

# 2017 BOND PROGRAM



## Campus Architectural Team HANDBOOK

Reinventing the Urban School Experience

Version 6.4.18

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## WELCOME

Thank you for agreeing to participate on the Campus Architectural Team for your school. You will be advising the Austin Independent School District on how to modernize your facility and shape the environment for 21st century learning. Your commitment of time and energy to this process will yield tremendous dividends for decades to come. This handbook will help you understand the role of the CAT as the project moves through the design and construction process.

Austin ISD is committed to modernizing its aging facilities and achieving quality work that meets the district's standards of excellence as well as completing construction projects on time and within budget. The use of CATs will prove effective in ensuring that site-specific program needs are identified and incorporated into each project.

CATs are established for each major construction project and modernization projects. Teams meet regularly, usually monthly, throughout each phase of the project, from initial planning through design, construction and finally the opening of the school. Teams generally include nine to 10 members from the school community including:

- School Principal
- Instructional Staff
- Administrative Staff
- Students (for middle school and high school projects)
- Parents (including one representative from the Campus Advisory Council)
- Community Members

Also included on the team are:

- Architect
- Austin ISD Facility Planning, Design and Construction Staff
- Austin ISD Teaching and Learning Staff
- Austin ISD Maintenance/Service Center Staff

Members should attempt to remain with the team for the entire project (typically two to three years). While meetings will be open to your entire school community, the CAT members should be identified and serve as the core group to advise on the project.

CAT members work to drive modernization and provide recommendations on planning and design, and monitor renovation and construction projects. CATs will help ensure that a school's academic vision is tied to the eventual design of the facility. When the project begins, the CAT will be made aware of the budget, schedule, and general scope of work approved by the voters.

During meetings, the team will review the district's Educational Specifications, the project scope and budget, drawings, and work schedule for the project. The CAT will work with the architect, design, and construction management staff to ensure that the project continues to meet its goals throughout the design process. The CAT will also help to organize and participate in any community meetings during the design process.

The team will drive modernization. It will consider the modernization elements presented in the district's Educational Specifications, and suggestions by design consultants and community members.

The previous system of Austin ISD's Educational Specifications served as a communication tool between the school district and consulting design teams, however they were somewhat prescriptive in nature. The new Educational Specifications are a departure from the former system. They are intended to facilitate communication among stakeholders, parents, communities, administrators, educators, and designers. The new specifications are less technical, more descriptive and embody the visioning work of Austin ISD stakeholders.

Any problems or concerns identified by the CAT members will be brought to the attention of the Austin ISD Project Manager during regularly scheduled CAT meetings or through emails to the principal, who will communicate with the Project Manager outside of the regularly scheduled meetings. Through coordination with the Construction Management Department, the team will participate in tours of the construction site and remain informed of the project's progress during construction.

CATs are essential participants in the planning, design and construction process. If a CAT member can no longer participate at the level of involvement required, it is important that he/she be replaced with an individual representing the same or similar constituency in order to have every voice represented.

## ROLES AND RESPONSIBILITIES

The goal of each Campus Architectural Team is to ensure that design and construction decisions fulfill the objective of providing a modernized, 21<sup>st</sup> century learning environment that supports students within the framework of the project schedule and budget. The Educational Specifications have been developed to include a high degree of flexibility to support an array of educational programs, school sizes, and grade configurations. A successful school facility project requires that each team member understand and fulfill his or her responsibilities throughout each phase of the process. The team must work together to ensure that all differing points of view are heard and respected. The team will work with the district's Department of Communication and Community Engagement, the Construction Management Department, project manager, consultants and others to ensure regular and ongoing school community communications and engagement.

### **Role: The School Principal**

**Responsibilities:** The school principal is the leader of the CAT and will be heavily relied upon to guide the meetings. He/she will identify and request participation by CAT members. Additionally, the principal is responsible for providing input about school management issues that are specific to the educational program that will be operating in the new or modernized building. The principal will also be asked to attend project-related community meetings and participate in reviews throughout the design process.

### **Role: Instructional Staff**

**Responsibilities:** Instructional staff are responsible for providing feedback about classroom issues that are specific to the educational program that will be operating in the new or modernized building. Instructional staff will work with the school principal to communicate any updates or issues to the school community, especially other educators.

