FACILITIES UNIT REVIEW 2014-2015

APPENDIX J: AES UNIT REVIEW TEMPLATE

Unit Name: Central Facilities
Review Year : 2015
Responsible Staff Member: Paul Cooper

Administrative Support X Educational Support___ Community Outreach__

Introduction

The purpose of this document is to guide the unit through the process of evaluation. While the unit conducts regular assessment of outcomes and establishes plans based upon these results, the process requires the unit to take a broad and pervasive look at the impact, effectiveness, and opportunities for enhancement of services. This process is designed to take a full year and requires significant investment of all individuals within the unit. It is important to not only involve administrators, faculty, and senior staff, but also, where applicable, support staff. This is an opportunity for the unit to closely examine its impact on the college and complete involvement is key to its success.

Section 1: History

In 1961the College opened the Ammerman Campus in Selden NY in buildings that were once part of a county tuberculosis sanitarium. During the 1960's and early 1970's eight new buildings (Babylon Student Center, Huntington Library, Riverhead, Smithtown Science, Southampton, Islip Arts Building, and the Brookhaven Gymnasium) were constructed. In 1974 the Michael J. Grant Campus in Brentwood was opened in buildings that were once part of the Pilgrim State Psychiatric Center. In 1974 construction of the Eastern Campus in Riverhead NY started and the campus was opened in 1977.

Prior to 1997 the design and construction of all College facilities was managed by the Suffolk County Department of Public Works (DPW and the College was treated as a County Department. During this time the Central Facilities Department served as the liaison between DPW and College stake holders but it was not involved in the construction administration process, In 1998 the College retained the services of the Dormitory Authority of the State of NY (DASNY) to handle the construction administration for the Health Sports and Education Center on the Grant Campus, since that time all design and construction activities are managed by the Central Facilities Department, this includes in-house design work for small projects, selection of design firms through the use of a Request for Proposals (RFP) process, obtaining all requisite permits, working with College Purchasing on the construction contract bid and award process and managing all phases of construction administration.

In 2000 The Central Facilities Department took over operational control of the Colleges two sewer treatment plants which were in a state of complete disrepair. The sewer treatment plant at the Eastern Campus was consistently failing to meet permit limits for nitrogen and was under a

NYS DEC consent order to upgrade the plant. The Eastern Campus plant was completely redesigned and reconstructed to Suffolk County Department of Health Services (SCDHS) and New York State Department of Environmental Conservation (NYSDEC) standards, work was completed in 2004. The Ammerman Campus plant was partially renovated, work was completed in 2008.

Section 2: Unit Overview

Please include the unit's mission, goals, and student learning outcomes (SLOs)/support outcomes (SOs). Also indicate the last date that each of these were reviewed/revised.

Mission:
To plan, design, construct, renovate and enhance buildings, grounds and supporting infrastructure in a way that produces sustainable, cost effective, inviting facilities that are conducive to learning.

Goals:

1. To insure that the College Capital Program is consistent with institutional goals

Outcomes:

- Evolve the college Master Plan as institutional needs change

2. Manage and advance the College Capital Program projects from inception through approval, design, construction, occupancy and close-out.

Outcomes

- Ensure capital project design and construction work meets applicable codes, College quality standards and stakeholder needs.
- Maintain capital project schedules
- Ensure capital projects are completed within budget

3. Obtain and maintain the State and County funding needed to support College Capital Program projects.

Outcomes

- Submit the annual College Capital Budget and Program requests to Suffolk County complete and on-time.
- Submit annual requests to SUNY for State approval and financing of new and ongoing capital initiatives.
- Provide any required information and justification for capital program funding requests.

4. Procure design and construction services according to College and State policies

Outcomes

- Develop requests for proposals and public bids to advance live projects

5. Manage accounts payable and State aid reimbursements for all related services in a timely fashion and consistent with College and State policies.

Outcomes

- Review and process accounts payables associated with project work accurately and timely

6. Provide technical support for campus and central operations.

Outcomes

- Respond to requests for assistance from campus facilities

7. Operate two wastewater treatment facilities

Outcomes

- Operate wastewater treatment plants so that discharge is within permit limits
- Minimize mechanical failures
- Systematically repair/renovate/update facilities

What current institutional goals and measurable institutional objectives (MIOs) connect to the mission of the unit?

Institutional Goals

3. Access and Affordability:
To provide access to higher education by reducing economic, social, geographic and time barriers.

MIOs
3.0 Access and Affordability:
To provide access to higher education by reducing economic, social, geographic and time barriers.
3.1 The College will improve access by developing needed facilities and reducing geographic barriers associated with campus
structures and topography through the implementation of the Capital Program as evidenced by specific project completion
each year.
3.2 The College will reduce the economic barriers to higher education by maximizing institutional efficiencies in order to
minimize increases in College operating costs, as evidenced by the budget.

