



MORRISANIA AIR RIGHTS CONSOLIDATION

Individual Action Plan



What is an Individual Action Plan?

The Individual Action Plans (IAPs) were developed through a collaboration between Capital Projects, Strategic Planning, Operations, and the Federal Monitor during the fall of 2019.

The purpose of the IAPs is intended to improve waste management at NYCHA, as agreed to in Paragraph 45 in the HUD Agreement. Paragraph 45 refers to Exhibit B, Section D, and states:

Within six months of the Effective Date, NYCHA shall, no less than once every 24 hours, inspect the grounds and common areas of each building for cleaning and maintenance needs, including pests and trash, and correct such conditions. In addition, NYCHA shall ensure that trash on the grounds or common areas of each NYCHA buildings is collected and either removed from the premises or stored in a manner that prevents access by pests at least once every 24 hours.

The IAPs serve as a stepping-stone toward project-based property management that addresses the unique needs of each consolidation. They will also be used to create a planning and oversight tool, which can be the stepping-stone upon which tailored and holistic capital and operational solutions can be created for waste management at each of the consolidations.

Everyone deserves a home they can be proud of, and waste management directly affects our residents' health and safety as well as their quality of life. Proper waste management is also vital to protecting our waterways and overall environment. Unfortunately, insufficient staffing and equipment have impacted waste management at NYCHA for years.

The goals of the IAPs are to:

1. Empower development staff with the resources they need to coordinate and communicate with the central offices;
2. Clarify the complex system of waste management at our consolidations; and
3. Guide adaptation to changing assets and flows at each consolidation to make them cleaner and safer for residents and employees alike.

We strive to create the most transparent and accurate IAP as possible, but there is room for error, and we cannot guarantee that all information is correct at this point in the process. The IAPs are living, breathing documents that will be updated annually with the latest information and data. They will be distributed to each consolidation online in a digital format.

Please feel free to contact us with any questions, concerns, or comments, including necessary updates to the IAPs, at wasteIAP@nycha.nyc.gov.

Glossary

Italicized words indicate a term that will be described later in the glossary

Bulk Waste Container – A 30-cubic-yard bin, typically uncovered, used to hold non-recyclable bulk waste such as furniture, wood, etc.

Cardboard baler – A machine used to automatically compress loose cardboard into bundles as an alternative to manually breaking down boxes and tying or bagging them for curbside collection

Compactor Bags – 40-lb bags of compacted trash from *interior compactors*

Consolidation – Name given to one or many of developments that are managed by the same location or management office and are assigned a unique 3-digit numeric ID in the Tenant Data System (TDS), e.g., the Sumner Consolidation TDS# 073

Containerization – Storage of waste that is pest-resistant

Development – Individual NYCHA properties that are assigned an individual development TDS number, e.g., 303 Vernon Ave TDS# 156

Drop site – Also known as secondary waste areas, these are designated areas where waste may be placed by residents for collection and disposal by staff; the site may accommodate both trash and recycling bins. Central office also uses the term “staff drop sites” to describe areas where waste is placed before being brought to the *waste yard*

DSNY – City of New York Department of Sanitation

E-waste – Electronics such as TVs and computers that must be discarded through the manufacturer, a recycling location, or one of DSNY’s special recycling programs

Exterior Compactor – Often referred to on our developments as an *EZ-pack*. Similar to an *interior compactor*, this machine compacts and containerizes waste into 30-cubic-yard containers before removal by DSNY

EZ-Pack – Another term used at the developments for exterior compactor. The term is also used by DSNY and central office to describe waste containers of various sizes that are designed to be dumped directly into a DSNY truck

Hopper Doors – Doors to trash chutes, traditional hopper doors’ areas are 1/3 the chute’s area. Traditional hopper doors comfortably can accommodate a 13-gallon trash bag. Enlarged hopper doors are 2/3 the chute’s area and can comfortably accommodate a 30-gallon trash bag

Interior Compactor – A machine at the base of a *trash chute* that uses a ram to compress waste material and reduce its total volume; mostly located in the basement of developments

Mattress Containers – Locked shipping containers serviced under a mattress recycling contract where staff at participating developments bring mattresses

NYCHA 2.0 Waste Management Plan – NYCHA's comprehensive plan created in 2019 designed to make NY-CHA buildings and grounds visibly clean and free of pests

Paragraph 45 – Part of the agreement between HUD, SDNY, and NYCHA pertaining to waste management through inspection, collection, and containerization. The text of the paragraph is as follows:

Within six months of the Effective Date, NYCHA shall, no less than once every 24 hours, inspect the grounds and commons areas of each building for cleaning and maintenance needs, including pests and trash, and correct such conditions. In particular, NYCHA shall ensure that trash on the grounds or common areas of each NYCHA building is collected and either removed from the premises or stored in a manner that prevents access from pests at least once every 24 hours.

