Matt Morgan, Chair
 - Partnership – Stephanie Ferro Drenten, Chair
 - Program – Jeff Meyers, Chair
 - Resources (National) – Brenden Shea, Chair



Central & Southwest Ohio Chapter Roundtables

Southwest Ohio Chapter

**September 11: *What's Happening on Campus?
Insights on Upcoming Projects for Higher Education***

Panelists:

- **Robert Bell**, University Architect / Director of Planning, Architecture, and Engineering, Miami University
- **Liz Birkenhauer**, Director, Design & Construction Projects, Northern Kentucky University
- **David Schmidt**, Assistant VP for Planning and Construction Management, University of Dayton
- **Tim Trucco**, Director of Construction, Xavier University

Central Ohio Chapter

**September 18: *Planning for Central Ohio's Future
– A Strategic Discussion***

Panelists:

- **Matt McCollister**, Executive Vice President, One Columbus
- **Eric Kaiser**, Preconstruction Manager, Turner Construction Co.
- **Kevin Machcinski**, Operations Manager, Gilbane Building Co.

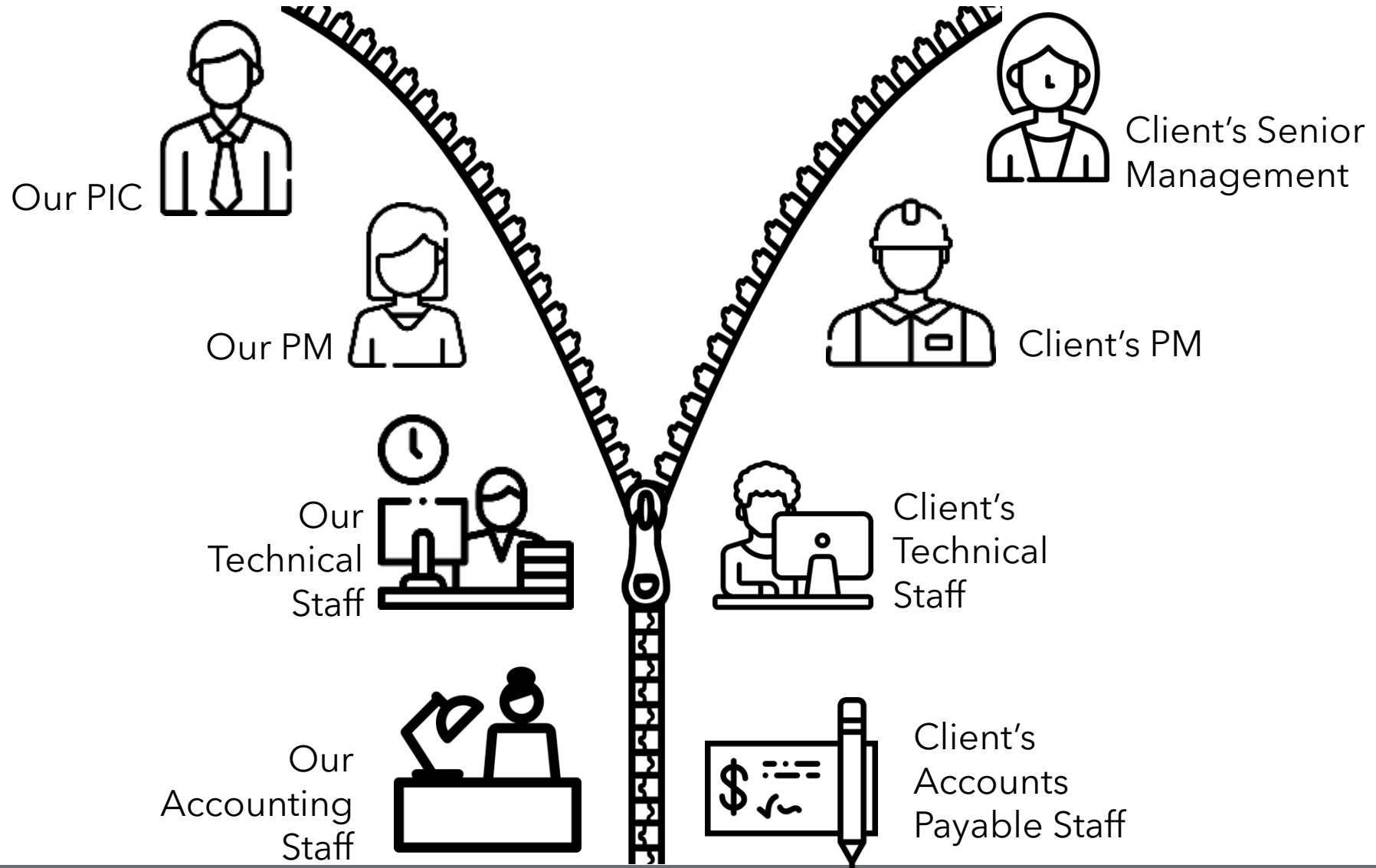


Leadership Throughout Project Stages

Our 2025 roundtable programs will focus on **LEADERSHIP** from all participants of the project team. This five-part series will select 5 significant developments in the region to discuss leadership through the following stages for success.

- Project 1: Project Development Leadership (complete - Feb 5th)
- Project 2: Senior Management/Partnership Leadership (March 19th)
- Project 3: Project Management Leadership (May 21st)
- Project 4: “Production” – Boots on the Ground Leadership (**Sept 17th**)
- Project 5: HR/Administration/Financial Leadership (**Nov 19th**)

“Zipper” Your Client Relationships



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Project 4: Rock Hall Expansion Leadership From “Vision” To “Construction”

17 September 2025



Project and Panelists

The Project: Rock & Roll Hall of Fame Museum Expansion

**\$135 Million 50,000 sq. ft expansion to I.M. Pei Building,
adding a public entryway, performance hall, education
space, and community park**