What are the primary functions and services this unit provides to Suffolk County Community College?

The Central Facilities Department:

	MIO	Inst. Goal	Goal	Outcome
Manages the design and construction process for new buildings and major renovations to buildings, grounds and infrastructure.	3.1	3	2	2.1, 2.2, 2.3
Operates and maintains two wastewater treatment plants	3.2	3	7	7.1, 7.2, 7.3
Provides technical support for the campus plant operations departments	3.2		6	6.1
Obtains facility related grants and donations and manages grant funded projects	3,2	3		
Obtains utility rebates	3.2	3		
Evaluates, designs and implements energy conservation measures	3.2	3		
Provides training for plant operations staff	3.2	3	6	
Manages accounts payable and State aid payments for facility related projects	3.2	3		
Manages a small in-house construction crew	3.2	3		
Develops the Master Plan			1	1.1

Please identify the unit's reporting structure and processes for ensuring quality communication (include a unit organizational chart as an appendix).

The department reports to the College General Counsel. Quality intradepartmental communication is insured by holding departmental meetings weekly (meeting minutes and an organizational chart are included in appendix A1 and A2 . Project specific communication is done via e-mails sent to project-affected individuals. Communication with the campuses is done via bi-weekly meetings with the campus Executive Dean and the Campus Director of Plant Operations
Communication to the College Community is done via presentations at town hall meetings on each campus and presentations given to the college Board of Trustees. Communication to County Government is done via an annual capital budget presentation that is made to the County Budget Office and to the County Legislature. In addition presentations on projects that are of particular interest to the County Legislature are given when these projects arise. A presentation of this type that deals with storm-water remediation grant funded projects will be given to the Legislature's committee on Environment, Planning and Agriculture this year.

Please identify the strengths, weaknesses, opportunities, and threats that will impact your unit over the next seven years

AES Unit Review SWOT Template

Unit: Central Facilities

Year: 2015

Introduction: On Friday, March 13, 2015 a SWOT was conducted by Kathleen Massimo in support of the Facilities Unit Review. In attendance was Paul Cooper, Executive Director of Facilities/Technical Support; James Keane, Michael J. Grant Campus Executive Dean/Campus CEO; Edward Benz, Director Plant Operations; Nicholas Palumbo, Executive Director College Sustainability Programs and Lori Ann Pipczynski, Director of External Affairs and Strategic Partnerships. The workshop started at 1:00 pm and lasted for approximately one hour. The results of the SWOT are below.

Strengths (Items in this section are verbatim)

- Success in securing external funding (grants) for capital improvements
- Adequate capital budget
- Money
- Solid financial support
- Adept at multitasking
- Central support of upper level administration
- Experienced staff
- Much work with little people (campus and Central)
- Leadership – assistive, always available
- Dedicated professional staff
- Staff responsiveness/Rapport
- $ [money] Supportive to campus problems
- Staffing
- Adequate staffing
- Knowledge of building codes and permit process
- Management of complex project details
- Good support from senior leadership
- Competent small central facilities in-house crew
- Knowledge of construction
- Seeking efficiencies
- Experienced at navigating the system
- Good deferred maintenance project management
- Qualified competent architects
- We have a wastewater treatment specialist
- Green and sustainable approach
- Technically strong

Weaknesses (Items in this section are verbatim)

- County policies which slow progress of construction
- Bureaucratic constraints
- Priorities not transparent
- Could use upgrade in office technology
- Process unclear at times

- Leadership authority not exerted at highest level. Need a technical administrator at VP level
- Communication on projects could be better
- Resources don't always seem to be equitably distributed among campus or prioritized fairly
- NOT having a GC [general contractor] on contract
- Hold contractors responsible for their work
- Need additional follow-up on projects
- Clearly understaffed yet seemingly reluctant to outsource work or delegate responsibility
- Not enough staff for project management
- Very old faculty and slow process to get contractors on site
- Lack of space to efficiently store and retrieve documents – especially large format plans
- Onerous procurement procedures
- Procurement

Opportunities (Items in this section are verbatim)

- Embrace technology!
- Web-based project mgmt.
- Digitize archives (Building drawing, site utility mapping)
- Purchase construction document management software
- Professional development to address challenges identified under weakness section
- Professional development
- Leverage staff expertise and experience to help educate line level workers (campus plant Operations, etc)
- Utilize this as an opportunity to solicit input on campus needs
- Grow internship program
- Have the ability to use energy rebates to fund energy conservation projects
- Get a grant written for the area
- Apply for more grants (despite GIGP experience)
- Green grant opportunities and similar funding mechanisms
- Grow college/county relations
- Establish relationship with the county to streamline the permit process
- Obtain authorization to issue college building permits
- Establish partnerships with contractors
- Better outreach to campuses other than Ammerman
- Base some central facilities resources on Grant and East
- Regular meetings at all campuses
- Transparent prioritizing of facilities needs

