



1994
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2024

COAA[®]

**Construction Owners
Association of America**

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Thoughts on COAA

Over time, methodically – and making a lot of mistakes along the way – we were able to get a fairly large group of people, none of whom had ever known each other, to come together into a cohesive universe that’s now called COAA.

Al Phillips
Founder of COAA

I’m beyond proud to work for an organization I’ve been involved with since 2000 – first as a conference presenter, then as an Owner member, then as a volunteer, and now – since 2018 – as a part of the “small but mighty” COAA staff.

This book is meant to be several things ... a time capsule, a visual representation of our history, a nod of thanks to all the past leaders, members, and staff who got us to this point, and a celebration of 30 meaningful years. I hope you’ll take the time to flip slowly through these pages and consider how fortunate we’ve all been to have a professional home with peers who truly “get it” and are trying their best to be more productive, more collaborative, and more joyous in their work.

Howie Ferguson
COAA Executive Director

COAA not only provides the opportunity for discussion between Owners and partners, but the means to improve procedures, processes and practices that benefit all parties. Educational opportunities, resources, peer contacts and access to those that have solved the problem you are currently working on is invaluable. My association with COAA put the satisfaction back in my work life. After a 40+ year career, I now look back and see that while I can point to many accomplishments, what I remember the most are the times when I felt I was able to help someone else achieve satisfaction in their work.

David Bammerlin
Former President of COAA Texas Chapter
Former COAA Board Member
Former COAA Interim Executive Director

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1995 Founding Board of Directors**

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CONSTRUCTION OWNERS
ASSOCIATION OF AMERICA, INC.

Through COAA, I had the opportunity to engage with industry leaders from across the country and share ideas for industry best practices and emerging ideas. This learning had immediate practical application to the projects my department was managing and also contributed to a positive and fulfilling career trajectory.

- BOYD BLACK



What makes COAA special? COAA created an environment of openly sharing - whether it be problems or tested solutions - alerting us to new trends in the industry and networking with other Owners and our industry partners.

- TERRY COOK



The thing that I always like most about COAA, and still do, are the genuine friendships that are formed. Yes, we go there first to progress our knowledge or our business activity, but there's something special about COAA that brings out the best in our members. You can be mentored and be a mentor at the same time.

- DENNIS SANSCHAGRIN





Leadership & Principles

AS OF 2024, COAA'S BOARD OF DIRECTORS AND STAFF ARE guided by (7) strategic goals that were established in 2016, then reconfirmed and refined in 2019.

Supporting these "North star" goals is a comprehensive Operations Plan that outlines ways, means, and strategies for achieving each of the strategic goals. This living document is periodically revised and improved to remain current, accurate, and realistic.

Other guiding principles include COAA's formal bylaws (updated in 2020), an addendum to those bylaws that outlines specifics of the Board and its officers, and an organizational Value Proposition that was created in 2017/2018 to help explain to the public what's special and unique about COAA.