### **Role: Administrative Staff**

**Responsibilities:** Administrative staff are responsible for providing feedback about operational issues that are specific to the daily campus activities that will be performed in the new modernized building. Administrative staff will work with the school principal to communicate any updates or issues for consideration.

### **Role: Parent and Community Representatives**

**Responsibilities:** A school is an important neighborhood feature and often serves as the center of a community. A representative from the Campus Advisory Council as well as community members, neighborhood associations and alumni groups should be active members of the planning, design and construction process and will be expected to help share progress updates with the public.

### **Role: Student Representatives**

**Responsibilities:** Students are asked to participate in CATs at both the middle school and high school levels. Student representatives provide a unique perspective on the curricular and extra-

curricular needs of students, as well as perceptions about safety and security. As with other CAT members, they will be asked to share information with their peers.

**Role: Project Manager**

**Responsibilities:** The responsibility of the Project Manager is to ensure projects comply with the district standards, including the modernization principles embedded in the Educational Specifications, and that projects are completed on time and within budget. The Austin ISD project manager will be involved from the beginning of the project through construction completion. In addition to convening and facilitating the CAT meetings, the project manager is responsible for preparing and issuing meeting minutes and coordinating community meetings.

For modernization projects, Austin ISD has contracted with outside project management firms to fulfill the project management role.

**Role: AISD Project Liaison**

**Responsibilities:** The AISD project liaison represents the AISD's Construction Management Department at CAT meetings providing general oversight of the CAT process and ensuring that the project manager and design team are aware of district construction practices.

**Role: Design Team**

**Responsibilities:** Throughout the planning and design process, the AISD Design Team will work with the school principal and CAT to understand and communicate educational program requirements and the Educational Specifications focused on modernization. The DT is a group of consultants selected by AISD leadership through a competitive process and working under the guidance of the PM. The DT's first responsibility is to develop consensus on what the new facility will look like and house. Once there is agreement about overall design concepts and elements, the DT will develop schematic designs, detailed architectural drawings, and construction documents.

**Role: Contractor**

**Responsibilities:** The contractor is responsible for constructing the project. They will be involved during the design phases and will advise on constructability, costs, phasing and scheduling of the construction project.

## COMMUNITY ENGAGEMENT

Since each school/community-based member of the Campus Architectural Team represents an essential stakeholder group, one of the expectations for participants is that they routinely brief their constituent groups about the progress of the project and bring issues and concerns from those groups to the CAT for resolution.

In addition to the CAT meetings, there will be community meetings to discuss the project at critical milestones:

**Pre-Design Community Meetings:** The purpose of these meetings is to inform stakeholders and solicit comments on the space program, room adjacencies, and the general anticipated layout of the modernized facility, recognizing that layouts, adjacencies and other building elements may change in design as costs and other elements are more firmly established.

**Schematic Design Phase:** The purpose of this meeting is for stakeholder participants to understand the project parameters, how the building relates to the site, anticipated traffic flow, building orientation, etc.

**Design Development Phase:** Participants at this meeting will receive information and provide feedback about the interior organization of the building, exterior appearance, parking, etc.

**Construction Phase:** Prior to the start of construction, the community will be invited to meet a final time. This will provide a venue to discuss the construction schedule, the plan for housing students in an alternative location (if needed), and contact information for the community should issues arise during construction.

# PLANNING, DESIGN, AND CONSTRUCTION FOR NEW SCHOOLS AND MODERNIZATIONS

## DESIGN PHASES

### **Concept Development Phase** (*approximately 1-2 months*)

During Concept Development, Campus Architectural Team members will review, refine and verify the approved scope of work ascribed by Austin voters.

- **If Campus Master Planning is present** as part of the scope of work, CAT members will collaborate and come to a consensus on the long-term strategic planning goals of the campus before beginning the process of scope verification.
- **If Campus Master Planning is *not* present** as part of the scope of work, the architect and Design Team will present the scope of work to address the 2017 Bond Program modernization and proceed with the scope verification process.

Once the scope verification process has begun, the Design Team will present a detailed, in-depth analysis of the scope of work in alignment with the project budget. The DT may develop drawings that illustrate the way the building may be located on the site, desired room adjacencies and configurations. Also confirmed is that the program for the project can be built within budget.