Threats (Items in this section are verbatim)

- County policy
- Municipal procurement process
- Inability to get building permits in a timely manner
- Proliferation of bureaucratic control (internal and external)

- Using low bidders does not deliver the best products
- Low bid process
- Shifting departmental reporting structure
- Lack of a general construction contractor an annual college contract
- Rapid growth of campuses overburdening staff resources
- Volume of upcoming construction projects to manage
- Age of plant
- Capital projects: Dollar amount now but bid takes year to go out—funding not realistic
- Maintaining/obtaining capital funding from state and county legislators during budget cycles

Narrative:

After the group identified the various strengths, weaknesses, opportunities and threats, they were asked to categorize each of the items into a theme. After identifying the themes, participants were asked to select the three themes that they felt were most important and prioritize them from most important to least important. The most important strength that participants identified was the technical skill of the staff within the department. The second most important priority within the facilities area that was identified was money (e.g., adequate funding for capital projects). Staffing was indicated as the third priority and this included the ability of the staff to get a lot accomplished with few staff members, the responsiveness of the staff and the staff's ability to adapt to changing priorities of the College.

We followed the same process for weaknesses that we did for Strengths. The group identified themes and prioritized them in the order of most important (must be addressed) to least important (should be addressed). Bureaucracy was cited as the most important weakness that must be addressed. There is a need to retain a general contractor who can operate on an "on call basis" to address repairs when they arise. Currently, the bidding process is ungainly and does not always allow for timely or appropriate repairs. Both procurement and resources were mentioned as weaknesses that need to be addressed. The weakness that was given a rating of "should be addressed" was follow-up. Participants agreed that follow up with the various contractors who complete projects for the college should be held more accountable for the work they provide. Because project are often awarded to the lowest bidder, it is important that the services being provided by the contractors are within College guidelines and industry standards and that contractors are held accountable to those standards.

As the group moved through the "opportunities" section, it became evident that technology is an area where opportunity abounds. The use of new technology would help to cut down on costs, increase communications, and better define and streamline processes. Participants overwhelmingly cited technology as an area that could provide the most opportunity to Facilities. Professional development was the second area that participants found provided opportunities to the Facilities Unit. Communication was indicated as the third area to provide an opportunity for the Facilities Unit to better meet their goals. It was felt that communication could be utilized to increase the overall effectiveness of office operations and provide an opportunity for reviewing project status and resolving a variety of issues.

As the group discussed "threats" the lack of a general contractor on contract was a dominant theme. By not having a general contractor available to the college, projects that could be taken care of within a matter of days now takes months due to the procurement process. This affects the college's ability to operate efficiently. Another item theme that emerged as a threat was the volume of projects. There was also discussion as to the need for the College to have more autonomy and issue its own building permits for College projects.

Final conclusions and recommendations will be requested at the end of this document, however, please discuss, as a unit, both of these in respect to unit operations.

Over the past 5 years the Central Facilities Department has completed the design and construction of

- The Workforce Development and Technology Center on the grant Campus
- The Montaukett Learning Resource Center on the Eastern Campus
- The William J. Lindsey Life Science Building on the Ammerman Campus
- The Renovation of the Southampton Building on the Ammerman Campus
- The Renovation of the Riverhead Building on the Ammerman campus
- The replacement of roofs on 4 buildings on the Eastern Campus

  As well as the design of

- A Learning Resource Center for the Grant Campus
- A Health and Wellness Facility for the Eastern Campus
- The Replacement of Mechanical Equipment on all Campuses
- The Replacement of Roofs on 5 buildings on the Grant and Ammerman Campuses

  And numerous small renovation/restoration projects ranging from a few thousand to $780,000 – which are listed in appendix B2. We have completed 10 large scale (whole or ½ building) summer renovations and in every case the buildings were ready for occupancy at the start of the fall semester. In the past 7 years we have completed 18 capital projects each of which was completed within or under budget.

The Central Facilities Department has registered architects, professional engineers and a NYS certified code enforcement official that is experienced is the issuance of building permits. The College should seek legislative approval to issue building permits for College buildings.

The College should obtain as needed contracts with General Contractors to reduce the amount of time and resources required for small construction projects and to allow the College to better respond to emergencies.

Section 3: Staffing

Historically, how has the unit sought to determine the appropriate staffing levels necessary to meet the mission? If there have been recent efforts, please highlight these as well.

The department work load fluctuates with the size of the capital program which has dramatically increased in the last few years. This year we had a construction manager retire and were able to hire two experienced registered architects that serve as construction managers, building code analysts and design architects. Several years ago we began using student interns and college aides that were recruited from the college's Engineering and Construction Management department. They were found to have the requisite drafting and computer skills to enhance your capability and take some of the work load from the architects.

Do your current staffing levels and qualifications enhance or detract from the unit's ability to achieve its stated mission? Please provide a detailed explanation.