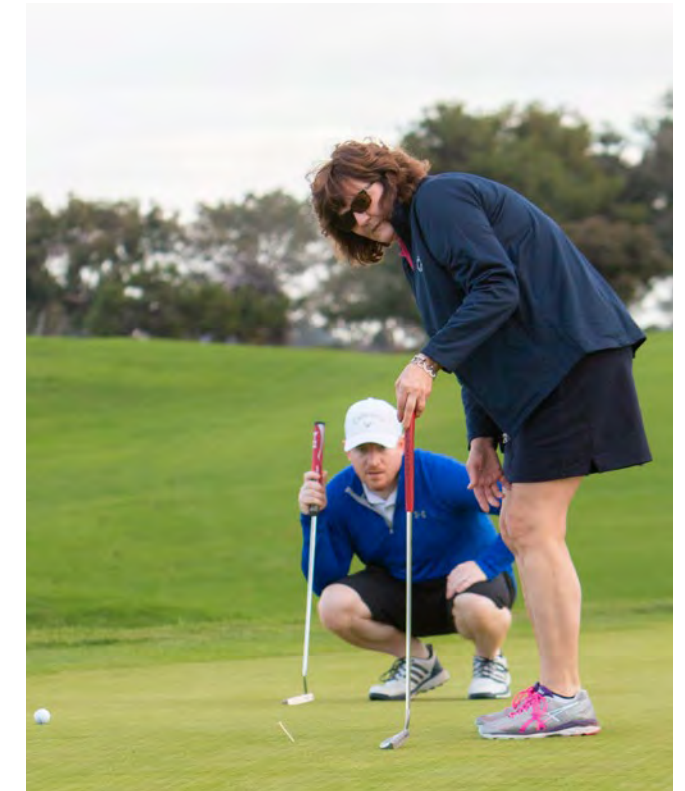


Connecting

T HIS SORT OF PEER-TO-PEER EXCHANGE IS COMMON AT COAA events and underscores why so many Owner organizations have been members for decades. Founded in 1994, COAA enables Owners of any type, size, or sector to interact with, learn from, and share ideas with fellow Owners and industry partners to improve the project delivery process and experience.

In fact, COAA's national conferences were renamed in 2021 to "COAA Connect" to emphasize the point that these gatherings are as much about connecting as they are about formal education. COAA Connect events illustrate the point that "the mortar is stronger than the bricks."

"Yes - us, too! We dealt with that very issue last year and here's how we attacked it."





All About the People

TECHNOLOGY, ALTERNATIVE DELIVERY METHODS, AND the Lean movement are great examples of the AEC industry trying hard to improve how projects are delivered. COAA agrees with and has supported such efforts, but also believes strongly that project success ultimately comes down to people. From partnering in the 1990s to integrated delivery in the 2020s, COAA has always espoused the importance of human beings and their ability to communicate, collaborate, resolve issues, and continuously improve.

This – and the idea that there is such a thing as a “good Owner” – are pillars of The COAA Way, which was conceived in the 20-teens and formalized in 2018 with an official definition and a logo selected through a members-only design competition (nice work, Clayco!). The COAA Way isn’t a recipe or a methodology. It’s a mindset and an approach that a team of PEOPLE – sharing BEST PRACTICES in a CULTURE built on trust & respect – will complete BETTER PROJECTS.

Owners who already operate with The COAA Way mindset are naturally drawn to COAA. The organization’s challenge moving forward is to attract Owners who don’t ... and to help them consider a more collaborative, “all about the people” approach.



As an emerging professional, I think this has been the most important career development opportunity that I've had the chance to take part in.

Get involved and COAA will lead to great things ...reach out and get the people in your organizations involved.

– MICHAEL RUBIN





OWNERS PERSPECTIVE

THE OFFICIAL MAGAZINE OF THE CONSTRUCTION OWNERS ASSOCIATION OF AMERICA



Achieving Project Excellence

LABOR MARKET Q&A | SAFETY FIRST: WHY SHOULD OWNERS CARE? | COLLABORATION THROUGH CONSTRUCTION SCHEDULES | CHALLENGES OF EARLY COMPLETION SCHEDULES |

COAA FALL 2016

OWNERS PERSPECTIVE SPRING/SUMMER 2015

Create Your Own PMIS
Build a Custom Database
Using MS Access

Project Leadership
Gold Award Winner
Delta JFK International
Airport Redevelopment

OWNERS PERSPECTIVE FALL 2012

Project Leadership
Award Winners

2010 CONSTRUCTION FORECAST
HIDDEN RISKS OF GREEN BUILDINGS

OWNERS PERSPECTIVE FALL 2012

COAA FALL LEADERSHIP CONFERENCE
LAS VEGAS DECEMBER 12-13

OWNERS PERSPECTIVE FALL 2010

Empire State Building Retrofit

Project Delivery Method:
Making an Informed Decision

Industry Q & A

OWNERS PERSPECTIVE FALL/WINTER 2013

Tools of the Trade
Selecting the Right
Project Delivery Method

Project Leadership
Silver Award Winner
Penn State Berks Campus
Gaige Technology & Business
Innovation Center

OWNERS PERSPECTIVE

THE OFFICIAL MAGAZINE OF THE CONSTRUCTION OWNERS ASSOCIATION OF AMERICA

Project Leadership
Silver Award
Winner

Ohio State University's CBEC Building &
San Antonio's Henry B. Gonzalez Convention Center