In general, this process starts with the design charrette (architectural visioning meeting). This is a one or two- day collaborative work session involving the CAT, DT, Austin ISD staff and the broader community. This collaboration allows the sharing of ideas as the initial design concept is developed and provides positive momentum into the design phases. Consensus is required in order to validate the scope of work, budget and progress towards the next design phase.

### **Schematic Design Phase** (*approximately 3-5 months*)

The Schematic Design submittal will include site plans, floor plans (simple scale drawings that show room sizes, spatial relationships, column locations, doors, and windows), simple building cross sections, a table comparing required square footages from the Educational Specifications with actual square footages shown on the drawings, a preliminary estimate of cost, and 3-Dimensional depictions of the building exterior. The CAT will be involved throughout the SD phase and will receive regular updates on the evolution of the design from the DT.

### **Design Development Phase** (*approximately 4-8 months*)

During Design Development, schematic design drawings are further developed to include more detail, such as a detailed site plan, room layouts, door window types, interior and exterior elevations, reflected ceiling plans, plumbing, mechanical, structural, and electrical drawings, kitchen layouts, etc. The CAT will be involved throughout the DD phase and will receive regular updates on the evolution of the design from the DT. Additionally, they will be requested to review and advise on specific requirements for the programs offered at their school. Also, interior finish options will be offered by the DT for review and selection by the CAT.



**Construction Documents Phase** *(approximately 6-12 months)*

Construction documents are extremely detailed drawings and specifications describing all the details required to construct the building. The reviews with the CAT at this phase will focus on details, such as electrical outlets and sinks, to ensure that the documents are consistent with the school's use.

**Bid and Award** *(approximately 3-4 months)*

Prior to construction, permits for construction will have to be obtained from the City of Austin and sub-contractors must be selected. The CAT will be kept updated on the progress of these efforts throughout this phase.

**Construction Phase** *(approximately 12-24 months)*

After construction documents are complete, the construction trades begin to work. Once the construction is underway, the CAT continues to meet monthly to discuss progress, identify community concerns, etc. Site visits may be made when the project nears completion.

**Furniture, Fixtures & Equipment Procurement** *(approximately 8-12 months)*

Once construction documents are complete, Austin ISD's Furniture Fixtures and Equipment Coordinator will work with the CAT and the DT, to identify and will then procure appropriate furniture and equipment for the new facility.

