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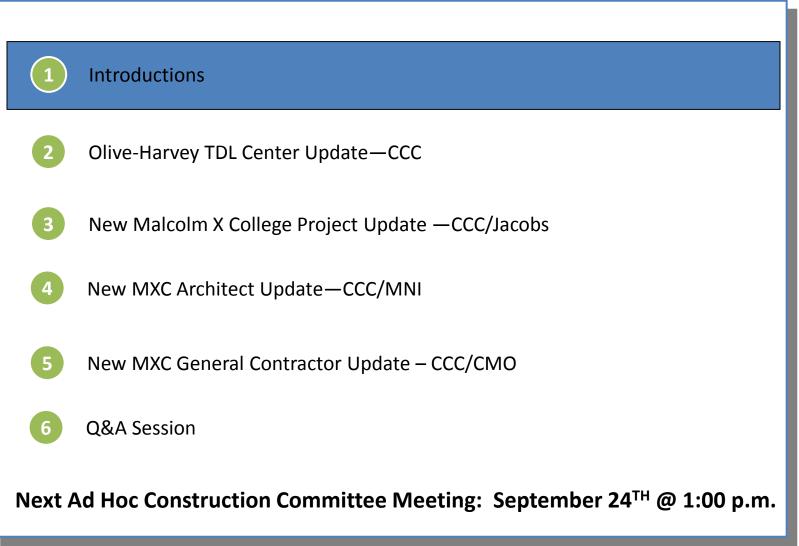
# Presentation to the Ad Hoc Construction Committee and CCC Board of Trustees

Thursday, July 10, 2014

FOR DISCUSSION ONLY

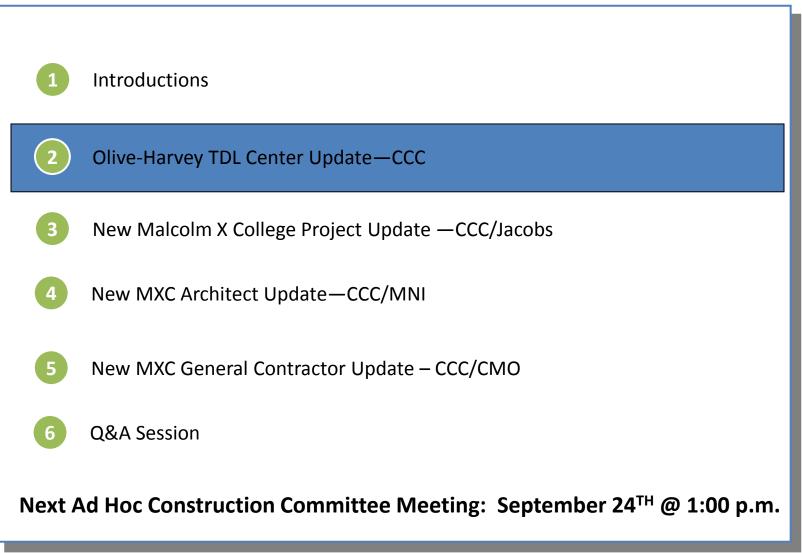


# Today's Agenda





# Today's Agenda





2



# PHASE #1 CONSTRUCTION SCHEDULE

## PHASE 1A PROGRESS AND SCHEDULE UPDATE

# Despite multiple challenges, Oakley's Phase 1A end date did not significantly delay the mobilization/start of Barton Malow - Phase 2

## Phase 1A Construction Progress:

- Original Phase 1A completion date:
- Revised Gilbane/CDB Phase 1A completion date:

April 20, 2014

May 14, 2014 (+18 working days from contract)

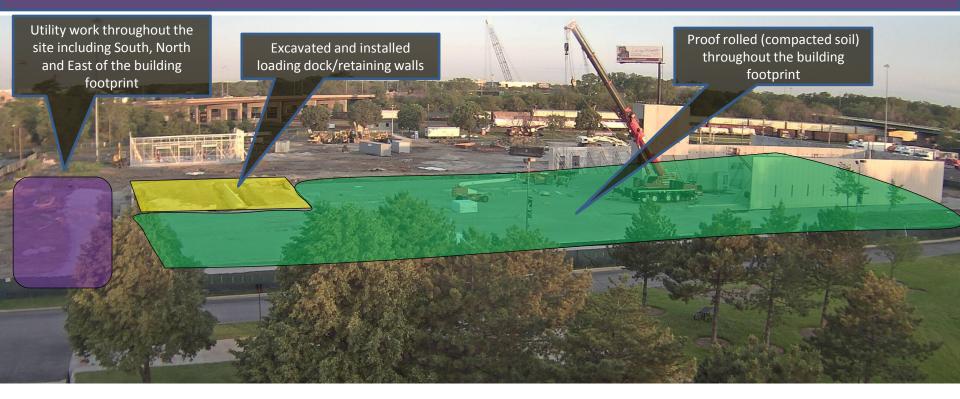
• Oakley's date for Phase 1A completion:

May 20, 2014 (+22 working days from contract)

 22 day delay had no direct impact on the projected end date – Gilbane's schedule always showed the site being dormant for <u>at least</u> 16 days between Phase 1 and 2 because of the award dates scheduled by CDB.



# Status PHASE 1 CONSTRUCTION UPDATE CONSTRUCTION PROGRESS CONSTRUCTION PROGRESS



### **Remaining Phase 1 activities/tasks:**

- Complete installation of the haul road around the perimeter of the site (95% complete)
- Excavation and installation of the detention pond and bio-infiltration areas





# PHASE #2 CONSTRUCTION SCHEDULE

## PHASE 2 PROGRESS AND SCHEDULE UPDATE

Date	Activity
January 27, 2014	Authorization to Proceed (ATP) issued
January 28 – February 21, 2014	All steel and precast submittals sent for approval
January 28 – March 7, 2014	Completion of steel and precast submittal process including review
May 1 – May 22, 2014	Mobilization and pre-construction activities
May 19 – June 23, 2014	Steel fabrication (six sequences) (in progress)
May 23 – August 6, 2014	Precast concrete installation (in progress)
June 12 – July 22, 2014	Steel erection (seven sequences – sequence 1 split 1A and 1B) (in progress)
June 19 – August 19, 2014	Steel detail and decking installation
August 19, 2014	Completion of Phase 2 work

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7/10/2014

Status Indicator

# PHASE 2 CONSTRUCTION UPDATE CONSTRUCTION PROGRESS



### **Remaining Phase 2 activities/tasks:**

- Complete remaining installation of South precast concrete panels (6/17)
- Steel erection throughout the building began on 6/12 and is scheduled for completion on 7/22