Our current staffing level enhances the unit's ability to achieve its stated mission. We currently have three degreed architects, two of which are licensed professionals, two professional engineers, a senior account clerk experienced in Suffolk County and the Suffolk County Community College computerized financial management systems a College aide and a student aide both of which are skilled draftspersons.

We currently have staff skilled and experienced in

- Architectural design
- Construction management
- Building Code analysis
- Environmental engineering
- Mechanical/electrical engineering
- Financial management
- Drafting including 3d drafting and rendering

Final conclusions and recommendations will be requested at the end of this document, however, please discuss, as a unit, both of these in respect to staffing.

Our work load is dependent upon the capital projects that are funded in a particular year. At the present time our staff along with the use of specialty consultants for structural design, landscape design and other specialties is adequate to manage the projects that are currently funded, going forward, however, we will need to re-evaluate staffing levels as projects and demands on the office increase.

Section 4: Planning and Assessment

For the past several years, this unit has been assessing specific outcomes, gauging progress, looking at how to improve results through yearly planning, and identifying available/requesting additional resources to support the unit. While the process has been annual, the unit review

process provides an opportunity to explore, comprehensively, these results in the context of unit enhancement through a self-evaluation.

Planning and Assessment Matrix

			Appendix which contains backup information
Goal 1	To insure that the college Capital Program is consistent with institutional goals		
Outcome 1	Evolve the college Master Plan as institutional needs change	• *Master plan amended by the BOT to include the WDTC* • *Applied for funding for a new MP* • *Numerous projects listed in the 2001 Master plan update have been completed or are underway*	*D*
Goal 2	Manage and advance the College Capital Program projects from inception through approval, design, construction, occupancy and close-out		*E1 and E2*
Outcome 1	Ensure capital project design and construction work meets applicable codes, College quality standards and stakeholder needs	*In the past 9 years we have submitted design documents for 35 projects to the Suffolk county DPW for code review and permitting , See list of projects in appendix C. Construction quality includes adherence to codes and standards which include testing and inspection of many items including but not limited to* • *Soil compaction* • *Concrete mix and placement* • Asphalt mix and placement • Steel rebar placement • Structural welding and bolting • Masonry tests and inspections • Structural steel framing inspections • Fire resistant construction inspection • Plumbing and mechanical tests and inspections • Fuel gas piping tests and inspections	C

		• Sprinkler system tests • Fire alarm tests • Electrical inspections • Boiler inspections • Certification of interior finishes	
Outcome 2	Maintain capital project schedules	*The following projects were substantially completed in the last 7 years* • *Construct Life Sciences Building @ the Ammerman Campus* • *Construct Learning Resource Center @ East* • *Construct Workforce Building @ Grant* • *Renovate Riverhead Building* • *Renovate Southampton Building* • *Renovate Brookhaven Gym* • *Renovate portion of the Peconic Building* • *Renovate Islip arts Building* • *Various roof replacements* • *Mechanical Improvements* • *Air Conditioning –CW* • *Security Notification* • *Life Safety Alterations* • *Asbestos removal CW* • *Roof replacements 4 buildings at the Eastern Campus* • *Renovation of the Ammerman Central Plaza* • *Improvements to the fire sprinkler infrastructure @ Ammerman* • *Environmental Health and Safety Improvements* *Site Paving CW*	
Outcome 3	Ensure capital projects are completed within budget	*Last year we returned $488,000 to the county from projects that were under budget*	
Goal 3	Obtain and maintain the state and County funding needed to support College Capital Program projects		
Outcome	Submit the annual	*The annual College Capital*	

1	College Capital Budget and Program requests to Suffolk County complete and on-time	*Budget and Program requests have been submitted complete and on –time in each of the past 14 years*	
Outcome 2	Submit annual requests to SUNY for State approval and financing of new and ongoing capital initiatives	*Annual requests have been submitted to SUNY every year.*	
Outcome 3	Provide any required information and justification for capital program funding requests	*We responded to all requests for information and justification, this response includes meeting with the County Budget Office and the Legislatures' Budget Review Office, providing information and site tours as requested.*	
Goal 4	Procure design and construction services according to College and State policies		
Outcome 1	Develop requests for proposals and public bids to advance live projects	*In the past 7 years we have written 16 RFP's and awarded 25 construction contracts based on public bids* *We are in the process of revising and improving our standard RFP document. See draft revised RFP in appendix F*	*F*
Goal 5	Manage accounts payable and State aid reimbursements for all related services in a timely fashion and consistent with College and State policies		
Outcome 1	Review and process accounts payables associated with project work accurately and timely	*This years' State aid reimbursements for work done through November have been received and our requisition for December and January payments has been submitted*	
Goal 6	Provide technical support for campus and central operations		
Outcome 1	Respond to requests for assistance from campus plant operations	*Provide building operator training* *Obtain College contracts for Plant Operations materials and services* *Improve water pressure to Ammerman Campus, prior to the project hydrant flow tests indicated insufficient water pressure to install fire sprinklers in many of the buildings on campus without the installation of fire pumps, since the*	*G*