Recyclable – All material that is separated and collected for recycling

Textiles – Unwanted clothing, towels, blankets, curtains, shoes, handbags, belts, and other textiles and apparel that can be collected for re-use or recycling

Trash – All material not separated for recycling that will be transported to landfills or incinerators for disposal

Trash Chute – A vertical shaft inside a building used for transferring trash by gravity to the interior compactor at the bottom

Types of DSNY Disposal:

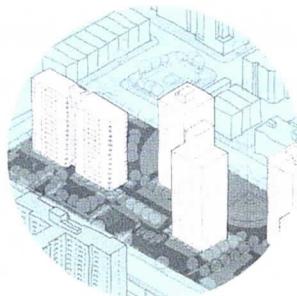
- **Curbside** – Material is moved from building compactors and grounds within the development by staff to a secondary storage area until it is placed at DSNY collection locations on sidewalks adjacent to or along the perimeter of the development
- **Shared** – Material is moved (aka shared) from one development without assets to ensure containerization to another development that has an exterior compactor
- **Exterior Compactor Containerization** – Material is moved from building compactors and grounds within the development and potentially from shared developments to a waste storage area that contains an exterior compactor

Waste – All discarded material including both trash and recyclables

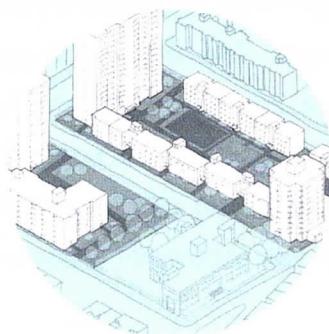
Waste Yard – Centralized waste facility for containerized collection including equipment such as exterior compactors, bulk crushers and bulk waste containers. Waste yards may also include storage and equipment for recyclables

	TDS #	Stairhalls #	Units	Households	Official Population	Average Family Size
Jackson	120	7	868 ✓	854	2,121 + 2,180	2.5
Morrisania Air Rights	267	5	843 ✓	835	1,685 + 300	2.0

Jackson: High-rise in the park



Morrisania Air Rights: Context Towers

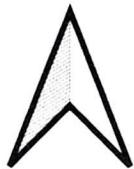


Overview

The Morrisania Air Rights Consolidation consists of two developments located in the Morrisania neighborhood of The Bronx. The Jackson Houses, named after President Andrew Jackson, is bordered by Park and Courtlandt Avenues, and East 156th and East 158th Streets. This conventional development came out of a federal program and finished construction in 1963. Jackson Houses consist of seven, 16-story buildings on a 7.88 acre site. The development has 854 households with an official population of 2,121. There are multiple recycling bins and two exterior compactors for waste storage.

The Morrisania Air Rights development is bordered by Park Avenue, and East 158th, East 161st, and East 163rd Streets. This turnkey development came out of a federal program and finished construction in 1981. Morrisania Air Rights consists of three buildings, 19, 23 and 29-stories tall. The 6.3 acre site has 835 households with an official population of 1,685 residents. There are multiple recycling bins and two exterior compactors for waste storage.