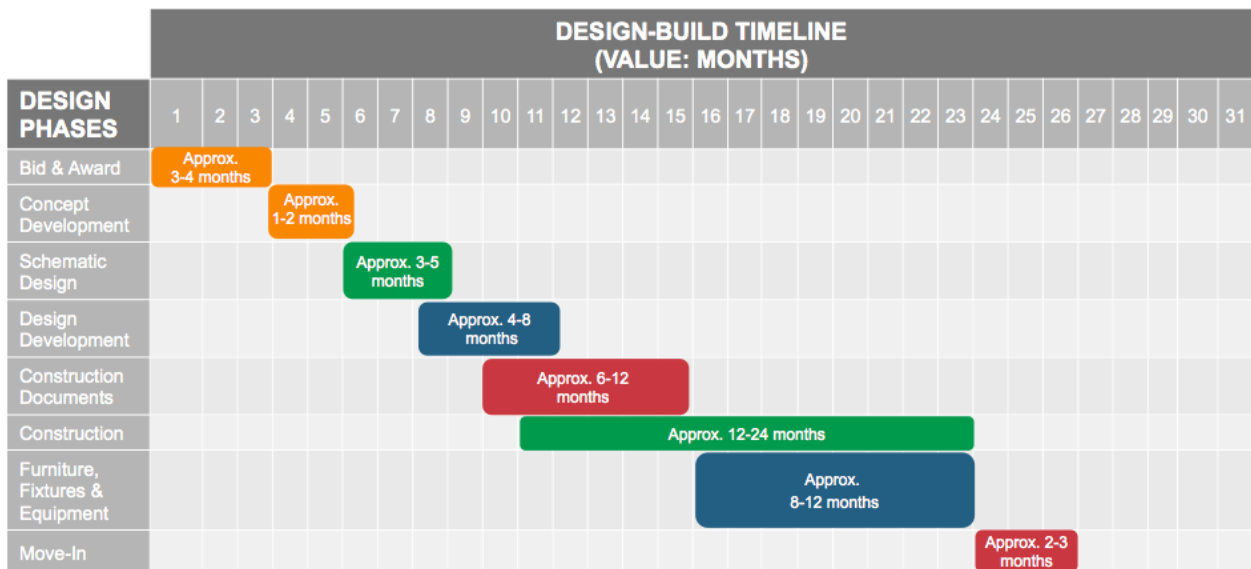
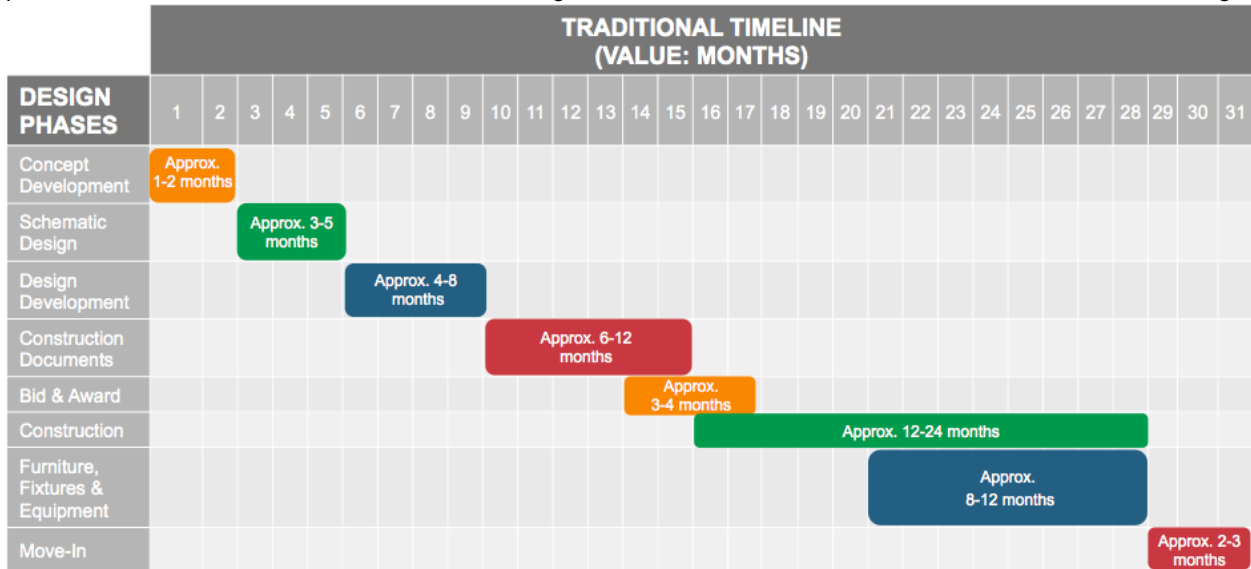
**Move In** *(approximately 2-3 months)*

The Austin ISD Logistics Coordinator will work with school staff to move contents and furniture into the new building.