		pressure was increased we have added fire sprinklers to the Southampton and Riverhead buildings. *Provide budgetary relief to Plant Operations departments, many of the repairs normally funded from the plant operations operating budget have been funded from the capital infrastructure project* *Obtain heavy equipment that can be shared by campuses*	
Goal 7	Operate two wastewater treatment plants		
Outcome 1	Operate wastewater treatment plants so that discharge is within permit limits	*Renovation of the East Campus Plant was completed in 2004, renovation of the Ammerman Campus plant was completed in 2008. Prior to 2004 the East Campus Plant met our goal of having daily effluent concentrations of nitrogen below 10 parts per million only 20% of the time, in each year since 2004 our goal has been met between 80 and 100% of the time – see appendix H1 and H2*	H1 and H2
Outcome 2	Minimize mechanical failures	In the past year there has been only 1 mechanical failure (a failed decanter at the East Campus). This year we have completed or goal of having replacement equipment (pumps, mixers, motors, decanters etc.) on hand for 100% of our critical and non-redundant equipment.	
Outcome 3	Continually repair	A preventative maintenance program has been implemented for both sewer treatment plants – see appendix H3 and H4	H3 and H4

Please identify which outcomes have been assessed by the unit

Goal 6 outcome 1- Respond to requests for assistance from campus facilities. Goal 1, outcome 1- Evolve the college Master Plan as institutional needs change

For each outcome assessed, please provide a summary of both the results of the assessment as well as the plans that emerged from the assessments

Goal 6, outcome 1
Respond to requests for assistance from campus facilities

Request 1 – Provide technical training to plant operations staff.
Over 50 training sessions have been held including the following

- An 8 day Building Operator's Course given by the Northeast Energy Partnership
- A 3 day HVAC controls course given by Johnson controls
- A 2 day HVAC controls course given by the Trane Corporation
- Numerous full day and part day training sessions on topics such as – HVAC controls, lighting controls, boilers, burners, chillers, generators, water treatment, fire alarm systems, electrical safety, refrigerant monitoring, variable refrigerant flow systems and cooling towers.

A list of training session provided can be found in Appendix G

Request 2 – Obtain College contracts for materials and services used by Plant Operations where existing County and state contracts are not adequate.
The following College contracts have been issued

- Electrical construction and repairs including emergency response to outages
- Plumbing construction and repairs including emergency response to outages
- Air Conditioning construction and service.
- Auto repairs for the Ammerman campus
- Water treatment
- Fire alarm service
- Elevator service
- Wastewater pumping, sludge removal, sewer jetting, vactor truck service
- Wastewater treatment plant operations and service
- HVAC controls

Request 3 – Obtain heavy equipment that can be used by all 3 campuses.
We purchased and maintain the following equipment

- Bucket truck for repairs to parking lot lighting
- Road sweeper
- Two portable diesel generators with light towers for emergency site lighting

Request 4 – Increase water pressure on the Ammerman Campus.
We entered into a contract with the Suffolk County Water Authority whereby an additional water main was brought to on to the campus to boost pressure and took ownership of the campus underground water distribution system and fire hydrants.

Request 5 – Resolve ongoing issues with the 10-year-old Johnson Controls HVAC controls server and software. The existing system is dependent on a type of operating system called Java which is updated from time to time. Whenever the College updates Java on its network the new version of Java prevents users from accessing the Metasys server. The new version of Metasys will be Java independent. The existing Metasys server has no back up and when it crashes data

is lost, the new system will have a backup server. Metasys as it is currently configured does not treat each campus as a separate entity, the new system will allow each campus to see only the data that is relevant to that campus.
We are in the process of having a new server as well as a backup server installed and having the software upgraded to the latest version. Installation of the new servers and software is scheduled for spring 2015 but monthly training will continue for one year.

Request 6 – Provide assistance with the increasing amount of work required to keep outdated and deteriorated equipment and systems operational.
A capital infrastructure project was created to replace or rebuild buildings and grounds components and systems that are at the end of their useful life. The campuses were asked to provide a prioritized list of infrastructure projects (shown in appendix B1) and to add to that list each year. We have been systematically rebuilding or replacing items on this list. This is an on-going multi- year project that significantly reduces the building and grounds repair workload.

To date this project has corrected many infrastructure problems including

- Rebuilding chillers at the Ammerman and Eastern campuses
- Replacing boilers at the Ammerman and Grant campuses
- Repairing and replacing roofs on all campuses
- Replacing mechanical and electrical equipment on all campuses
- Replacing failed underground electrical feeders on the Ammerman and Grant campuses
- Replacing fire alarm systems on all campuses
- Refurbishing rest rooms on the Grant and Ammerman campuses
- Replacing concrete walkways and curbs at the Ammerman and Grant campuses
- Replacing concrete exterior stairs at the Ammerman campus

Requests for assistance will continue to be addressed as they are received.