MORRISANIA AIR RIGHTS CONSOLIDATED Context Map

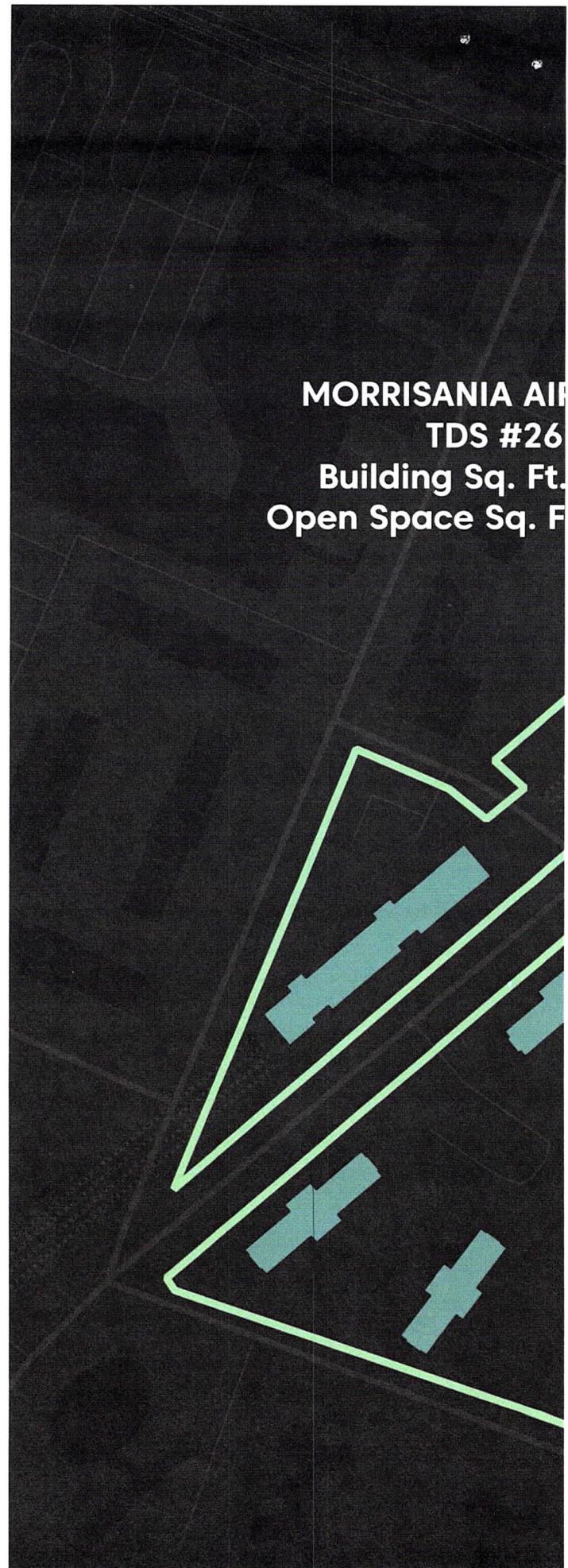
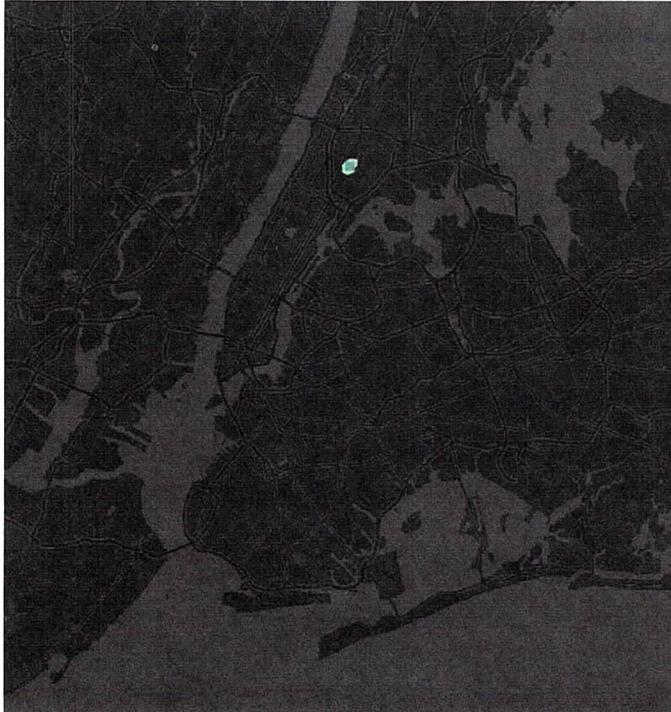


Legend

★ Management Offices

□ Development Property

■ NYCHA Buildings



Waste Services and Assets

At sites where household waste is not picked up curbside, caretakers are responsible for transporting waste from internal compactor rooms and secondary collection sites to external compactors, either at the development in question or another development within the consolidation. Caretakers also transport bulk waste from sites where residents deposit it to centralized holding areas (which house one or more 30-yard bulk containers) at each development; waste is then periodically transferred to a central holding location in each consolidation for pickup by a private carter. Recyclables are typically collected in receptacles around each site; caretakers then empty these receptacles and transport recyclables to curbside sites for pickup by DSNY.