**See graphic timeline on page 9.**

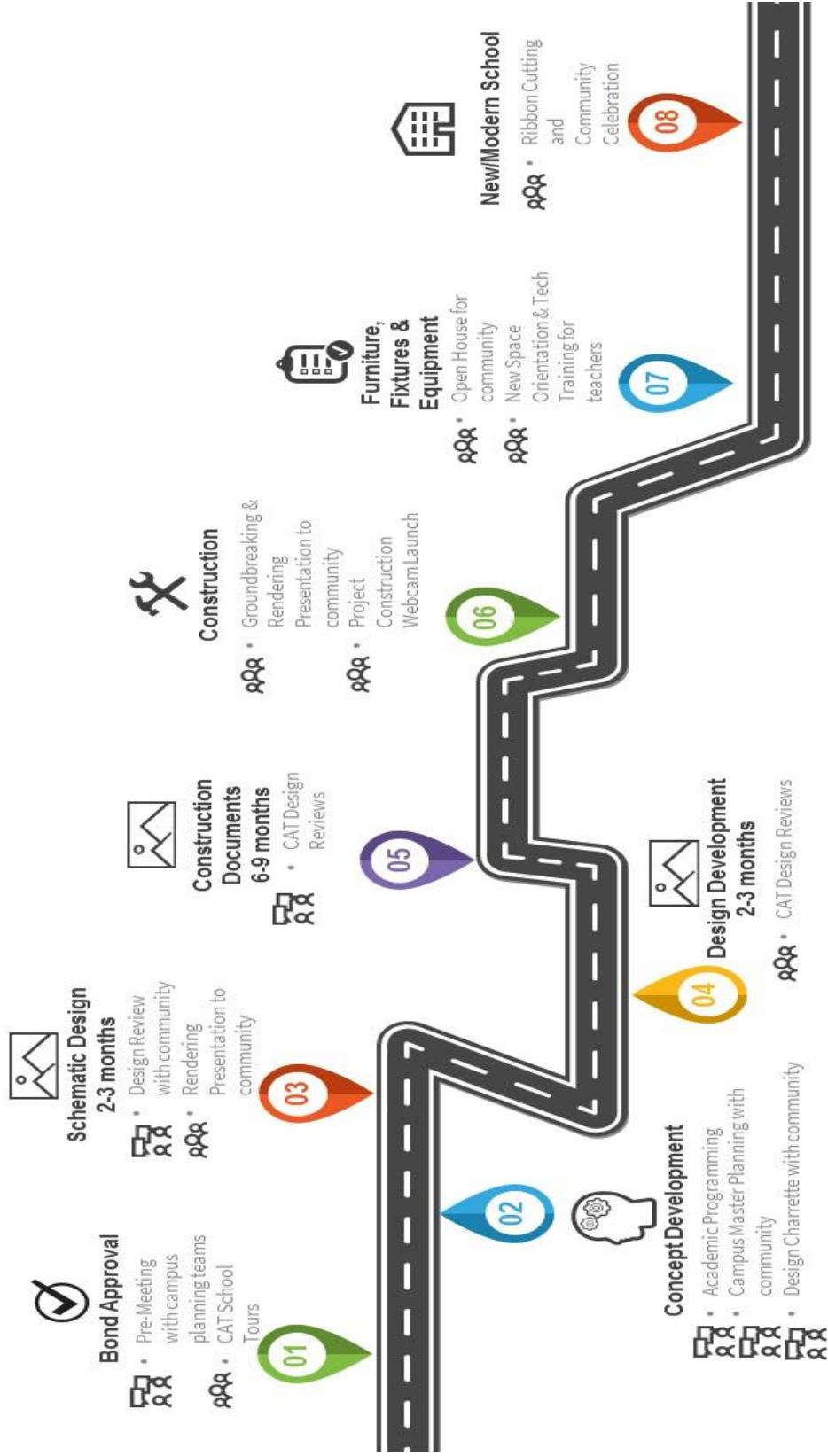
# PLANNING, DESIGN AND CONSTRUCTION FOR NEW SCHOOLS AND MODERNIZATIONS

Traditional construction methods are sequential, with design work taking place prior to the construction. Design-Build allows for simultaneous design and construction. For example, if the general layout of a building is designed and permitted, the foundation can be finished while design work continues on items such as interior finishes and flooring.



# Campus Architectural Team (CAT) Roadmap

NOTE: Timelines vary for each campus. Tasks may overlap to achieve efficiency. Design-Build timelines may be shorter.



## FREQUENTLY ASKED QUESTIONS

Program Design Issues:

### **Q: What is the role of a “project manager”? Is there one for Austin ISD projects?**

**A:** A project manager’s responsibility is to be certain that projects are designed and constructed on time, within budget, and within the approved scope of work. All schools undergoing construction and renovation within Austin ISD will have a project manager.

### **Q: Whom should I contact for information about a project?**

**A:** Status updates can be found on the district’s website at [AISDFuture.com](http://AISDFuture.com). Any problems or concerns identified by the CAT members will be brought to the attention of the project manager during regularly scheduled CAT meetings or through emails to the principal, who will be the primary point of contact with the AISD Program Manager outside of the regularly scheduled meetings.

### **Q: What is included in a construction project?**

**A:** The objective of a construction project is to modernize the facility or to build a new modernized facility to promote 21<sup>st</sup> century learning. All Austin ISD construction projects will meet the requirements of the Educational Specifications, which outline the size and number of required spaces, relationships between spaces, and functional requirements for each space. A construction project also incorporates standards required by applicable codes, strives to improve energy conservation and operations and maintenance efficiencies and improves appearance.