COAA FALL 2017

Spring 2003

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OWNERS PERSPECTIVE Spring 2008

BIM for FIM/BIFM
Change on the Horizon

Project Leadership
Award Winners

OWNERS PERSPECTIVE Spring 2008

2007 GOLD AWARD WINNER
City of Peoria

MD Anderson Brain Surgery Center
Special Award for a Special Project

also in this issue
WANTED: TRAINING FOR OWNERS • KIDS AT HEART • STATE CHAPTER NEWS

COAA 2017 SPRING CONFERENCE REVIEW | MEMBER Q&A
BRENT DARNELL | KEEPING YOUR PROJECT ON SCHEDULE
OWNER ALERTS | ART OF PROJECT BUDGET MANAGEMENT

OWNERS PERSPECTIVE

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Project Leadership
Gold Award

Pennsylvania State
University's Health and Human
Development Building

OWNERS PERSPECTIVE Fall/Winter 2014

Project Leadership
Silver Award Winner

Prevention Through Design
A New Way of Looking at Safety
and Sustainability

Project Leadership
Silver Award Winner
Odegaard Undergraduate Library Renovation

OWNERS PERSPECTIVE Fall/Winter 2014

2010 Year-End Report

Brand Building
Jobsite Safety:
Creating a Culture of Safety

Industry Q & A

OWNERS PERSPECTIVE Fall/Winter 2014

Effectively Managing
the Challenges of GMP
Contracts

Project Leadership
Gold Award Winner

OWNERS PERSPECTIVE Fall/Winter 2014

PROJECT LEADERSHIP
AWARD WINNERS

University of Florida
Proton Therapy Institute
West Forsyth High School

OWNERS PERSPECTIVE Spring 2008

Project Leadership
Silver Award

OWNERS PERSPECTIVE Winter 2012

Project Leadership
Gold Award
Winner

OWNERS PERSPECTIVE Spring 2016

EVOLUTION OF A DESIGN AND CONSTRUCTION DEPARTMENT | BEST
PRACTICES FOR PROJECT DELIVERY | COAA

OWNERS PERSPECTIVE Fall 2003

COAA Fall Leadership Conference
Scottsdale November 13-14

OWNERS PERSPECTIVE Fall 2003

Finish Strong
Project Closeout
Best Practices

Project Leadership Silver Award Winner
University of Washington
Bothell Discovery Hall

OWNERS PERSPECTIVE Fall 2003

More Than Just Testing
Commissioning as an
Integral Quality Control Process

Project Leadership
Gold Award Winner
University of Texas at
Arlington College Park Center

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Could Your Building
Catch a Virus?
Cyber Security Risks for
Intelligent Buildings

Project Leadership Gold Award Winner
Texas Children's Hospital Pavilion for Women

OWNERS PERSPECTIVE Winter 2012

Project Leadership
Award Winners

OWNERS PERSPECTIVE Winter 2012

Project Leadership
Gold Award
Winner

OWNERS PERSPECTIVE Spring/Summer 2013

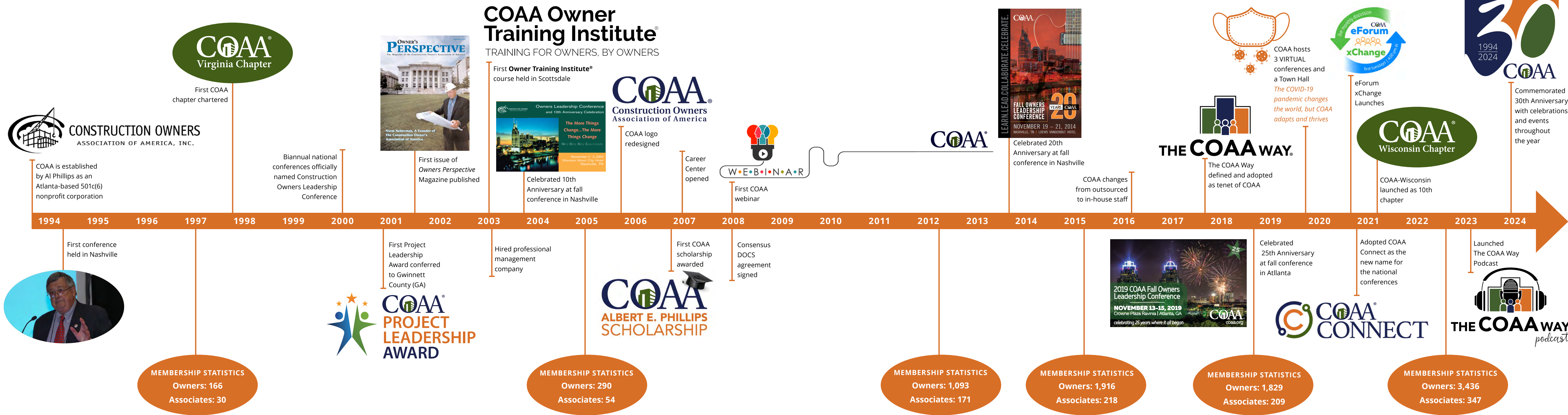
The Troubled Contractor:
Contract Clauses That Can Help