	Jackson	Morrisania Air Rights
Household Waste (DSNY)	2 exterior compactors in 1 waste yard; collected TThSa - CALL IN ✓	2 exterior compactors in 1 waste yard; collected TThSa - CALL IN
Bulk Waste	One Bulk Waste Holding Site; Transferred to Morrisania Air Rights for Pickup ✓	3 Bulk Waste Holding Sites; Picked up byIESI ✓
Recycling: Paper and Cardboard	DSNY Curb Setout; collected T ✓	DSNY Curb Setout; collected T NOT RECYCLING NEED DEGRADATION SITE
Recycling: Metal, Glass and Plastic	DSNY Curb Setout; collected T ✓	DSNY Curb Setout; collected T
Recycling: Mattresses	N/A	N/A
Recycling: E-Waste	N/A	N/A
Recycling: Textiles	N/A	N/A

IGHTS

4,435

211,663

JACKSON
TDS #120
Building Sq. Ft. 59,552
Open Space Sq. Ft. 284,879

WASTE ASSETS

	Internal Compactors	External Compactors	Bulk Containers	Cardboard Balers	Mattress Containers	Recycling Bins ¹
Jackson	7; last replaced 2005	2; last replaced 2000	1	0	0	4
Morrisania Air Rights	5; last replaced 2005	2	0	0	0	0

¹ Recycling bin data may be incomplete; consult with development staff before using.

CONSOLIDATION ASSETS

Vehicles and horticultural equipment are crucial to waste management at NYCHA properties. Skid-steer loaders are used to manipulate waste receptacles, such as EZ-Packs, while trucks are used to transport bagged garbage and recyclables both within and between developments to its proper storage and pick-up locations. Tractors are used to collect debris on development grounds, while sweepers simplify routine cleaning.

(2) 0 Trucks



F450 -
F250 -

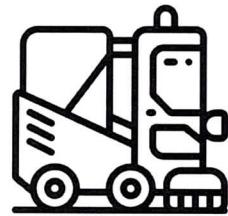
1 Skid Steers ✓



1 (1)
3 Tractors



1 Sweepers



* REPLACED INTERNAL COMPACTOR. THIS WEEK.

* NEED DOUBLE COMPACTOR.

1) TRACTOR IN SHOP.

1) TOOL CAT.

1) SWEEEPER OUT. → (2) MONTHS - SENIOR PROBLEM

WASTE ASSET MAP



Estimated Waste Volumes

Quantifying how much waste is generated at each consolidation will inform how well current assets and services serve current needs, and what additional elements are necessary for each consolidation to operate as efficiently as possible.

Morrisania Air Rights Consolidated has (4) 30-cubic yard exterior compactors. On average, the exterior compactors at this consolidation contain 8.1 tons of waste at the time of collection. DSNY prefers compactors to contain more than 7 tons and up to 12 tons at collection. The closer to 12 tons, the more efficient collection is for both DSNY and the consolidation.

Projected Daily Trash Volumes

	Jackson	Morrisania Air Rights	Total
Waste Generated / Day (Tons) ¹	2.2	2.1	4.3
Trash / Day (tons) ²	1.9	1.9	3.8
Trash Chutes ³	45.1 sausage bags	43.7 sausage bags	88.7 sausage bags
Drop Sites ⁴	20.0 64-gal. bins	19.3 64-gal. bins	39.3 64-gal. bins
Est. Drop Sites ⁵	30	14	44

Projected Weekly Recycling Volumes

	Jackson	Morrisania Air Rights	Total
Metal, Glass, Plastic Captured / Week (tons) ⁶	89.7 44-gal. bags	86.9 44-gal. bags	176.5 44-gal. bags
Cardboard Captured / Week (tons) ⁶	73.5 bales	71.2 bales	144.6 bales
Paper Captured / Week (tons) ⁶	7.6 44-gal. bags	7.3 44-gal. bags	14.9 44-gal. bags

¹ Assumes 5lbs of waste is produced daily in each unit.