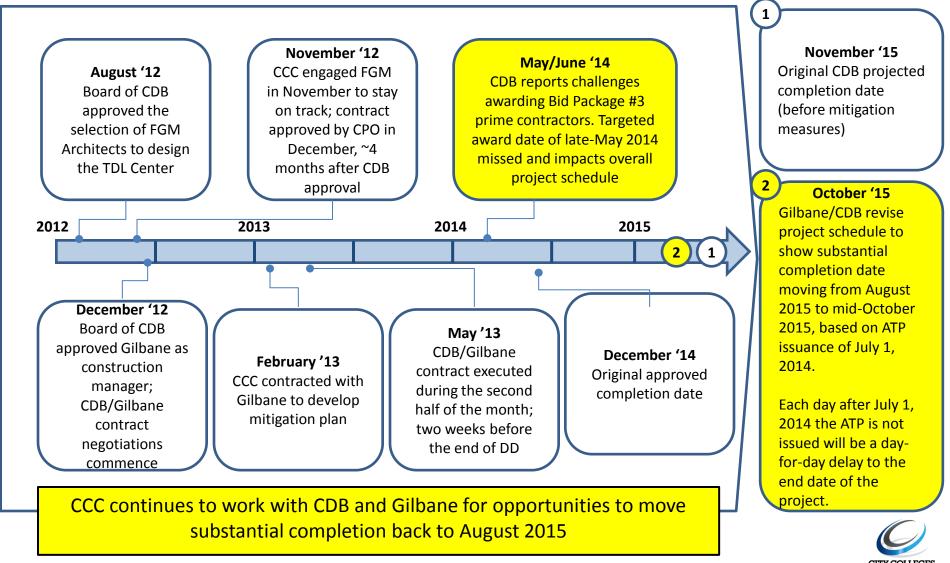
# **CONSTRUCTION UPDATE** OLIVE HARVEY COLLEGE TDL CENTER SITE AS OF JUNE 19, 2014







# TDL CENTER PROJECT SCHEDULE UPDATE AS OF JUNE 10, 2014



# CITY COLLEGES of CHICAGO

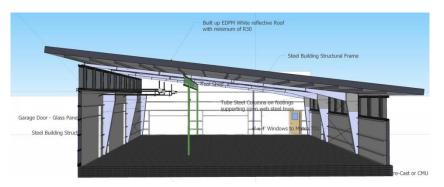
## Exterior View from Southwest

## **Replacement Campus Engineering & Service Structure**

Project Budget: \$ 350,000

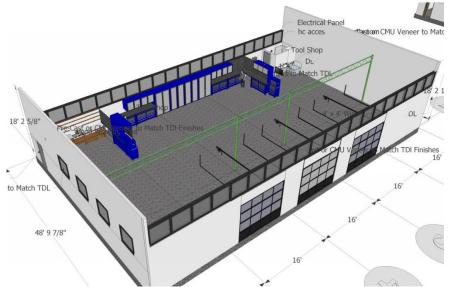
Project Area: 4,000 Square Feet

- Replacement structure necessitated by Campus Engineer's utilization of and pending demolition of Building #2
- Provides security and shelter for valuable vehicles, tools and materials
- Enhances Olive-Harvey's emergency evacuation plans by providing more suitable space for daycare evacuation destination
- Accommodates five utility vehicles, tractors and snow removal equipment as well as working areas for small fabrication and equipment repair.
- Designed to seamlessly complement and directly utilize material palette and composition of New TDL Facility.



Section Looking South



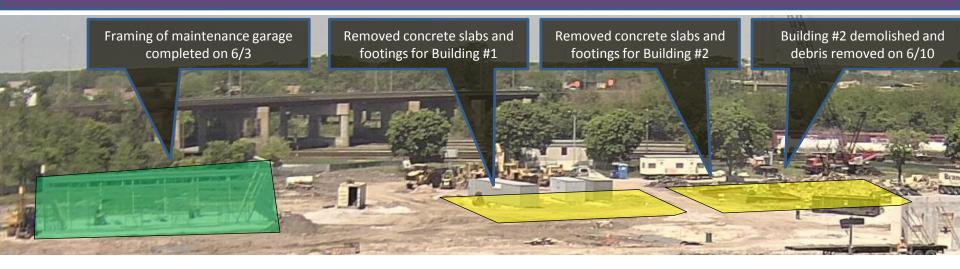


## Exterior View from Southeast



#### Status Indicator CI

# **CONSTRUCTION UPDATE** CITY COLLEGES OF CHICAGO CONSTRUCTION ACTIVITIES

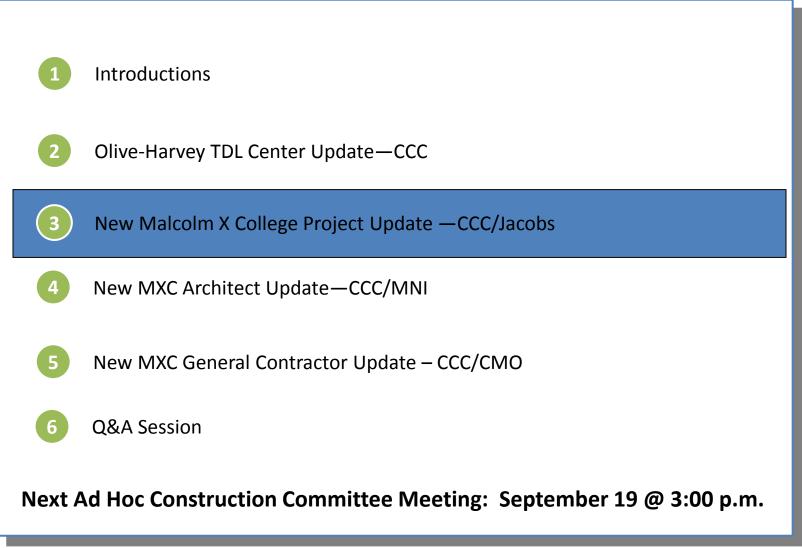


## Remaining CCC activities/tasks:

- Steel for the new maintenance garage schedule to arrive on 6/23
- Demolition of abandon utilities (water and gas) outside of the building footprint (being coordinated with Gilbane Construction)