A detailed list of Infrastructure projects will be found in Appendix B2

Goal 1, outcome 1
Evolve the college Master Plan as institutional needs change

The matrix below shows the status of all the projects recommended in the 2001 Master Plan Update.

Master Plan Projects

Projects from the 1993 Master Plan	Projects from the 2001 Master Plan	Project status
Ammerman Campus		
Renovate Smithtown science		Completed

Building		
Maintenance Building		
Brookhaven Gym Renovation		Completed
Site Work	Entrance Remodeling & site work	Completed
College Plaza		90% Complete
Renovate Babylon Student Center		Completed
Renovate Islip Arts Building		Completed
Renovate Kreiling Hall		
Construct running track		Completed
Mechanical upgrade of Huntington Library		Completed
	New Bio Tech Building	Completed
	Entrance Remodeling	Completed
	Addition to Babylon Student Center	
	Extension to Huntington Library	
	Ammerman building Renovation	
	Extension to Islip Arts Building	
	Extension to Brookhaven Gym	
	Renovation and Extension to the Riverhead Building	Renovation was done
	Renovation of Southampton building	Complete
	Renovation of NFL Building	Partially done
	Construct new Child Care Center	
	Construct new Professional Arts Building	
Grant Campus		
Construct HS&E Building		Completed
Construct HVAC Building		Completed
Renovate Loop road and Entrance		Completed
Sagtikos Theatre renovation		Completed
	Sagtikos Building renovation	
Construct Maintenance Warehouse		
	Construct new library	Design complete, construction about to begin

	Construct Instructional building #1	
	Construct Student Services building	
	Renovate Caumsett Hall	
	Construct Instructional building #2	
	Demolish Westside Building	Completed
	Demolish Nesconsett Building	
	Demolish Cottages	
	Renovate and extend Captree Commons	
	Construct Alternative Learning Center	
	Construct new Child Care Center	
	Demolish Plant Operations Building	
	Site Infrastructure upgrades	Completed
Eastern Campus		
Site Safety Improvements		Completed
	New entrance	
	Construct new Library	Completed
	Construct new Student/Rec Center	Design Completed, construction to start in 2015
	Renovate Peconic Building	Partially done
	Construct Exhibition/Graphic Arts Center	
	Renovate Orient Building	
	Renovate Shinnecock Building	
	Construct Child Care Center Building	
	Renovate Central Energy Plant	
Site and Infrastructure Projects – College Wide		
	Mechanical and electrical site distribution at the Eastern Campus	50% Complete
	Site Infrastructure at the Grant Campus	50% Complete
	Main Entrance Improvements @ Nicholls road Entrance	Completed
	ADA accessibility site issues	A College Wide ADA Compliance study was done in

		2012 and data from the study is being used to correct non-compliance issues to date ADA work has been completed in the Southampton Building, the Ammerman Campus East Road, the second floor of the Peconic Building, and most of the Riverhead Building. The most significant accessibility problem we face is that the topography of the Ammerman Campus makes it almost impossible to provide ADA compliant walkways to many buildings.
	Modifications at Crooked Hill Road Entrance - Grant Campus	Completed
	Landscaping of the Academic Mall at the Grant Campus	

Funding for a new Master Plan has been requested in the Colleges current Capital Program Request.

Please identify changes that were implemented as a result of implementing the plans driven by yearly assessments

This is our first yearly assessment

Please identify all budget requests and resource reallocations that emerged as a result of the assessment and planning cycles

This is our first yearly assessment

Final conclusions and recommendations will be requested at the end of this document, however, please discuss, as a unit, both of these in respect to planning and assessment.

The 2001 Master Plan has outlived its' usefulness. Most Projects in the plan have either been constructed, are in the process of being constructed or are no longer required. The master planners correctly predicted the need for additional building to provide more classroom space but this need has been met with leased spaces. Since the Master Plan was created the College has had 3 leased modular buildings constructed on its' campuses, is in the process of having a another leased modular classroom building constructed for use by Long Island University and Suffolk County Community College and has leased an off campus Culinary arts Center building in Riverhead and off campus classroom space in Sayville.

Section 5: External Evaluation

It is important for units to look outside of SCCC when evaluating the effectiveness of its operations. Not only is this a Middle States requirement, but it reflects commonly accepted good practices. While the College is only asking for each unit to secure two external reviews, there is certainly no limit.