² Includes miscellaneous garbage as well as uncaptured recyclables, organics, e-waste, and textiles.

³ Primary method of trash collection, via chute. Assumes a 75% capture rate.

⁴ Secondary method of trash collection. Assumes a 25% capture rate

⁵ Assumes capture rates of recyclables at NYCHA portfolio-wide of 30% for MGP, 50% for Cardboard, and 20% for Paper.

Capital Improvements

The following data on capital improvements describe the status of four major programs underway across NYCHA. However, they are not exhaustive: other improvements and initiatives with bearing on waste management may be underway at particular developments.

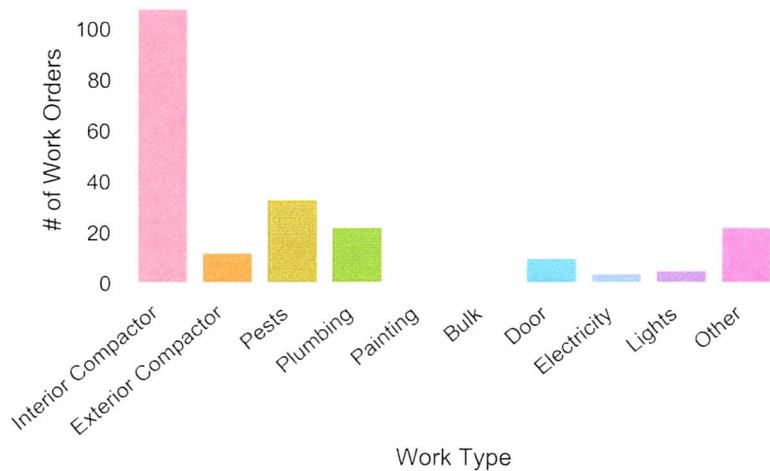
	Jackson	Morrisania Air Rights
In-Sink Food Grinders		
<i>Status</i>	Not Yet Scheduled	Not Yet Scheduled
<i>Year Planned</i>	After 2030	After 2030
Enlarged Hopper Doors		
<i>Status</i>	Completed	Canceled
<i>Year Planned</i>	2019	2019
Interior Compactor Replacement		
<i>Status</i>	Not Yet Scheduled	Queued
<i>Year Planned</i>	N/A	2020
Waste Yard Redesign		
<i>Status</i>	Not Yet Scheduled	Not Yet Scheduled
<i>Year Planned</i>	N/A	N/A

PRIORITIES

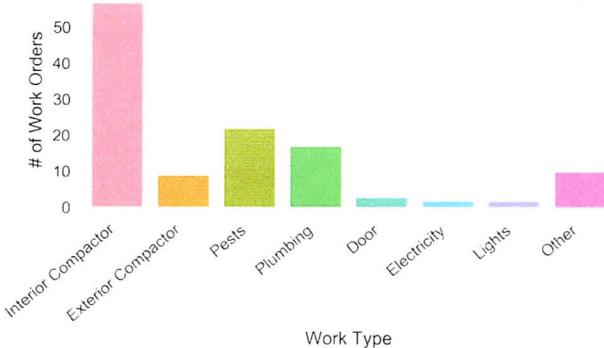
THIS SECTION IS CURRENTLY UNDER REVISION, PENDING FUTHER FEEDBACK AND INITIAL SITE VISITS

The following bar charts show how frequently various types of maintenance issue – including compactor-related problems, pest problems, and plumbing issues – occur in compactor locations consolidation-wide as well as at major developments.