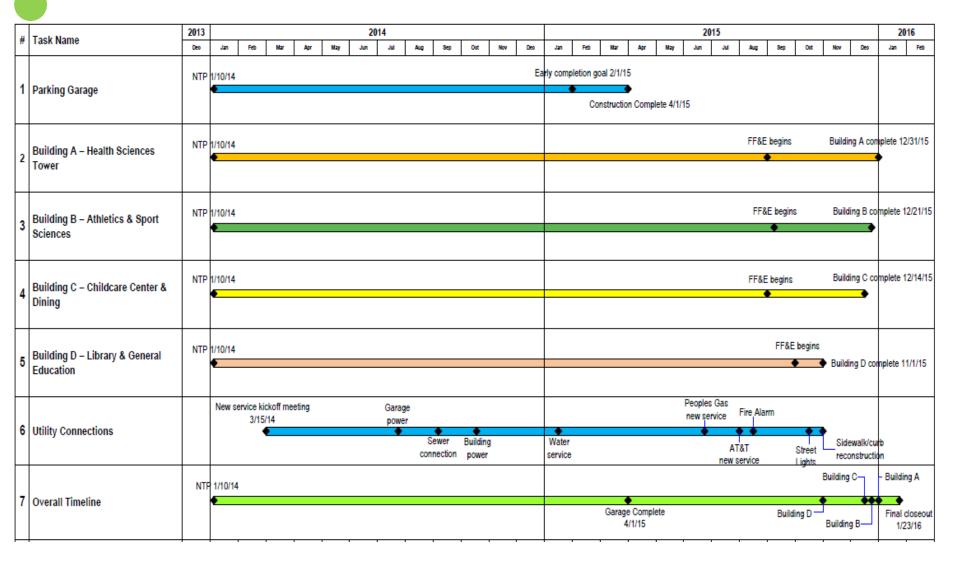
# Today's Agenda



7/10/2014

Status Indicator

# CCC remains on track, during the physical construction phase, to deliver the project by December 2015.





Status
Indicator

- Comcast completed the installation and relocation of new underground cable and removal of overhead existing services on 12/30/13. Final cost - \$256,215.52; \$84,200 less than the estimated cost of \$340,415.52.
- Storm & Water lines The West Jackson Blvd. sewer repair work was completed on 12/21/13.
   DWM completed relocation of the existing fire hydrants on 1/16/14. Final cost \$67,385.78;
   \$146,614.22 less than the estimated cost of \$214,000.
- F. H. Paschen has completed all Site Prep work. This item will be completely closed once Paschen submitted the required CAD as-builts. **Final Cost \$1,032,950; equal to the estimated cost of \$1,032,950.**
- ComEd has completed all underground and above surface work to relocate the inside the construction fence. Final Cost Awaiting submission of final invoices.
- AT&T work is complete and lines installed. **Final Cost \$16,697.02; equal to the contract value is \$16,697.02.**

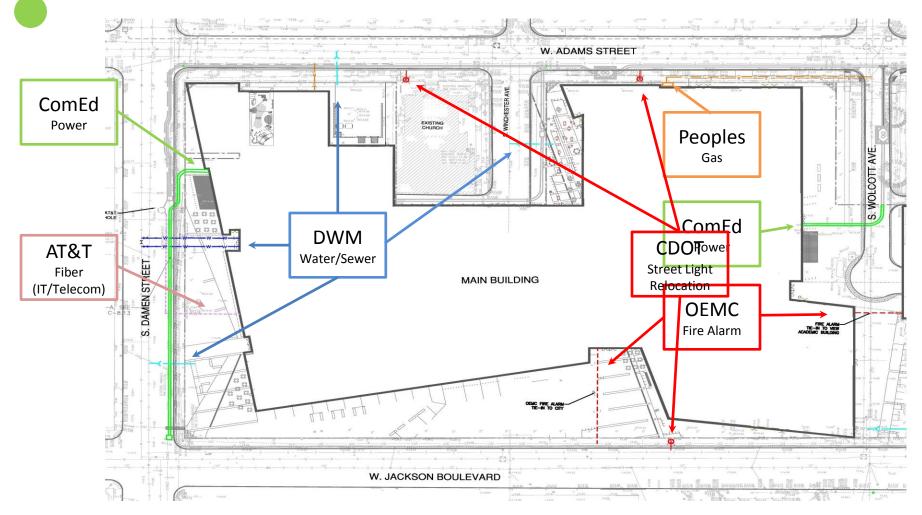
### Cost Savings to date = \$230,814.22

Legend: grey overlay equals completed task.





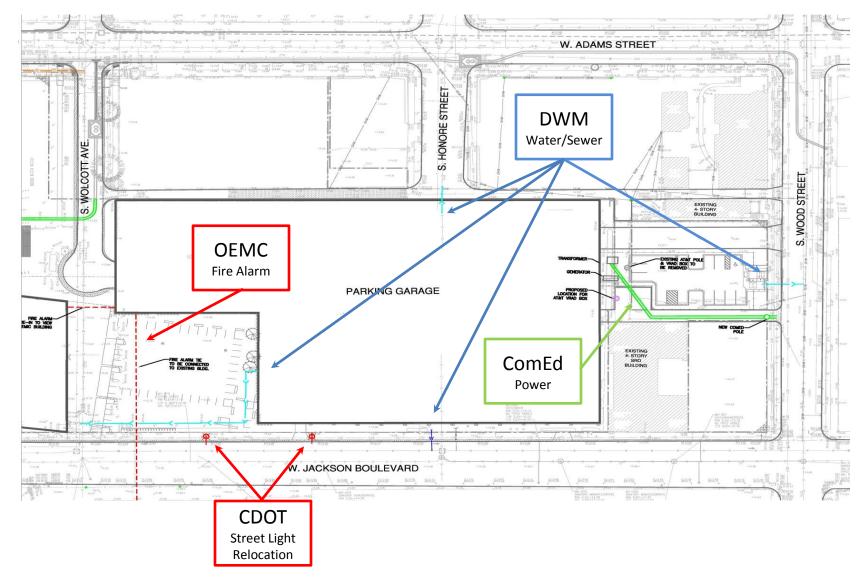
## Phase II Utility Relocation & Utility Supply to MXC







## Phase II Utility Relocation & Utility Supply to MXC





## **Quality Assurance / Quality Control**

A comprehensive QA/QC program has been established for the MXC project to ensure the building is built according to the required specifications and in accordance with the strict quality standards that have been established for the project. Below you will find the teams involved in our QA/QC the program charged with ensuring a quality building.

Responsible Party	QA/QC Activity	Frequency
CMO Team	Management and Control	Daily
MNI – AoR	Design validation observations	Weekly & As Needed
Jacobs – Construction Mgr.	On-site Quality Assurance & Control Manager	Daily
CCC Project Mgmt Team	On-site Quality Assurance oversight	Daily/Weekly*
CCC Testing & Inspection Consultants	Verification of congruence with all required specifications	Daily & As Needed**