Design-Build CMAR: Dave Meehan, Higley Construction

Architect: Joshua Haney, DLR Group

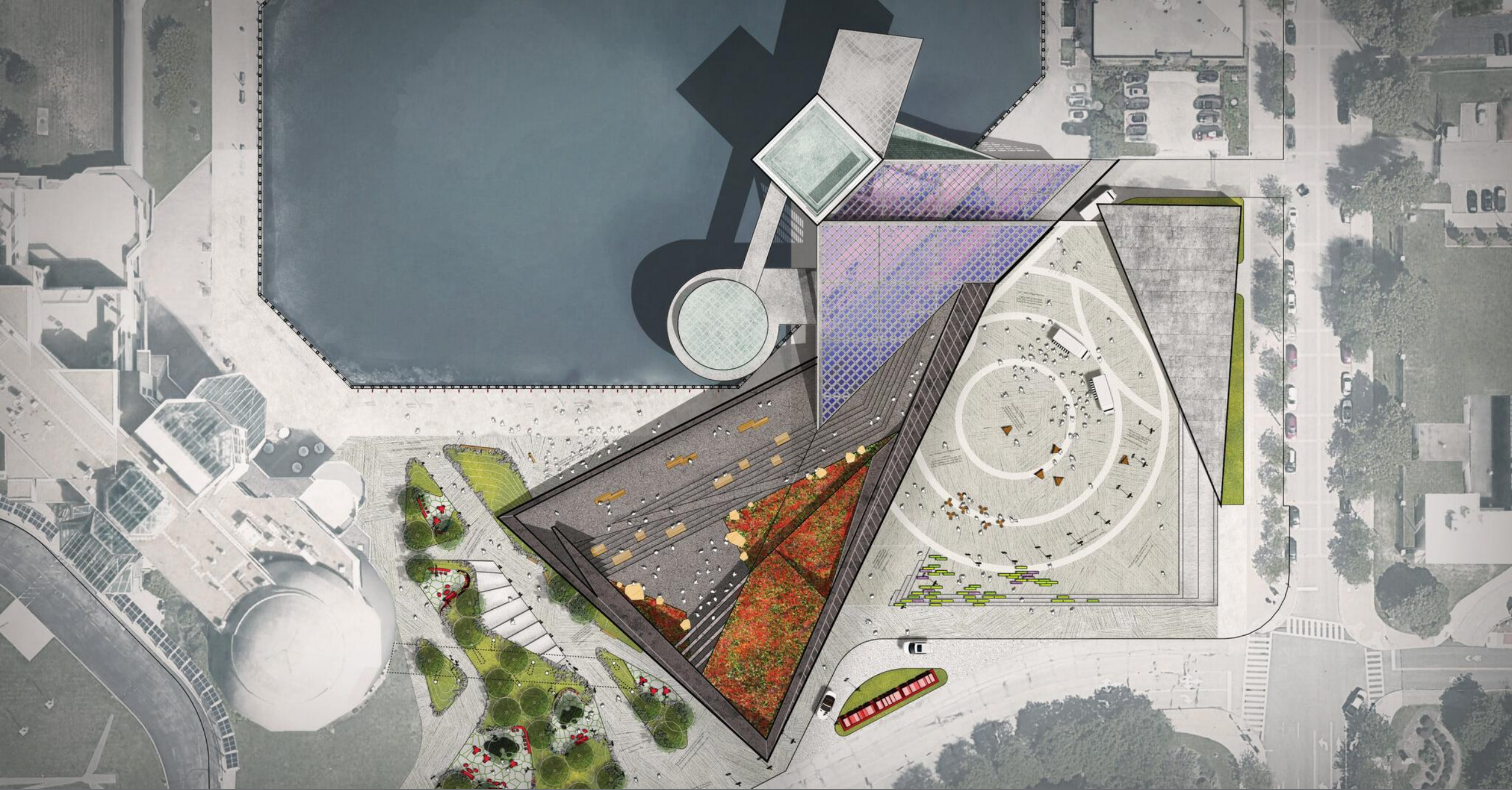
MEP Engineer: Brian Kane, Osborn Engineering

Trade Partner: Dave Audie, Lake Erie Electric



Key Points

- **Early Involvement and Assembling the Design-Build Team**
- **Working with all partners to meet GMP as design evolves**
- **Strategies to manage risk as part of a D-B Team**
- **Design opportunities and problem solving for project's unique original building and site**



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Roundtable Discussion: Leadership From “Vision” To “Construction”

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Team History

- Robert P. Madison International – Original Architect of Record
- DLR Group history with Rock Hall and studies for site
- Higley past work on renovations with Rock Hall
- Osborn facility assessment and familiarity with site context
- Lake Erie Electric – Past work
- Revit model and 3D Scan
- “Loss Leader”





Criteria and Selection

- Higley was involved since competition for the concept design
- Provided high level cost estimates for Steven Holl, BIG, SHOP, and PAU
- Owner team identified that it needed to have Design Build team involved at the start of Criteria Architect design to provide cost, constructability, schedule and code review input.

Criteria Team

Criteria Architect – PAU | Supporting Architect - Cooper Robertson | Landscape Architect - James Corner Field Operations | Civil Engineer - Osborn Engineering | Structural Engineer - LERA Consulting | MEP/FP - Kohler Ronan | Facade, Roofing, Waterproofing – Heintges | Acoustics, AV/IT, Theater Consultant - Jaffe Holden | Architectural Lighting - L'Observatoire International | Vertical Transportation - VDA





Assembling the Design-Build Team

Design Build team was built based upon architects and engineer's qualifications and engagement in the project.