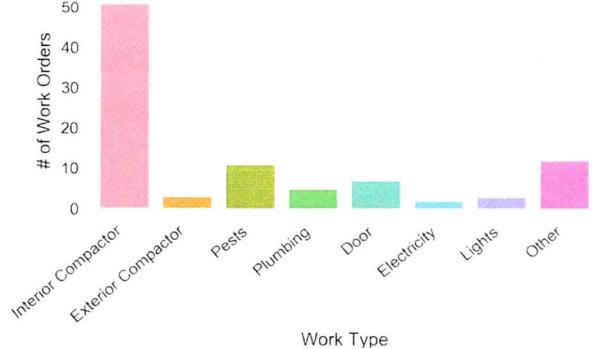
Morrisania Air Rights Consolidation Work Orders in Compactor Locations
1/1/2019-7/1/2020



Jackson Development Work Orders in Compactor Locations
1/1/2019-7/1/2020

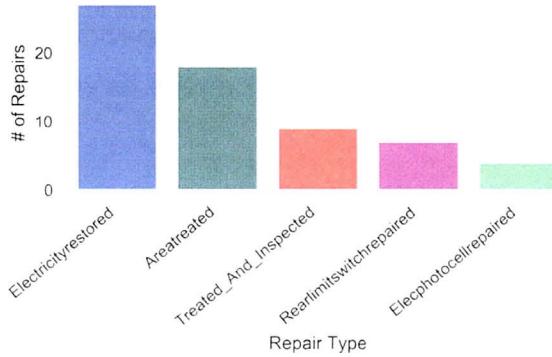


Morrisania Air Rights Development Work Orders in Compactor Locations
1/1/2019-7/1/2020

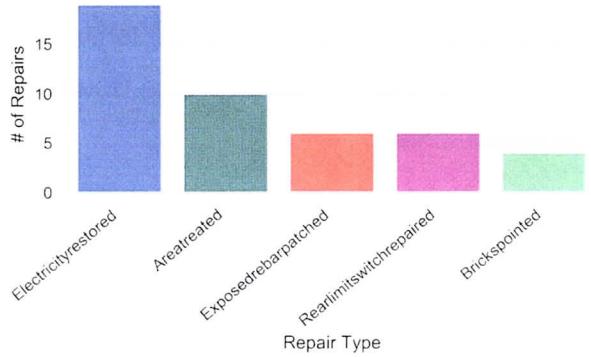


The following figures highlight repairs conducted in interior compactor locations at each major development, as well as within up to five buildings at each development.

Most Common Repairs by Type in Interior Compactor Locations in Jackson Development 1/1/2019 - 7/1/2020



Most Common Repairs by Type in Interior Compactor Locations in Morrisania Air Rights Development 1/1/2019 - 7/1/2020