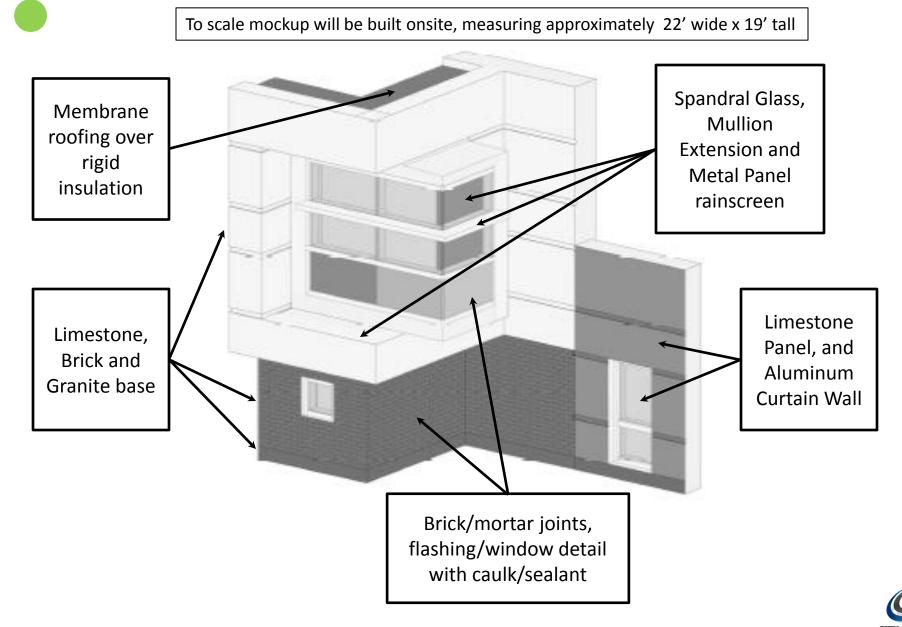
In addition, the following processes and procedures have been established to document or manage quality within the project:

- **Pre-installation / Pre-construction meetings** Review trade scope prior to start of work
- **Bi-weekly QA/QC meetings** Project team mtg. to review deficiency items and resolution
- Mock-ups A model of a building system that is tested for quality. (Example on next page)
- Latista collaborative online QA/QC and Punchlist program (also app driven)
- Multivista ongoing digital as-built (web link available in July)

\*A Sr. Construction Manager is assigned Daily. The CCC Mgmt. team inspect at least weekly. \*\*Team are assigned daily or as needed according to the quality needs of the proj



## **Quality Assurance / Quality Control – Mock-up**



# **MXC** Diversity Commitments to Date

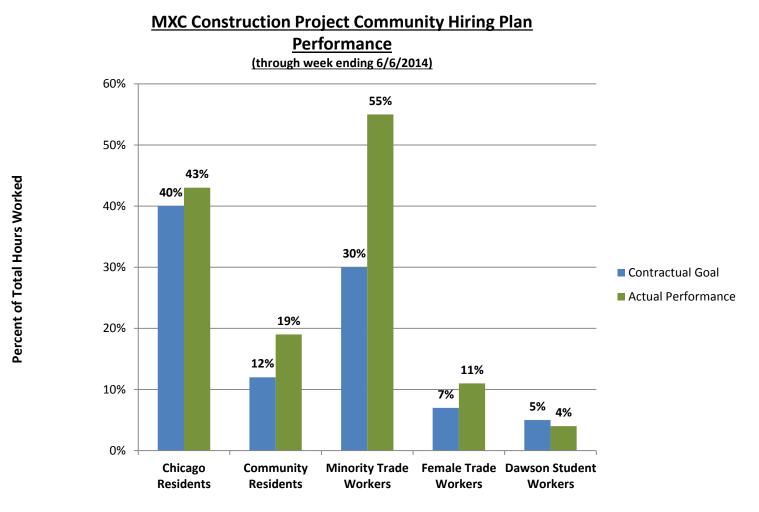
Committed Participation To Date	AORMoody Nolan	CMJacobs (phase 1)	CMJacobs (phase 2)	-	packages		Percent of Total Commit- ments To Date
Total Commitments to date	\$12,000,000	\$2,451,000	\$7,067,000	\$1,033,550	\$114,585,118	\$137,136,668	
Total Chicago Firm Committed to Date (all firms including but not limited to M/WBE)		\$2,363,000	\$7,067,000	\$980,128	\$15,922,861	\$37,692,189	27.49%
Total MBEs Committed To date			- , ,				
Total African American Committed to date*	\$4,488,000	\$58,824	\$1,060,050	\$56,652	\$13,734,188	\$19,397,714	14.14%
Total Hispanic Committed to date	\$0	\$56,373	\$706,700	\$525,674	\$6,545,000	\$7,833,747	5.71%
Total Asian Committed to date	\$2,604,000	\$561,854	\$0	\$0	\$514,039	\$3,679,893	2.68%
Total WBE Committed to date	\$2,406,000	\$181,769	\$706,700	\$79,575	\$7,681,450	\$11,055,494	8.06%

# Total M/WBE Commitments to Date: \$50,043,475 (36% of Total Commitments to Date)

\* African American participation includes African American MBE and WBE firms

• Commitments include amounts paid to date and other commitments from all identified contractors (e.g., CMO approved packages, funds not yet paid to Moody Nolan, Jacobs etc.)

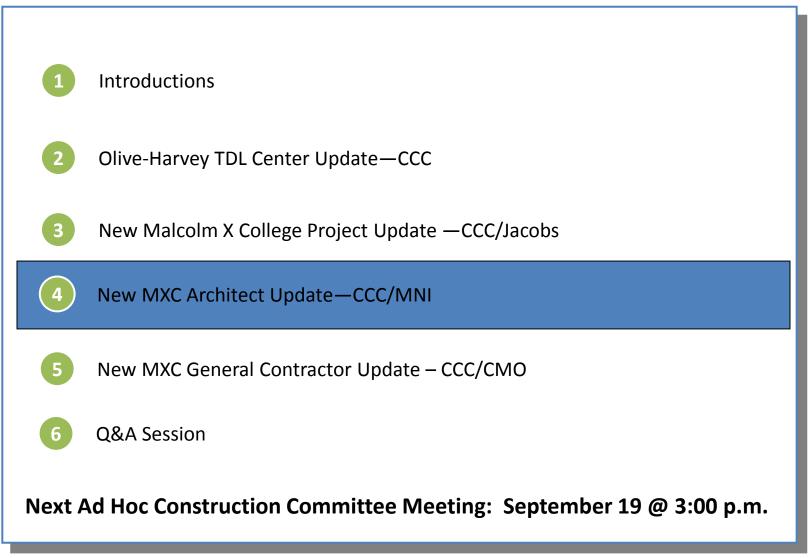
# To date, the community hiring achievement on the Malcolm X construction project is as follows



Based on analysis of certified payroll hours (34,864.35) reported from September 3, 2013 to week ending, June 6, 2014. (Includes both the Site Prep contract and the GC contract.)



# Today's Agenda



7/10/2014

# **Procurement/Installation Milestone Schedule**

FFE Item	Scope Confirmation (MNI/CCC)	Procurement Status	Recommendation Presented to the Board of Trustees (CCC)	Delivery/Install (CMO/Supplier)	
Food Service	Complete	Bids Received – Evaluation In- Progress	Aug. 2014	Aug 2015	
Fume Hoods	Complete	Out For Bid	Sept. 2014	Aug 2015	
Garage Vehicular Access Control	Complete	Out For Bid	Sept. 2014	Jan 2015	
Lab Equipment	Complete	Procurement Docs In-Progress	Oct. 2014	Aug 2015	
Exercise Sports Science Equipment	Complete	Procurement Docs In-Progress	Dec. 2014	Dec 2015	
Laundry Equipment	Complete	Procurement Docs In-Progress	Below \$25,000	Oct 2015	
Pathways, Branding, & Signage	Sep 2014	MNI Concept Design In- Progress	Spring 2015	Oct 2015	
Furniture & Window Treatment	Nov. 2014	MNI Final Specs In-Progress	Jan. 2015	Sep 2015	
Athletic Equipment Confidential - For Discussion Pu	June 2014 Irposes Only	Asset Inventory	Summer 2015 7/10/2014	Dec 2015	

Education that works

# "BRANDING/STUDENT GPS" (Design Sequence)

## Visioning Session - 04/23/2014: Kick-off/Work Session #1

• Review signage/way-finding/graphics included in construction set. Share initial ideas on "GPS" and develop a design concept for "pathways" with CCC marketing.