Drawing from Nature:
Sustainability Solutions
from the Biosphere

OWNERS PERSPECTIVE Spring/Summer 2013

More Than Just Testing
Commissioning as an
Integral Quality Control Process

Project Leadership
Gold Award Winner
University of Texas at
Arlington College Park Center



Events

COAA EVENTS ARE WHERE CONNECTION AND EDUCATION intersect. Whether attendees are discussing a COAA Connect keynote speaker over cocktails, brainstorming solutions to region-specific challenges at a chapter forum, participating in a small group exercise during an Owner Training Institute® course, or chatting during a webinar ... learning occurs in a variety of ways at COAA events.

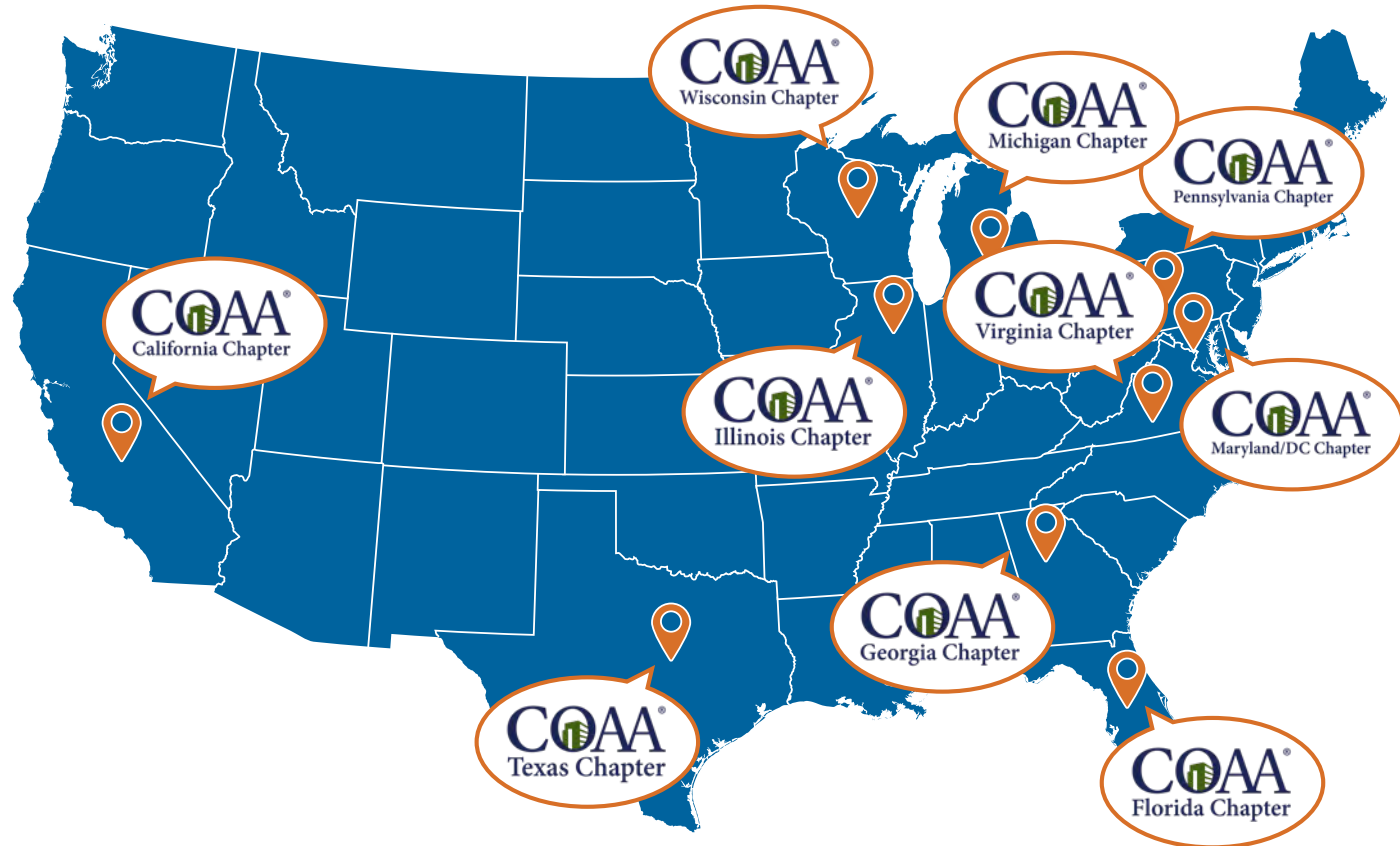
For many years, COAA thrived almost solely on bi-annual national conferences and chapter events. As the world shifted in the aftermath of the COVID-19 pandemic, COAA began offering more virtual offerings ... some just for members, others for anyone, and all at no cost. This approach continues through and beyond the 30th anniversary to help ensure Owners – even those who can't attend the national conference or don't live where a chapter exists – remain connected to peers around the country.