Design Build Team

Contractor - Higley Construction | Architect of Record - Robert P Madison International | Supporting Architect - DLR Group | *Landscape Architect* - James Corner Field Operations | Civil Engineer - Osborn Engineering | Structural Engineer - LERA Consulting | MEPT/FP - Osborn Engineering | Facade, Roofing, Waterproofing - Heintges | AV/IT, Acoustics, Theater Consultant - Harvey Marshall Berling Associates | Architectural Lighting - Osborn Engineering | Vertical Transportation - VDA

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Importance of Team Culture and Intent

- Clear and formal structure to communication and decision making
- Makes it possible to be collaborative but not disruptive
- Helps to manage risk and conflict
- Efficiency and productivity require decisiveness – particularly around critical path decision making





Pre-Construction – Identify Risks

Design/Build Team performed budgets, value engineering and code review at:

- Conceptual Design
- Schematic Design
- 50% Design Development

GMP Developed at 100% DD with value engineering.

The starting figures and reality.

Risks from 100% DD to 100% CD - Escalation, Design Development and Bid/Market Conditions





Construction - Protecting Design Excellence

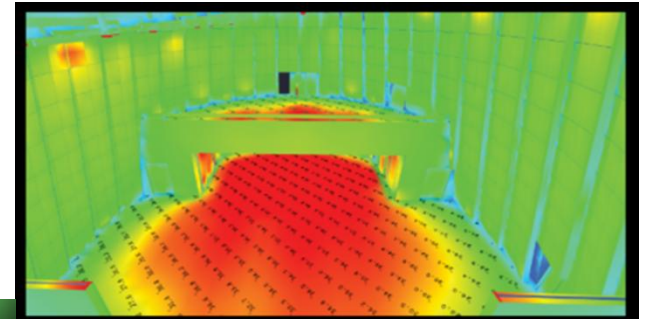
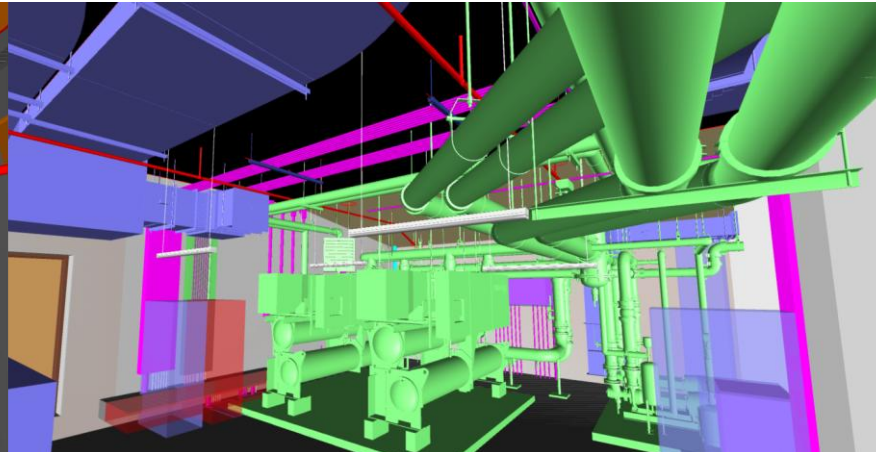
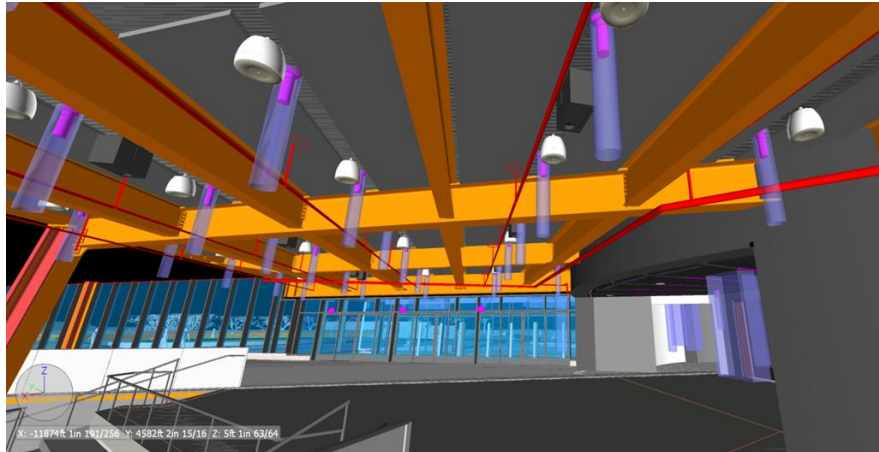
- LEED Accredited project
- Higley worked with Trade Partners to value engineer (not performance reduction) and adapt as the design evolved
- Lake Erie Electric first gave pricing in October 2022, contracted October 2024
- Using local relationships to perform due diligence