# Branding and Signage Plan Refinement Meeting -05/7/2014: Work Session #2

- Review and refine "GPS" design concept. Review and develop branding/graphic features.
- <u>\*\*CCC student participation/feedback gathered during workshop\*\*</u>

## **Strategy & Campus Solutions Integration Meeting (06/3/2014):**

• Synced up with Strategy & Campus Solutions on GPS roll-out timeline. MNI to finalize design platform and provide to CCC for use in implementing GPS components

# Concept Meeting #3 (Late-June 2014):

• Present the following: 1) "GPS" design concept, 2) updated branding features (history wall, graphic walls, etc.), and 3) updated signage and way-finding

## Consensus Review and Feedback (Mid-July 2014): Conference Call/WebEx

CCC provides feedback/comments on Meeting #3 presentation

## **Chancellor Presentation (Aug 2014):**

• Final presentation of 1) design concepts for "GPS", 2) branding features, and 3) signage and wayfinding. Hand-off to CCC Strategy & Marketing for Artwork/Content Selection Phase

## **\*\***Artwork/Content Selection Phase Proceeds through February 2015\*\*





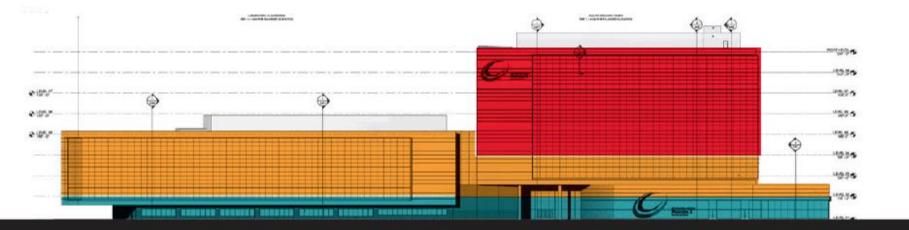
# CAREER PATH

7/10/2014













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# PRELIMINARY FOCUS PROGRAMMING





**INTERACTIVE** VISUAL





GPS **TO DEGREES &** CAREERS

North and South Bar Levels 2 - 4 Health Sciences Tower Levels 2 - 3

Pathways will be most essential at the general education and adult education spaces as students are honing their area of focus. These levels will utilize that include uniforms, program patches signage and digital or interactive screens.

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MESSAGING, CAREER BASE ART The Health Sciences Tower Levels 4-7

The Healthcare tower will consist of career related messaging, images and feature walls that will accent the space while providing information about career opportunities beyond Malcolm X College.

## **BRANDING &** Student GPS TO CAREERS Level 1

Key public spaces will include graphics and interactive displays that layer Malcolm X branding and student GPS. Branded moments will introduce Student GPS and inform students of the program options and achievable career goals at Malcolm X College.



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7/10/2014



# PERSONAS High School Graduate

#### WHAT

What are we designing for?

#### WHY

What is the high school graduates primary need for Student GPS?

#### WHEN

When are high school graduates introduced to information about career choices and how do they use it throughout their time at Malcolm X?

### WHERE

Where do high school graduates first encounter career information within the building and in what format (digital, static, uniforms)?



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7/10/2014



# TALKING TO STUDENTS AND WHAT WE HEARD

In an hour long conversation with students we asked them questions pertaining to Student GPS, and their career planning experiences so we could see if our initial design direction was heading down the right path. What we heard was somewhat surprising.

- 1. We need something that informs us about what's happening on campus.
- 2. We need more information at the places where we congregate.
- 3. Posting works better than e-mail or texts, we get too many school messages as it is, its overload.
- 4. Professors need to push the system, when they do it works.
- 5. Make it mandatory, or a part of the curriculum at the start of school.
- 6. Advisors don't always give you the correct information.
- 7. A system would help us as students be accountable for our own futures.
- 8. Signage needs to be bold, we need better visuals for destinations and services in the college.
- 9. We need student ambassadors for the international students to feel at home and know the ropes.



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# **DESIGN COURSE CORRECTION**

Although we were heading in the right direction, based on what we heard, to really design a system that the students would benefit from, we cant just look at pathways, we have to look at **student gps** as a whole and all of the components that make up the system.

BUILT ENVIRONMENT COMPONENTS:

**GRAPHIC COMPONENTS** Basic signage components that provide career path information.

STUDENT SPACES Spaces that are customized for the use of the student **student gps** systems and tools.

GRAPHIC INFORMATIVE LANDMARKS Graphics that not only relate to the environment but also inform about a space use.

SIMPLIFICATION Make the student gps paths simple to understand and use.

INTERFACE Make the delivery method work for high-tech and low-tech.

## WAYFINDING INTEGRATION

All systems need to work together more seemliness than previously thought.

SIGNAGE Signage needs to be bolder and stand out form the environment.

## CAMPUS ACTIVITY AWARENESS

Create tools to help with campus activity awareness



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**BRAND PERCEPTION INITIATIVES:** 

## STUDENT ACCOUNTABILITY

Ensure student that use of the system works, and that to not use the system would put them at a disadvantage.

PROFESSORS & ADVISORS Mandate staff to use the system to guarantee student & teacher success.

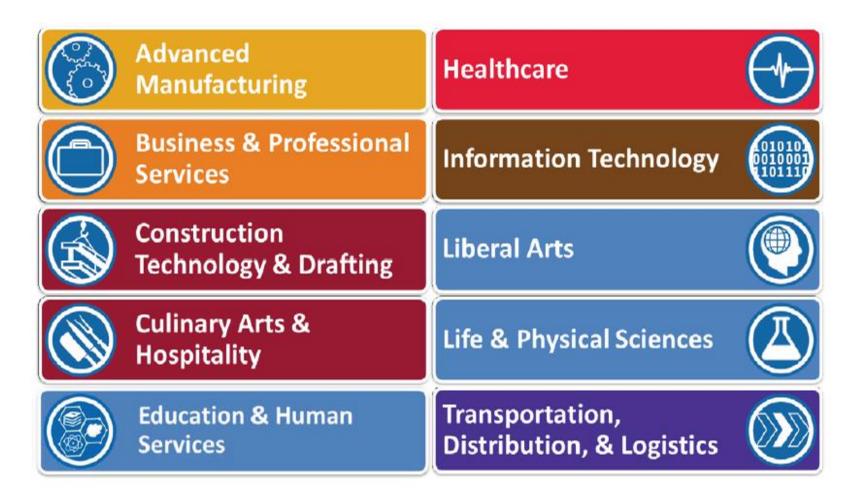
LANGUAGE Ensure that staff and the system speak the same language & terminology.

student **gps** BRAND Explore the use of student gps outside the walls of the facility.