There are five general phases to a capital construction project:

1. Schematic Design (Preliminary design)
2. Design Development (Detailed facility and systems analysis)
3. Construction Documents
4. Bid & Award
5. Construction

# CAMPUS ARCHITECTURAL TEAM AGREEMENT

*As a member of the Campus Architectural Team for \_\_\_\_\_ School, I realize that my participation in the planning, design, and construction process is important to the success of the project. I agree to participate in scheduled meetings for the duration of the project. I will communicate with the stakeholders that I represent in a structured and ongoing basis.*

*If I have to miss a meeting, I will be responsible for securing an alternate who will participate in my place and communicate to me what I missed during the meeting. If I realize that my ongoing participation will not be possible, I will resign to allow someone else to take my place.*

*I agree to respect the parameters that have been set for the project budget, schedule, and scope of work.*

*I agree to work with other team members to attempt to achieve consensus. I will respect and treat other members of the CAT, as well as Austin ISD staff, design professionals and other consultants who may participate in CAT meetings in a professional and polite manner. I realize that failure to do so may result in a request for me to withdraw from the Campus Architectural Team.*

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**SIGNATURE**

**DATE**

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**PRINT NAME**

## GLOSSARY OF TERMS /ACRONYMS

**CAMPUS MASTER PLANNING:** The development of long-range strategies for the growth and transformation of a campus to ensure there are physical spaces that support 21<sup>st</sup> century learning and future academic programs.

**CHANGE ORDER:** A modification to the original construction contract authorizing a change in the work or an adjustment in the amount of the contract or the contract time.

**CONSTRUCTION COMMISSIONING:** A collaborative process whose purpose is to ensure that buildings and systems perform according to contract.

**COMMISSIONING AGENT:** An independent party, unaffiliated with the design team or contractors, who takes charge of the construction commissioning process.

**CONSENSUS:** A general agreement or harmony among a group of individuals. Consensus is desired in order to move forward through each design phase.

**DAY LIGHTING:** Planned energy conservation strategy that utilizes illumination from sunlight.

**PROGRAM OR CONCEPT DESIGN:** Single line drawings that illustrate room adjacencies and scale.

**SCHEMATIC DESIGN:** The schematic design submission typically includes a simple site plan, floor plans (simple scale drawings that show room sizes, relationships, doors, and windows), simple building cross sections, an outline specification with general information about building systems, a table comparing required square footages from the Educational Specifications with actual square footages shown on the drawings, a preliminary estimate of cost options, and possibly 3-dimensional depictions of the exterior of the building.

**DESIGN DEVELOPMENT:** Schematic design drawings are further developed to include more detail, such as a detailed site plan; room layouts; door and window types; interior and exterior elevations; reflected ceiling plans; plumbing, mechanical, structural, and electrical drawings; kitchen layouts. etc.

**CONSTRUCTION DOCUMENTS:** These are extremely detailed drawings and specifications showing and describing all of the details required to construct the building.

**DESIGN TEAM:** A group of professionals from architectural and engineering firms who are engaged to design a facility.

**FF&E:** Furniture, fixtures and equipment. This describes all contents that are not a permanent part of the structure.

**HARD COSTS** These are expenses associated with direct construction of a project.

**HVAC:** Heating, ventilation, and air-conditioning.

**LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED):** A building certification process developed by the U.S. Green Building Council (USGBC) to enhance environmental awareness among architects and building contractors, and to encourage the design and construction of energy- efficient, water-conserving buildings that use sustainable or green resources and materials.

**MODERNIZATION:** Per the Facility Master Planning (FMP) Team, modernization has been defined to include the following:

- Flexible Learning Spaces
- State-of-the-art Technology
- Community Spaces

*For more information on modernization, please review the district's Ed Specs*

**SCHEDULE OF VALUES:** An itemization of costs that comprises the entire contract amount.

**SOFT COSTS:** An expense item that is not considered direct construction cost. Soft costs include architectural, engineering, financing, and legal fees, and other pre- and post-construction expenses.

**SCOPE VERIFICATION:** The process of formalizing acceptance of the project scope by the stakeholders, e.g., CAT members. It requires reviewing the proposed building program and verifying that it includes all necessary elements to achieve the project goals within budget. CAT members will work to ensure that all project goals were completed correctly and satisfactorily.

**SWING SPACE:** A school building or a portion of an existing school building or other facility that can be used as transition space to house students, staff and teachers during the school construction process.