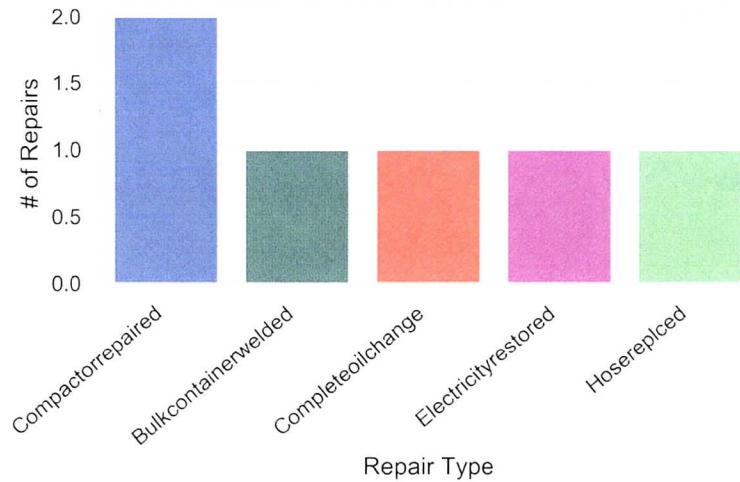
Morrisania Air Rights

Jackson

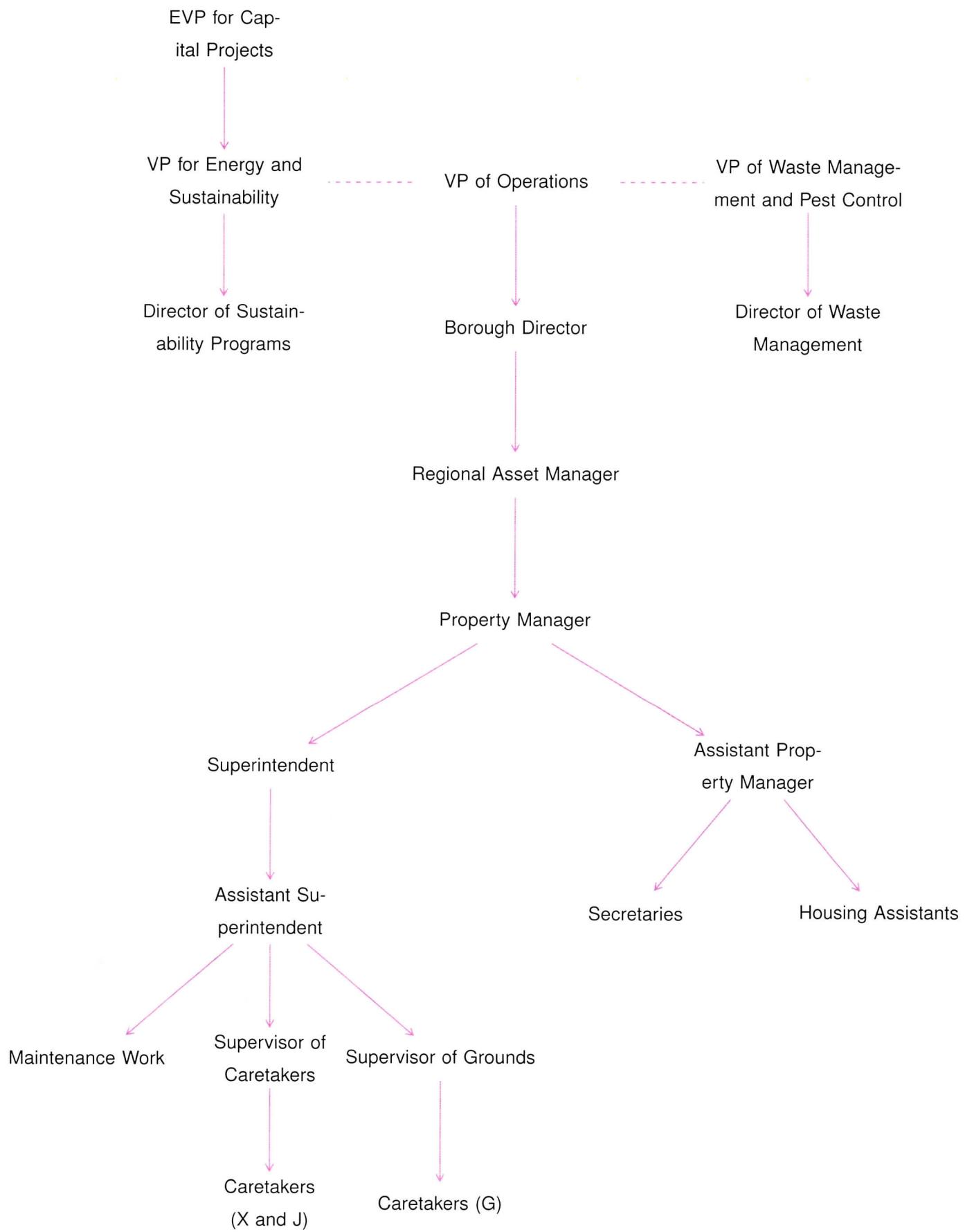
Building	Repairs	Building	Repairs
1	38	7	37
2	35	3	21
3	34	4	18
		2	16
		6	14

The following chart examines repairs made at exterior compactor locations.

Most Common Repairs by Type in Exterior Compactor Locations in Jackson Development 1/1/2019 - 7/1/2020



STAFFING STRUCTURE



ALLOCATED STAFF

At the consolidation level, responsibility for waste management falls on caretakers as well as those who manage them – Supervisor of Caretakers (SOC), and Supervisor of Groundskeepers (SOG). The duties of specific caretaker roles are outlined below:

- Caretaker X: Authorized to drive vehicles necessary for large-scale movement of waste, such as skid-steer loaders used to manipulate 30-yard containers. These caretakers may also conduct a range of duties otherwise assigned to caretakers in the G or J titles.
- Caretaker G: Primarily responsible for groundskeeping tasks, such as cutting lawns, trimming trees and hedges, and tending to beds.
- Caretaker J: Conduct a range of janitorial tasks, including removing garbage from compactor rooms, servicing equipment such as compactors, and cleaning indoor and outdoor spaces of debris. These caretakers may also conduct groundskeeping work, including cutting lawns and trimming hedges.