# UNDERSTANDING THE SYSTEM





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# UNDERSTANDING THE SYSTEM

HealthcareImage: Constraint of the servicesEducation & Human ServicesImage: Constraint of the servicesLiberal ArtsImage: Constraint of the servicesLife & Physical SciencesImage: Constraint of the services	Advanced Manufacturing  Advanced Manufacturing  Ass. Frocess Technology (AC, AAS) Computer Numerical Control (AC) CNC Maching (BC, AC) Factory Automation (BC, AC) Industrial Maintenance (AC) Quality Assurance (BC)	Business and Professional Services         • Accounting (BC, AC, AAS)         • Economics (AA)         • Insurance (AA)         • Ubrary Technical Assistant (BC, ACS)         • Management/Marketing (BC, AC, AAS)         • Business Administration General Business (AC)	Cullinary Arts and Hospitality • Baking and Pastry Arts: (BC, AC, AAS) • Cullinary Arts (BC, AC, AAS) • Cake Decorating & Baking (L'Art to La Patisaeria) (BC) • Food Sanitation (BC) • Food Sanitation (BC) • Hiospitality Front Office (AC)	HealthCare Nursing – AC (LPN), AAS (RN), AGS Nursing – Assistant (BGX), Pacetaal (AC) Nursing Assistant (Basic) (BC) Nursing Home Administration (BC) Detetal Hygene (AAS) Health/Physical Ed. (AA) Health/Physical Ed. (AA) Hostinary Science: (AAS) Occ. Therapy Assistant (DER) (AAS) Hostinary Science: (AAS) Occ. Therapy Assistant (DER) (AAS) Pro-Nursing (AAS) Occ. Therapy Assistant (DER) (AAS) Pro-Nursing (AAS) Surgical Technology (AAS) Dental Assistant (BC) EKG Technician (BC) EKG Technician (BC) EKG Technician (BC) EKG Technician (BC) Musiage Therapy (AAS) Musiage Therapy (AAS) Musiage Therapy (AC) Medical Billing (BC) Medical Billing (BC) Pharmacy Technology (BC) Philobotony (BC) Philobotony (BC) Childe Processing Clinical (BC)	Information Technology • Computer Science (ASS) • Networking Systems and Technologies (BC, AC, AAS) • Computer Security and Forensic Investigation (BC) • Environmental Geographic Information Processing (BC) • Web Development (BC, AC)	Transportation, Distribution and Logistics <ul> <li>Automative Technology (BC, AC, AAS)</li> <li>Pre-Rvatton (AS)</li> <li>Transportation, Distribution, and Logistic (BC, AC, AAS)</li> <li>Auto Body Reconstruction (BC)</li> <li>Auto Body Reconstruction (BC)</li> <li>Automative Collision Tech (AC)</li> <li>Automative Collision Tech (AC)</li> <li>Automative Collision Tech (AC)</li> <li>Automative Teasis (BC)</li> <li>Commercial Driver (BC)</li> <li>Commercial Driver (BC)</li> <li>Commercial Driver (BC)</li> <li>Defensive Driving (BC)</li> <li>Forkift Op, / Safety (BC)</li> <li>Fuel Management (BC)</li> <li>Limo-Res: Chauffour Training (BC)</li> <li>Public Pessenger (BC)</li> </ul>
Liberal Arts • English (AA) • Digital Mukhmedia Des. (AC, AA Human Geography (AA) • International Studies (AA) • Journalism (AA) • Music Education (AFA) • Music Education (AFA) • Music Education (AFA) • Political Science (AA) • Political Science (AA) • Polychology (AA) • Religious Studies (AA) • Thestar Arts (AA) • World Language (AA) • World Language (AA) • Digital Muthmedia — Interactive • Music Technology (BC) • Vis Media Com-Yeeb Page Des. • Vis Media Com-Yeeb Page Des.		Construction Technology and Drafting         - Air Conditioning and Refrigeration (BC, AC, AAS)         - Architectural Drafting (BC)         CAD Technology (BC, AC, AAS)         - Construction Management (AAS)         - Air Conditioning-Commercial Refrigeration (BC)         - Air Conditioning-Commercial Refrigeration (BC)         - Air Conditioning-Heating (BC)         - Air Conditioning-Heating (BC)         - Air Conditioning-Heating (BC)         - Air Conditioning-Heating (BC)         - Building Energy Technologies (BC)         - Construction Capentry (BC)         - Electrical Line Worker (overhead) (AC)         - Gas Ublicy Worker (AC)         - Mechanical Technology (AD (BC))         - Flumbing & Fire Protection (BC)         - Welder (Combination) (BC)		Education and Human Service Addictors Studies (BC, AC, AAS) Child Dev, Bilngsal Aide (AAS) Child Dev, Pre-School Ed, (AAS) Child Dev, Pre-School Ed, (AAS) Child Development (AA) Energency Management (AAS) Env. Technology (BC) Env. Technology (BC) Derailogal (AAS) Parailogal (AAS) Parailogal (AAS) Comman Justice (AA) Comman Justice (AAS) Comman Justice (AC, AAS) Comman Justice (AC, AAS) Comman Justice (AC, AAS) Comman Justice (AC) Cosmetology Adde (BC) Homemaker/Home Health Adde (BC) Psychiatric Rehabilitation: (BC)	Agricultural Biot     Biological Science     Chemical Labora	es (AS) (can use as pre-med) tony Technology (IAS) (can use as pre-dental) ielogy (AS) i) )



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# CURRENT HEALTHCARE CAREER PATHS

#### Healthcare



#### NURSING

CNA BC (Common Core) LPN AC LPN Bridge RN AAS

#### HEALTH INFORMATION MANAGEMENT (HIM)

Medical Billing and EMR BC Advanced Medical Billing & Coding AC HIM AAS

#### DENTISTRY

Dental Assistant BC Dental Hygiene AAS

#### **EXERCISE/SPORTS SCIENCE**

Fitness Trainer BC Massage Therapy AC Physical Therapy Assistant AAS Occupational Therapy Assistant AAS Exercise Science AAS

#### PHYSICIANS ASSISTANT

Physicians Assistant AAS

#### PHARMACY

Pharmacy Technician BC Pharmacy Technology AC Pharmacy Technician AAS

#### EMT

EMT-Basic BC (Common Core) EMT Paramedic AC & AAS

#### MEDICAL ASSISTING

Medical Assisting BC Medical Assisting AAS

#### **OTHER TECHNICIANS**

Phlebotomy BC (Common Core) Med Laboratory Technician AAS Surgical Technology AAS Respiratory Therapy AAS Radiography Technician AAS Mortuary Science AAS Dialysis Technology AC Renal Technology AAS