Chapters

COOA'S CHAPTERS EMBODY THE ORGANIZATION'S mission to help Owners be better Owners at the grass roots level. They offer tailored content relevant to each state or region through a blend of educational and social gatherings. Chapters also offer members the opportunity to get involved through a variety of task-oriented leadership positions that often serve as a gateway to deeper involvement on the national level.



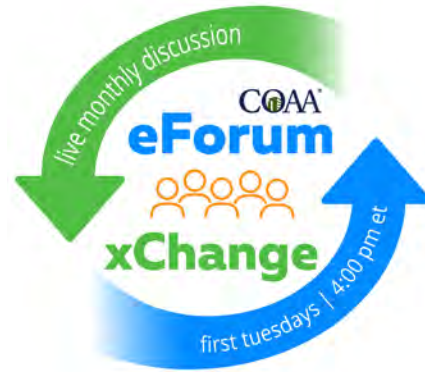


Education

ACHIEVING THE “HELP OWNERS BE BETTER OWNERS” mission leans heavily on education. Much of that education is furnished through in-person and virtual events but COAA provides other resources to help members and non-members grow, learn, and ultimately lead projects more successfully.

For much of COAA’s history, such non-event education was provided in written form through newsletters, the *Owner’s Perspective* magazine (once printed, now digital since 2018), and the members-only eCatalog. More recently, multimedia content was created to align with how people consume information in the 2020s.

One example of this – launched during the 30th anniversary year – is The COAA Way Podcast. Bite-sized interviews with Owners, builders, design professionals, and other industry stakeholders offer listeners candid insight on career advancement, problem solving, conflict resolution, leadership, and other relevant subjects.

