

# COAA Construction Owners Association of America

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**For Immediate Release:** *COAA Announces Winners of 2013 Project Leadership Awards*

**La Jolla, CA:** Construction Owners Association of America (COAA) announced the winners of the 2013 Project Leadership Awards during the COAA Fall Owners Leadership Conference Awards Luncheon, October 31, 2013. The Project Leadership Award Program promotes leadership, professionalism and management excellence of Owners involved in the design and construction process. An awards committee comprised of presidentially appointed COAA members reviewed nominated projects and recognized projects based on the Owner's ability to achieve excellence by demonstrating exceptional leadership and project management skills. The Committee sought projects with exceptional visioning, integrity, team building, communication, fairness, problem resolution, decision-making, plan implementation, collaboration, etc. The winners will be featured in an upcoming issue of Owners Perspective magazine. Committee Chair, Dean McCormick, presented the 2013 Project Leadership Awards. "The review and selection process was very enlightening. Every one of the submissions contained valuable insights and lessons-learned that each of us on the committee will take back to our own organizations," said Mr. McCormick after the presentation ceremony.

## **2013 Gold Award**

The Gold Award was awarded to Methodist Le Bonheur Healthcare for the Methodist Olive Branch project. The 208,000 square-foot facility includes 4 operating rooms, 18 emergency department exam rooms, an intensive care unit, and labor and delivery facilities. The total project budget (including medical equipment, land cost, furniture, etc.) was firmly set at \$100M. The entire team was tasked with delivering an energy efficient, LEED-Certified, modern healthcare facility without exceeding the budget. The team employed an Integrated Project Delivery method, a collaborative effort between the Owner, designers and the construction team. The team also used Building Information Modeling (BIM) and LEAN Construction principles, focusing on reducing and eliminating waste and increasing productivity, to deliver a successful project ahead of schedule and below budget.

The project schedule was very aggressive for a greenfield hospital of this size and complexity. The team was charged to move from the inception of design to substantial completion in 23 months. Extensive time was devoted in the planning phase, to outline design and construction schedules, to determine early release packages, and to accelerate the commencement of construction. For this schedule to be successful, the Owner committed to providing the necessary resources. Timely decision-making by the entire team was paramount to adhering to the schedule. Critical decisions had to be made aggressively and early in the project. Under the leadership of Methodist and the Core Team, pull schedules and one-to-three month look-ahead schedules were developed to ensure the overall schedule was followed from day one. The team implemented LEAN construction methods and IPD tools to monitor the schedule. Ultimately this consistent and aggressively-focused approach, led by Methodist, enabled the project to finish ahead of schedule.

## **2013 Silver Award**

The Silver Award was given to University of Washington for the Odegaard Undergraduate Library Renovation project. Odegaard is the workhorse library on campus and is the home away from home for many of the university's undergraduates. The 40 year-old facility received up to 10,000 visitors daily, and was well past the point where it met the needs of both today's students and the university's need of

efficiently utilizing space. Funding from the State of Washington allowed for only a partial renovation, and came with the requirement that all funding be expended within two years.

With the exception of a planned closure for the summer of 2012 and a brief closure during the Christmas 2012 holiday, the facility remained open for use throughout construction, including uninterrupted operation of a major campus cafeteria directly under the area where heavy demolition of the concrete stairs took place. The two key measures the Owner took which lead to the success of the project were to 1) establish that the project would be done in a culture of trust and collaboration among all parties; and 2) manage the determination of the project scope such that all stakeholders understood that early decision-making would be required and that, once scope was established, there would be little tolerance for making scope changes given the many constraints on budget and schedule.

When asked about the University of Washington's nomination, Committee member Stuart Adler noted, "They used a project management technique that they called the 'Collaboration Guide'. It set the parameters for how all of the project stakeholders would work together effectively. The team gave weekly, measurable updates to document the continued success of this effort. I love this approach and hope to incorporate a similar process on future projects." The Collaboration Guide, though not a contractual document in the legal sense, was signed by all parties, and clearly shaped the behavior of the team as the project was designed and delivered. The wide-ranging document addressed issues deemed critical to the team at a very detailed level, with points assigned to criteria and status tracked in the weekly project meeting. The broad categories for points were: Meet the Schedule, Transition Smoothly, Maximize Value, Be Safe, Be Thorough, Be Lean, Showcase the Project and Have Fun. It cannot be overstated, that beyond the desire to meet numerical targets, the team worked as hard and as well as it did, so as to not let each other down.

For additional information, or to arrange an interview, please contact Lucie Castro, (800) 994-2622.

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### **About COAA**

Construction Owners Association of America (COAA) was founded in 1994 to serve the interests of construction project owners. Comprised of a diverse group of men and women representing public and private owners and developers throughout America, COAA is committed to the continuous improvement of the design and construction process to maximize Owners' project success. COAA supports this mission through education, information, scholarships and developing relationships within the industry. For more information on COAA and the Project Leadership Awards Program, please visit: [www.coaa.org](http://www.coaa.org)