#### CHILD DEVELOPMENT

Child Development AC Child Development AAS

#### FOOD SANITATION

Food Sanitation BC

#### COMMUNITY HEALTH WORKER

Community Health Worker BC Community Health Worker AC Community Health Worker AAS

#### **VETERINARY PATHWAY**

Veterinary Assistant BC Veterinary Technician AAS



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# ORGANIZING THE CAREER PATHS

#### Healthcare



NURSING CNA BC (Common Core) LPN AC LPN Bridge RN AAS

#### HEALTH INFORMATION MANAGEMENT (HIM)

Medical Billing and EMR BC Advanced Medical Billing & Coding AC HIM AAS

#### DENTISTRY

Dental Assistant BC Dental Hygiene AAS

#### EXERCISE/SPORTS SCIENCE

Fitness Trainer BC Massage Therapy AC Physical Therapy Assistant AAS Occupational Therapy Assistant AAS Exercise Science AAS

#### PHYSICIANS ASSISTANT

Physicians Assistant AAS



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#### **PHARMACY** Pharmacy Technician BC

Pharmacy Technology AC Pharmacy Technician AAS

EMT\_Basic B(

EMT-Basic BC (Common Core) EMT Paramedic AC & AAS

MEDICAL ASSISTING Medical Assisting BC Medical Assisting AAS

PHLEBOTOMY BC (Common Core) MED LABORATORY TECHNICIAN AAS SURGICAL TECHNOLOGY AAS RESPIRATORY THERAPY AAS RADIOGRAPHY TECHNICIAN AAS MORTUARY SCIENCE AAS DIALYSIS TECHNOLOGY AC RENAL TECHNOLOGY AAS

#### CHILD DEVELOPMENT

Child Development AC Child Development AAS

#### FOOD SANITATION

Food Sanitation BC

#### COMMUNITY HEALTH WORKER

Community Health Worker BC Community Health Worker AC Community Health Worker AAS

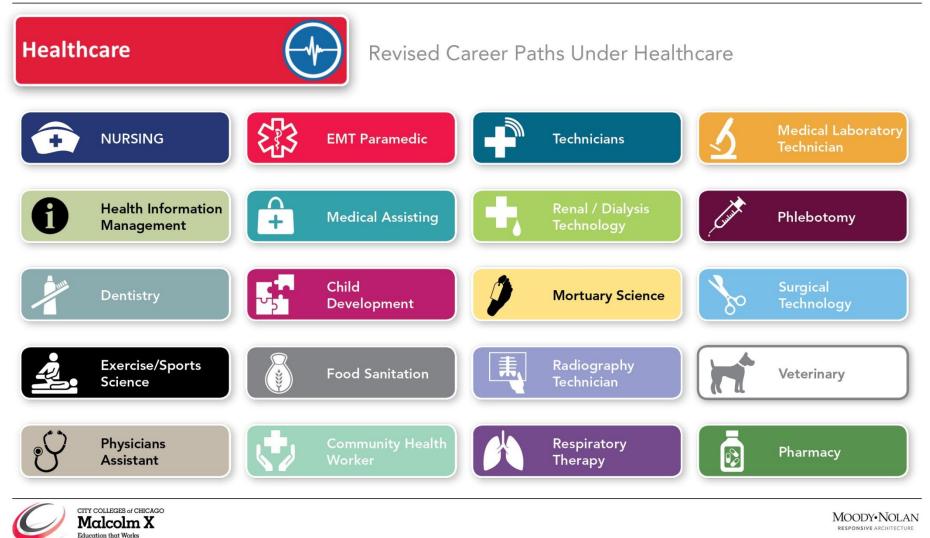
#### **VETERINARY PATHWAY**

Veterinary Assistant BC Veterinary Technician AAS

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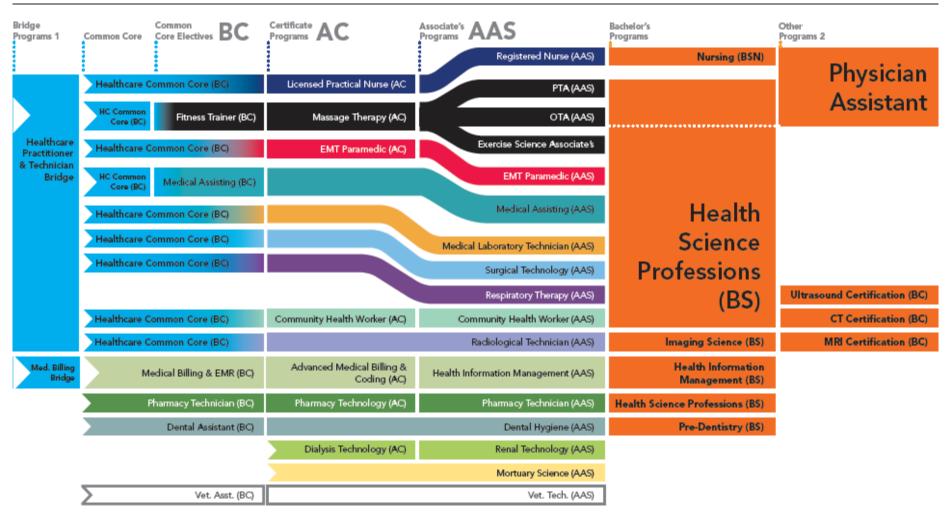


# CREATING IDENTITIES FOR THE CAREER PATHS (Colors and Symbols)





# GPS CAREER PATH MAP SIMPLIFICATION





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# CREATING TOOLS FOR THE SYSTEM (Aligned clothing and patch)



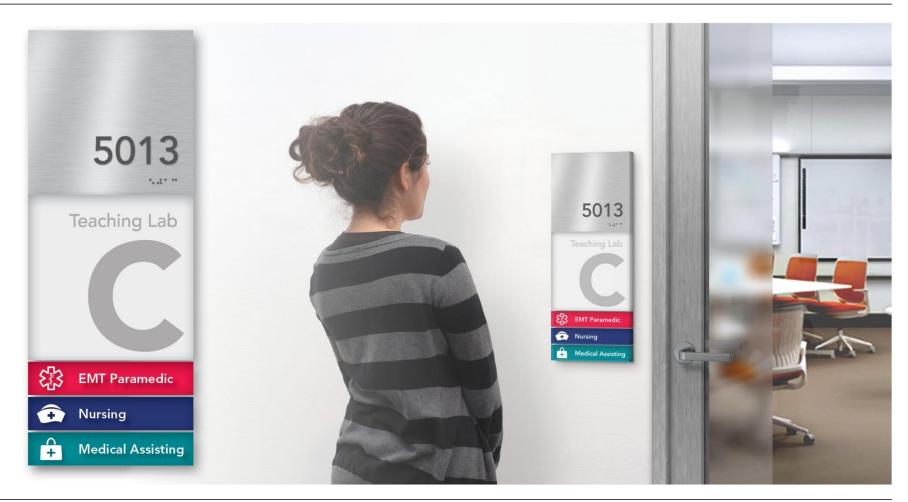


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# CREATING TOOLS FOR THE SYSTEM (Additive signage pathway components)





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# CREATING TOOLS FOR THE SYSTEM (Interactive Kiosks)

EMT Paramedic	Medical Laboratory Technician	Provide a series of the series	WHAI PARE ARE YOU ON
			Touch here to find your way.