Please identify the two external reviewers who will be examining this unit. Note, both should be within community colleges and, ideally, at least one will be a SUNY community college

Carol Lynn Friedman, RA
Assistant Vice President of Design and Construction
Nassau County Community College

William Kirker
Director of Facilities Services

Please include, within the appendices to this report, the final report from the external evaluator to include the following:

- Evaluation of the unit operations
- Evaluation of the staffing
- Evaluation of the SWOT

- A list of recommendations for the unit

Final conclusions and recommendations will be requested at the end of this document, however, please discuss, as a unit, both of these in respect to the external evaluations.

Conclusions – The predominant obstacles to efficiently and economically constructing and renovating buildings are, the delays in obtaining building permits and the lack of an on-call general contractor

Recommendations – Work towards obtaining the ability to self- permit and obtain on-call general construction contracts

Section 6: Final Conclusions and Recommendations

As a result of this evaluation, the unit possesses an inventory of information, but without a comprehensive review and discussion of the information, this review is incomplete. It is critical that the unit take all of the information, from the internal self-study as well as the external report, and establish a direction, expectations, and a focus for the next five years. Doing so will enhance the effectiveness of the annual assessment efforts and development of action plans moving forward.

Please provide an evaluation of the unit's performance based upon the information provided thus far.

The department does a satisfactory job of managing the design and construction of new buildings and renovations to existing buildings, operating sewer treatment plants and providing technical support to the Plant Operations Departments.

Finally, please indicate potential future directions in regards to assessment and planning. Be sure to indicate any perceived changes to institutional mission, goals, or outcomes that resulted from this examination.

We do not perceive any changes to institutional mission, goals or outcomes resulting from this examination.

Section 7: Action Plans

To this point, the review has focused on the collection of information to better understand what changes need to made and issues address in the future. This section of the document requests that you begin to develop plans to address these issues. By completing these plans and assessing their impact, you will be "closing the loop", which means that you will have utilized information gathered for the purpose of continually improving the unit.

Based on the information included in this document, what improvements does the unit feel are necessary, within the next seven years (the time between periodic evaluations), to position the unit to more effectively achieve its mission? Please provide a plan for each improvement that you feel is necessary. Include a timeline, proposed listing of activities, delineation of responsibility, and the resources required to implement the plan.

Timeline:

Activities: Submit requests for State matching funds for grant and donation funded projects, Issue bid documents for on-call general construction contracts, Request changes to County law that will allow the College to self- permit. Issue a RFP for master planning consultants

Expected Results: Develop a new Master Plan that includes design and material standards, Obtain a resolution the building permit logjam, Obtain on-call general construction contracts, Obtain State matching funds for grant and donation funded projects.

Responsible Individual: State matching fund submissions –Jon DeMaio
Master plan – Paul Cooper
General construction contracts – Paul Cooper
Building Permits – Paul Cooper

Resources Required: Funding – none
Administrative support – assistance with Intergovernmental issues relating to self- permitting and issuance of on-call contracts

Please discuss the results of the action plans developed as a result of the unit review process. This should include a discussion of whether the expected results were achieved and what, if any follow-up, is being conducted.
(This section should be filled out in the year following the unit review and the amended copy forwarded to the Office of Planning and Institutional Effectiveness for electronic storage.)

Suggested List of Supporting Documents for Inclusion in the Unit Self-Study Report

- Mission, outcomes, and goals documents
- Organization chart
- Strategic plan
- Previous Annual AES assessments (past 7 years)
- Previous plans (past 7 years)
- Cost/revenue data (past 7 years)
- External reviewer evaluations

Suffolk County Community College

External Review's Site Visit for
Central Facilities AES Unit Review

Review conducted by:
William E. Kirker
Friday May 15, 2015

An external review was conducted on Friday May 15, 2015 of the Central Facilities Department for Suffolk County Community College. The purpose was to review the effectiveness of the department's operations. This included reviewing the AES Unit Review along with the associated appendices, discussions with the Central Facilities staff and with staff of other departments that interact with the Central Facilities, and a sight inspection of a few of the projects on the Ammerman campus.

The function of the Central Facilities department was described as that department of SCCC that provides capital project design and construction management services for all campuses of SCCC, Ammerman, Grant and Eastern. This includes the development of a master plan, providing technical support to campus plant operations, obtaining grant and rebate funding, managing a small in-house construction crew for small projects and operating and maintaining two wastewater treatment plants.

The staff of the Central Facilities department consists of 7 people and supplemented by student workers. This includes 3 degreed architects and 2 professional engineers all of whom provide the technical support to design, review and manage construction projects. Architectural and engineering firms are contracted for larger projects as needed.

Issue 1: The discussions that took place with the staff members revealed a few issues that create challenges for the Central Facilities department as documented in the AES Unit Review. In the AES Unit Review the summary of a SWOT that was conducted on March 13, 2015 identifies one of these issues as the difficulty that the department has when it comes to dealing with the County DPW regarding obtaining building permits. It was indicated that most project work requires a permit to be issued by the County DPW. There are very few projects that do not require a permit. The review process that must take place is cumbersome and time consuming. Many projects are funded and designed and then sit waiting for several months before they can be started. In many cases a funded project sits and waits for a permit that may be held up for minor reasons. The DPW staff that is responsible for reviewing the drawings and issuing the permits seems to be following procedure and do not have flexibility to adjust the procedure.