Moving forward, the Department of Waste Management and Pest Control will oversee NYCHA's progress in these areas, manage inspections to assess development cleanliness, and develop new initiatives.

	Formula Allocation ¹	Budgeted	Actual Staff (June 2020)
Employees	52	51	47
Property Manager	1	1	1
Asst. Property Manager	1	1	1
Secretaries	2	2	1
Housing Assistants	4	4	5
Superintendent	1	1 ✓	0
Assistant Superintendent	2	2 ✓	2
Supervisor of Caretakers (SOC)	2	2 ✓	2
Supervisor of Grounds (SOG)	1	1 ✓	1
Maintenance Workers	8	7	6
Caretakers X	5	5 ✓	28 ³ ✓
Caretakers J ²	25	24	
Caretakers G		1	

¹ Initial staff allocation recommendations are generated by formula, with the number of employees per consolidation and development determined in large part by number of residents at the time of calculation

² Includes staff in roles Caretaker J, Caretaker I, and Chief Caretaker

³ Actual staff figures do not differentiate between caretaker roles

* NEED MORE G.

ANALYSIS OF FINDINGS

Inspection and Collection Requirement

In a compliance interview conducted on October 23, 2019, the Morrisania Air Rights Consolidation did not appear to be in compliance with the inspection requirements of Paragraph 45 of the HUD agreement. The consolidation reported insufficient staff to meet the collection portion of the requirements. At the time of this interview, the site was not an Alternative Work Schedule (AWS) site. A follow up phone call to the site in the summer of 2020 confirmed that the development was checking the site and removing waste seven days a week.

The Supervisor of Grounds, Kareem Jones, reported that Morrisania Air Rights does not have enough staff to correct observed deficiencies and caretakers cannot usually complete all of their tasks in a day. NYCHA caretakers picked up trash inside the buildings more than four times a day, not including weekends and thus they were not in compliance. NYCHA caretakers also conducted ground inspections and picked up litter three to four times a day, not including weekends and thus they were not in compliance. Staff began collecting trash between 6:00 AM – 8:00 AM and ends before 4:00 PM daily. The follow up phone call indicates that Morrisania Air Rights is likely in compliance with the inspection and collection requirements.

Removal or Storage Requirement

At the time of the compliance interview, the Morrisania Air Rights appeared to be in compliance with the storage and removal requirement of Paragraph 45 of the HUD Agreement because it has containers in the form of exterior compactors to store waste in a manner that prevents pests on the days DSNY does not come to pick up waste.

Morrisania Air Rights reported at the time of the interview that DSNY comes when called for collection. The consolidation also reported that it received 13 bulk tickets a month for the removal of bulk waste. Bulk trash sits in a yard with an exterior container before being picked up by the vendor. In terms of storage, residents of this consolidation have access to trash chutes and may drop their waste at 12 additional sites on the premises. After the trash is collected from the drop-off sites, it is placed in an exterior compactor. Tenants are not asked by management to leave their garbage on development grounds if they choose not to use the chutes. Most tenants dispose of their trash using trash chutes. Waste is stored in exterior compactors.

A single site visit on October 23, 2019 showed exposed trash on the grounds and curbside. There were trash and recycling bins throughout the site, but not all of them had lids. For these reasons, the Monitor decided that waste was not stored in a way that prevents pests on that day. Mr. Jones stated in the compliance interview that Morrisania Air Rights did have a pest problem.

The consolidation reported that, on average, 100-200 compactor bags (40 lbs. bags) are disposed of from Morrisania Air Rights daily. There are four exterior compactors at this consolidation with at least one that has a hole. Mr. Jones stated that he intended to reach out to contact Arrow Steel to weld the hole.

Morrisania Air Rights reports that if necessary, it can take its trash to Melrose and may receive trash from Melrose as well. According to the compliance interview, there are external sources of trash and bulk waste illegally dumped at this site. When it happens, it is from passerby's, often dumping furniture and appliances. Mr. Jones reports

that obstacles facing the consolidation include tenants not placing trash in designated areas and being short of staff. The consolidation was planning to provide new trash cans at the time of the interview

3. Additional Context

In a June 24, 2020 report, the Monitor Cleanliness Team gave Morrisania Air Rights an F rating.