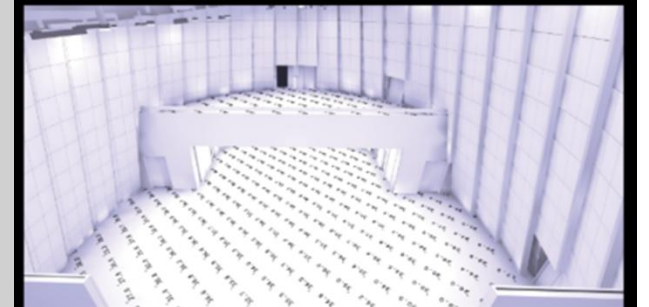


Construction - Cost vs Expectations vs Lead-time

- Fluent and complex design
- Navigation of right product at right price at right lead-time



PHOTOMETRIC PSEUDOCOLOR PERSPECTIVE



PHOTOMETRIC PERSPECTIVE

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Construction - Labor Demands in a Busy Market

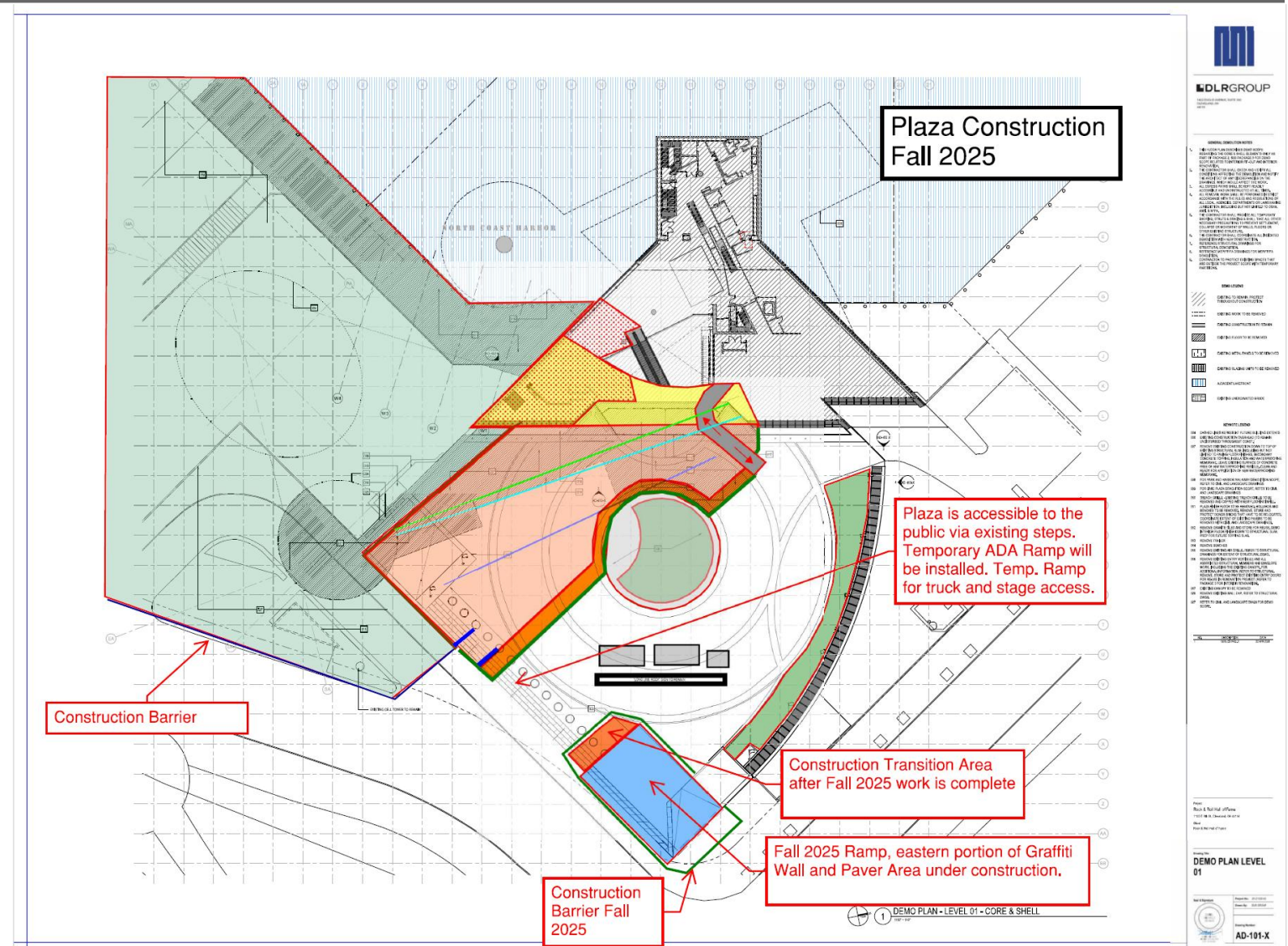
- Coordinated effort
- Preplanning
- Prefabrication