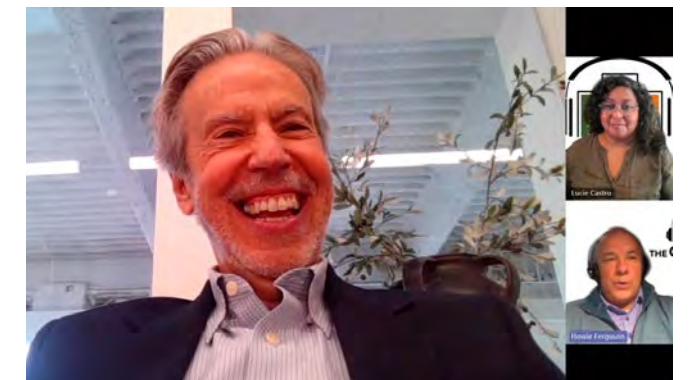
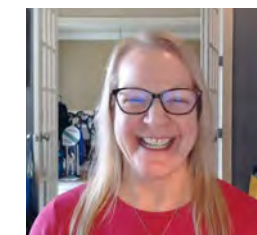
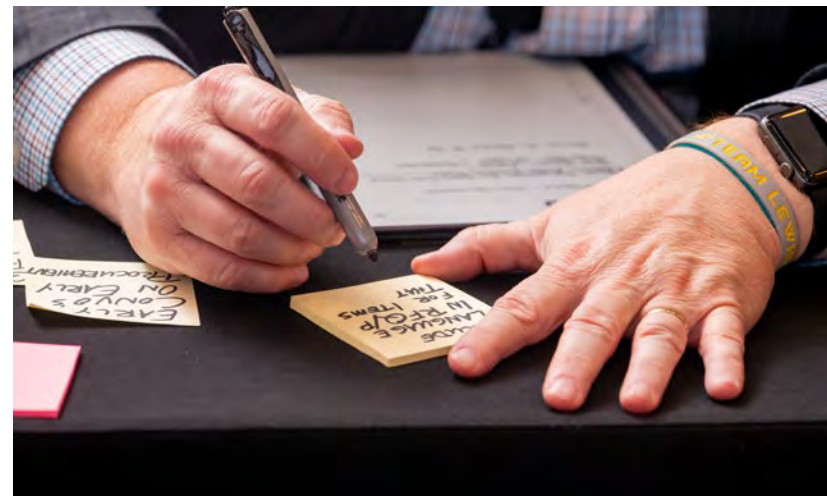




COAA Owner Training Institute
 TRAINING FOR OWNERS, BY OWNERS



COAA CONNECT



Impact

COAA'S IMPACT OVER 30 YEARS CAN'T BE MEASURED BUT is significant. That impact has primarily been on people and their organizations - whether members or not - with literally tens of thousands of Owners and others attending COAA events to learn, share, and connect. Those people - freshly armed with best practices, emerging trends, process improvement ideas, and other information - returned home with renewed energy and confirmation that "we're not alone" with respect to the complexities & challenges of project management. Those who were or became COAA members were able to extend the learning beyond events, and a subset of them leveraged COAA volunteer and leadership opportunities to grow even further, both personally and professionally.

COAA has also impacted the industry at large - first by ensuring that the Owner's voice was heard, and then by highlighting issues of importance to Owners. From alternative project delivery methods, sustainable design & construction, and the advent of Building Information Modeling ... to heightened emphasis on team-building and soft skills, workforce development, and mental health ... COAA has consistently fostered the discussion of topics & trends "before they were cool."

COAA recognizes superior Owner project management each year with its Project Leadership Award and has donated roughly \$60,000 since 2008 to deserving college students with a scholarship named for COAA founder Albert E. Phillips.



COAA® Cares

Beginning in 2019, COAA expanded its sphere of impact & influence with the COAA Cares initiative. By Connecting Attendees with Rewarding Experience & Service, the organization has impacted communities across the U.S. and drawn attention to worthy charitable causes, both within and outside of the AEC industry.



Forward

COAA HAS GROWN AND THRIVED OVER 30 IMPACTFUL years, with much to be proud of and many who made it possible. But COAA and its members are all about looking forward, continuous improvement, and solving the next challenge.

The organization's second 30 years will be shaped by Owners and Associates who are just entering the workforce in 2024. COAA is committed to attracting this next generation of industry leaders, who will continue – perhaps in different ways – building peer networks, sharpening their skills, and advancing their careers through engagement and education.

Looking ahead, COAA will no longer be “the industry’s best-kept secret,” but THE premier Owners’ organization ... unafraid of change but still mindful of its roots and devoted to The COAA Way of doing business.





COAA promotes facility Owner leadership and continuous improvement in the planning, design, and construction process through education, collaboration, and information exchange.

coaa.org