Recommendation 1: It is recommended that avenues be explored to get the appropriate senior leadership above the Central Facilities staff and the County DPW staff together to understand the restrictions and needs of each and see if there is a way to safely change the process to be more expedient for both parties. It has been suggested to allow the Central Facilities staff to self-permit on certain level projects.

Issue 2: The issue of coordination between Central Facilities and Physical Plant departments was discussed with several staff members. The conversation with the Central Facilities staff was that Physical Plant staff is invited to discuss and have input as far as what goes into the design of a capital project. This would allow Physical Plant to be aware of what equipment and materials are being used and to try to coordinate what goes into the project so as to minimize the expense to operate and maintain the renovated space. The Physical Plant staff made the argument that they give their input and nothing happens. They claim that the Central Facilities staff does what it can, but in the end they get what they get.

Recommendation 2a: It is of the utmost importance to make sure that the Central Facilities staff and the Physical Plant staffs of each campus do what it takes to communicate during the design phase of capital projects to coordinate wherever they can to keep operating and maintenance costs down. With the constant pressure to control operating costs, the money that is spent on capital projects must be taken advantage of whenever possible.

Recommendation 2b: To help the communication process it is recommended that a material standards manual be developed for each campus to identify those materials and equipment that should be used on each campus for as many things as practical. This material standards manual should include, but not limited to plumbing fixtures and components, electrical fixtures and components, HVAC equipment, flooring materials, paint selection, ceiling materials, door hardware, other construction materials, etc. The items that create higher maintenance costs are more important and should be defined first and then other items added over time. The standards should include the manufacturer and model #s for the items and also the application in which they are to be used. There may be more than one acceptable option of the same item based on the application the item is to be used. Overtime this will allow maintenance staffs to keep spare parts and maintenance materials inventories to a minimum that will save costs and also minimize labor as staff members will know what materials are needed to make repairs at various locations.

Issue 3: A discussion took place regarding the growing role of technology in the construction, operation and maintenance of buildings these days. Information Technology needs of a campus are constantly growing and evolving. The IT needs of faculty, staff and students to communicate, function and operate are important just to get through each day. The IT departments of college campuses provide the technology and support to make sure these needs are met. The SCCC Central Facilities technology needs are just as important. They are often dealing with critical systems such as fire alarm, energy management, critical alarm notification, electronic access, etc. These systems are mostly networked systems that need constant management and oversight. Without these needs being met they cannot do their job to support the faculty, staff and students on campus. Unfortunately what is often found is that the facilities needs become a lower priority when competing for IT support.

Recommendation 3: It is recommended that an IT type person either be assigned to Central Facilities or report directly to Central Facilities to act as their first line of support for these electronic and networked systems. That person's highest priority would be to Central Facilities to maintain the systems, act as consultant when designing, ordering and installing systems and also be liaison to IT for networking issues and to all third party vendors for managing these systems. So many systems and equipment are controlled through computerized technology it is important that competing for IT support does not get in the way of support to Central Facilities.

Issue 4: The capability of responding quickly to the needs of the campus, faculty, staff and students is important in many situations. If resources are not available with in-house personnel to quickly address

minor renovation or repair work it is important to be able to go get access to those resources, such as general contractors. There was a discussion about the ability to have 2 to 3 general contractors identified as on-call contractors that could be called in to get bids quickly in order to respond to urgent needs.

Recommendation 4: It is recommended that 3 general contractors be selected through a bid process to be those on call contractors. This will allow the Central Facilities to have a pool of contractors that can be contacted quickly to obtain 3 bids on work that must be done quickly. This may be due to a leaky roof; a sudden need of a program to have space renovated right away, an unexpected failure of a piece of equipment or system, etc. No contractor would be guaranteed work. They would bid on it, but it would be an expedited process that would benefit the campus.

Issue 5: Master planning is important. This is the road map to where the campus facilities is heading. It can certainly make sudden changes in the path of travel, but it still provides direction. It helps to organize and prioritize major and minor physical changes on the campus. It helps to provide credibility to the funding requests that are made for capital projects. And it also allows for clear communication from senior leadership to the campus community as to where the college is heading and to the Central Facilities as to what the goals and expectations are. It appears that the last master plan from 2001 has "outlived its usefulness".

Recommendation 5: It is recommended that a new master plan be developed. This may be done by taking the old one and conduct a major update to it or it may be determined that the old master plan was not even structured in a very useful way and a new master plan should be created from scratch. Either way it is a big undertaking and will need external support, but it is essential to the Central Facilities operation and should be started sooner rather than later.