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# PRELIMINARY CAREER PATHWAY TOOL IDEAS Digital Information Displays

Providing static and digital information will allow for maximum changeability and an interface that can display in depth information when needed.

VISUAL ADVISORY SCHEDULER INTERACTIVE PLANNER

#### http://vimeo.com/69006538



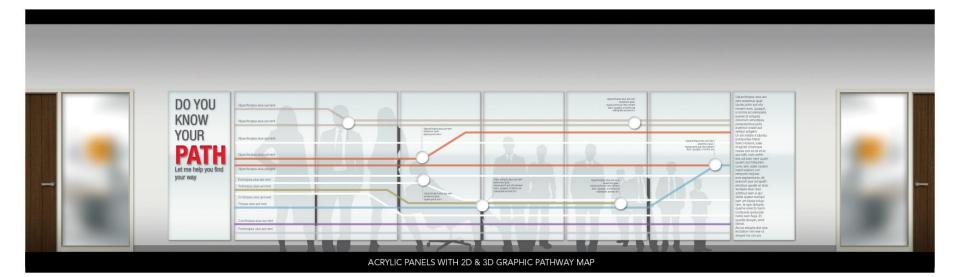


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# CREATING TOOLS FOR THE SYSTEM (Wall Displays)





VINYL ON GLASS

P

BACK PAINTED ACRYLIC LETTERS & FORMS



FROSTED ACRYLIC OR GLASS



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# \*MNI to Design Walls/Interactive Displays based on Career Map



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# CREATING TOOLS FOR THE SYSTEM (Applications)





CITY COLLEGES of CHICAGO Malcolm X Education that Works

MOODY•NOLAN RESPONSIVE ARCHITECTURE

# \*CCC Strategy & Campus Solutions to define level of content for use in MNI-designed interactive displays

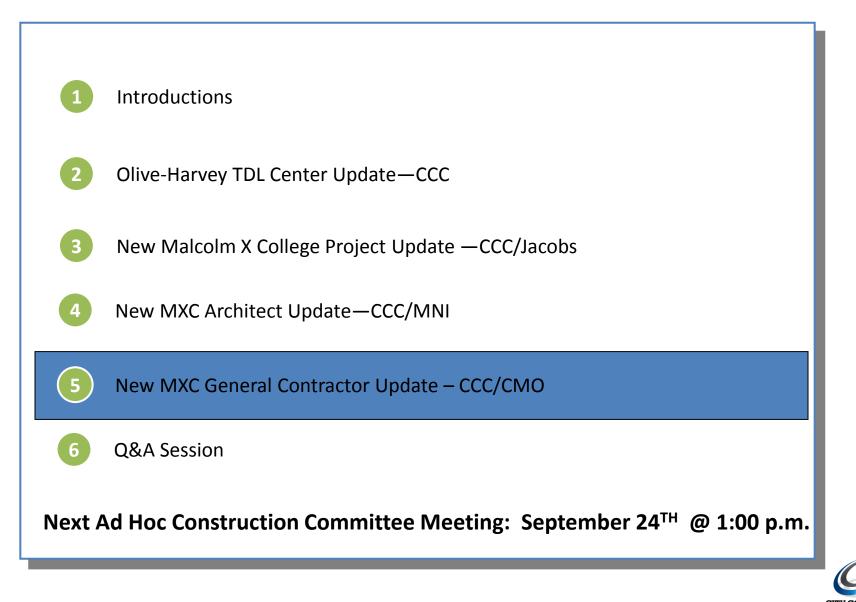
Confidential - For Discussion Purposes Only



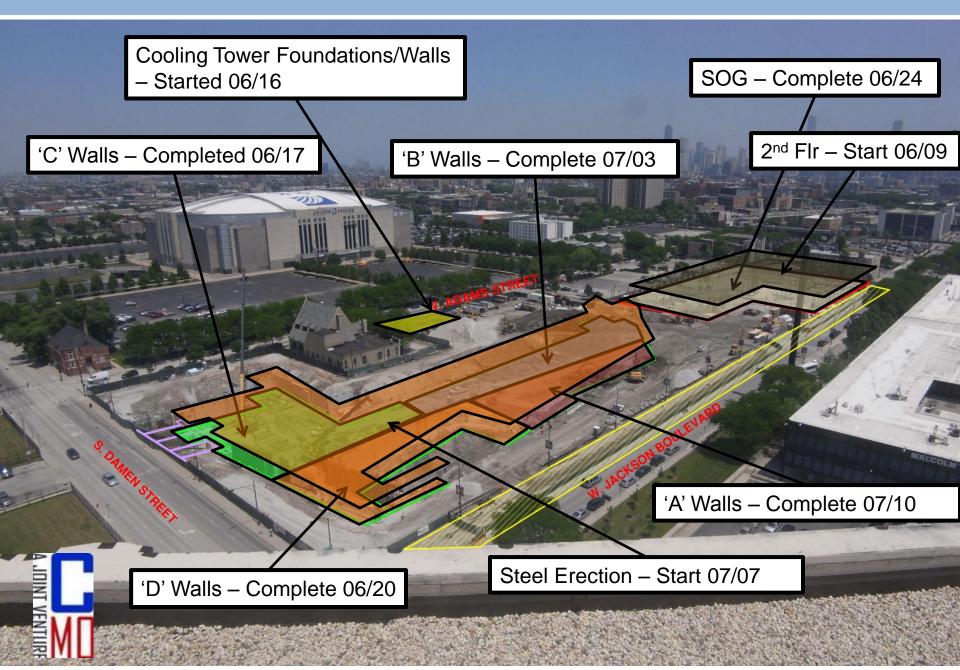
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7/10/2014

### Today's Agenda



### CMO – Lookahead Schedule – The New Malcolm X College



# **Academic Building - Haul Road Installation**



## **Academic Building - Foundation Progress**



### Academic Building Gradebeam/Wall Progress



# Academic Building – 1<sup>st</sup> Basement Wall Pour – Area C



### Academic Building ComEd Vault - West



### **Parking Garage - Tower Crane Installation**



### **Parking Garage - Foundations**



### Parking Garage – SOG/Level 2 Deck Forming



# **Goal & Initiative Update**

JSquad



### Today's Agenda