	DESCRIPTION	MFGR	MODEL #	POSSIBLE SAVINGS	ACCEPTED SAVINGS
	BOE01	BEACHSIDE	L-011-HL2-BGS-SL-2.04	\$ -	
	CP2	LUMENPULSE	SHOP-DRO-120/277-DIM	\$ -	
	D4	LITELINE	GEN04IC5-MHWSNXN1	\$ (692)	\$ (692)
	DL01	ALPHABET	NU1-RDPH-15LM-35K-90	\$ (137)	0
	DL02A	3G	3G-SDZ33RA-11H-20-H9	\$ (1,723)	\$ (1,723)
	DL02B	LITELINE	FLX22-3560P-B0-NR4AH	\$ (123)	\$ (123)
RRHoF to change	DL05	LUMENPULSE	SHOP-DRO-120/277-DIM	\$ (154)	
	DL06	LITELINE	FLX22-3560M-B0-NSTAF	\$ (217)	\$ (217)
Not in project	DLE01	ALPHABET	BETA-6R-RGBW-10LM-3	\$ (154)	\$ (154)
	DLE02 (Total of 21)	COLOR KINETICS	423-0000-30-24	\$ -	\$ -
Match DL02A (3G)	DS6A	LUCIFER	CY3XAD1WHBK-90S17B	\$ (2,072)	\$ (2,072)
Match DL02A (3G)	DS6B	LUCIFER	CY3XAD1WHBK-90S23B	\$ (5,828)	\$ (5,828)
	LR2a - 6'L	LITECONTROL	2L-WS4-DW-D-6-6-SOF-4	\$ (153)	\$ (153)



Construction – In and Around a Busy Public Landmark

- Maintain public experience
- Transforming a transformative building
 - Planning
 - Communication
 - Off hours work
 - Temporary conditions





Design meets Constructability

- Green Roof
- Lake Geothermal
- Interior and Exterior Specialty Lighting Design
- Trench Hot Water Fin Tube Heaters With Micro Fans

COMPOSITION

Pre-mounted power supply
230 VAC to 12 VDC

Pre-configured
and assembled
Jaga Dynamic
Product Controller

Pre-mounted
DBH units

Low-H₂O heat
exchanger

Duct

Fixing straps

Easy height
adjustment

Grille

Frame
(MDCL) (standard)

Cover frame
(MDCZ) (option)

Pre-perforated
system

Seals

Questions





Next NEO Roundtable

November 19, 2025

Location: Oswald Tower



Mentimeter | Plus - Delta

Please give us a moment as we switch over to Mentimeter where you will be able to Scan the QR Code to access and provide your input and feedback.