



HARLEM RIVER CONSOLIDATION

Individual Action Plan



Preface

Letter from the Chair

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

Development – An individual NYCHA property, e.g., the Sumner Houses

Consolidation – Level of organization above a development used for management purposes. May contain one or many developments

Containerization – Storage of waste that is pest-resistant

Interior Compactor – A machine that uses a ram to compress waste material and reduce its total volume, mostly located in the basement of developments

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

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

Bulk Waste Container – A 30 cubic yard bin used to hold bulk waste such as furniture. Located in waste yards.

Hopper – Doors to trash chutes, traditional hopper doors can fit plastic bags that one would typically receive from grocery stores

Trash Chute/Shoot – Large tubes that transfer waste to a central collection point, typically an interior compactor

Drop-site – Also known as secondary waste areas, these are designated areas where waste is allowed to be placed by residents for collection by staff, the site may have trash and recycling bins

DSNY – City of New York Department of Sanitation

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.

	TDS #	Stairhalls #	Units	Households	Official Population	Average Family Size
Audubon	125	1	168	166	460	2.8
Bethune Gardens	160	1	210	206	250	1.2
Harlem River	003	47	577	564	1,077	1.9
Harlem River li	147	1	116	116	285	2.5
Marshall Plaza	344	1	180	175	211	1.2
Washington Heights Rehab Phase lii (Harlem River)	329	1	14	14	30	2.1

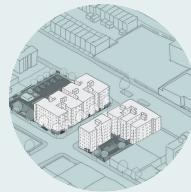
Audubon: Context Towers



Bethune Gardens: High-rise in the park



Harlem River: Walkups & Brownstones



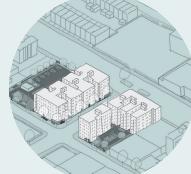
Harlem River li: Mid-rise in the park



Marshall Plaza: Context Mid-rises



Washington Heights Rehab Phase lii (Harlem River): Walkups & Brownstones



Overview

The Harlem River consolidation is located in Harlem, Manhattan. This consolidation is comprised of six developments: Audubon Houses, Bethune Gardens, Harlem River Houses, Harlem River II Houses, Marshall Plaza, and Washington Heights Rehab Phase III. Harlem River Houses is bordered by West 151st and West 153rd, Macombs Place and the Harlem River Drive. It is a federally funded conventional development that finished construction in 1937 and is one of the first two original housing projects in New York City. It is made up of seven residential buildings that range between 4 to 5-stories. The buildings cover 7.39 acres in which there are 564 apartments officially housing 1,077 people.

Harlem River II Houses is bordered by West 152nd and West 151st, Douglass Boulevard and Macombs Place. It is a federally funded conventional development that finished construction in 1965. It is a single 15-story building. The building covers 0.66 acres in which there are 116 apartments officially housing 285 people.

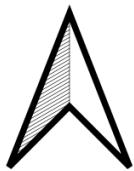
Audubon Houses, named after John James Audubon, is bounded by Amsterdam Avenue and West 154th and West 155th Streets. It is a federally funded conventional development that finished construction in 1962. It is a single 20-story building. The building covers 0.63 acres in which there are 166 apartments officially housing 460 people.

Bethune Gardens, named after Mary McLeod Bethune, is bordered by West 156th Street, and St. Nicholas and Amsterdam Avenues. It is a federally funded conventional development that finished construction in 1967. It is a single 22-story building that exclusively houses seniors. The building covers 1.46 acres in which there are 206 apartments officially housing 205 people.

Marshall Plaza, named after Thurgood Marshall, is between Broadway, Amsterdam Avenue, and West 157th and West 158th Streets. It is a federally funded turnkey development that was acquired by NYCHA in 1986. It is a single 13-story building that exclusively houses seniors. The building covers .46 acres in which there are 175 apartments officially housing 211 people.

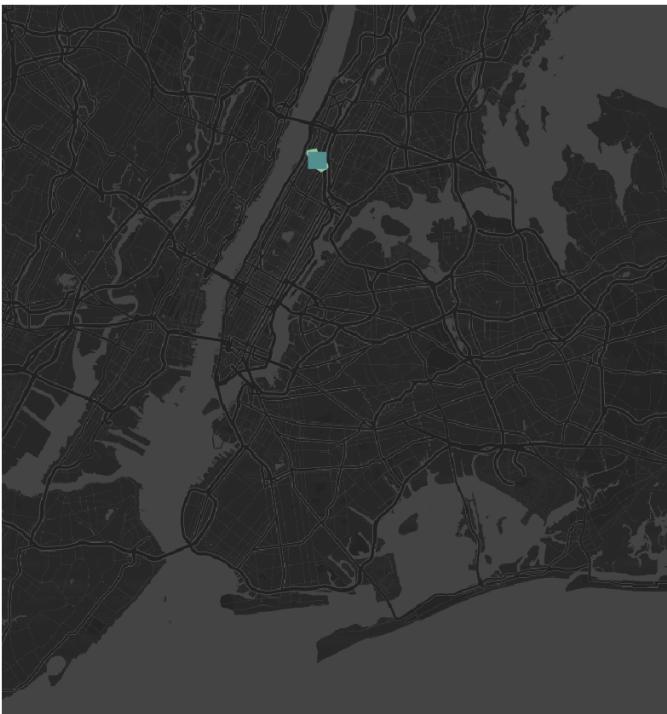
Washington Heights Rehab Phase III is located between West 156th, West 164th and West 165th Streets, Broadway and Amsterdam Avenue. It is a federally funded turnkey development that was acquired by NYCHA in 1987. It is made up of eight 5-story buildings. The building covers 0.67 acres in which there are 14 apartments officially housing 30 people.

HARLEM RIVER CONSOLIDATED Context Map

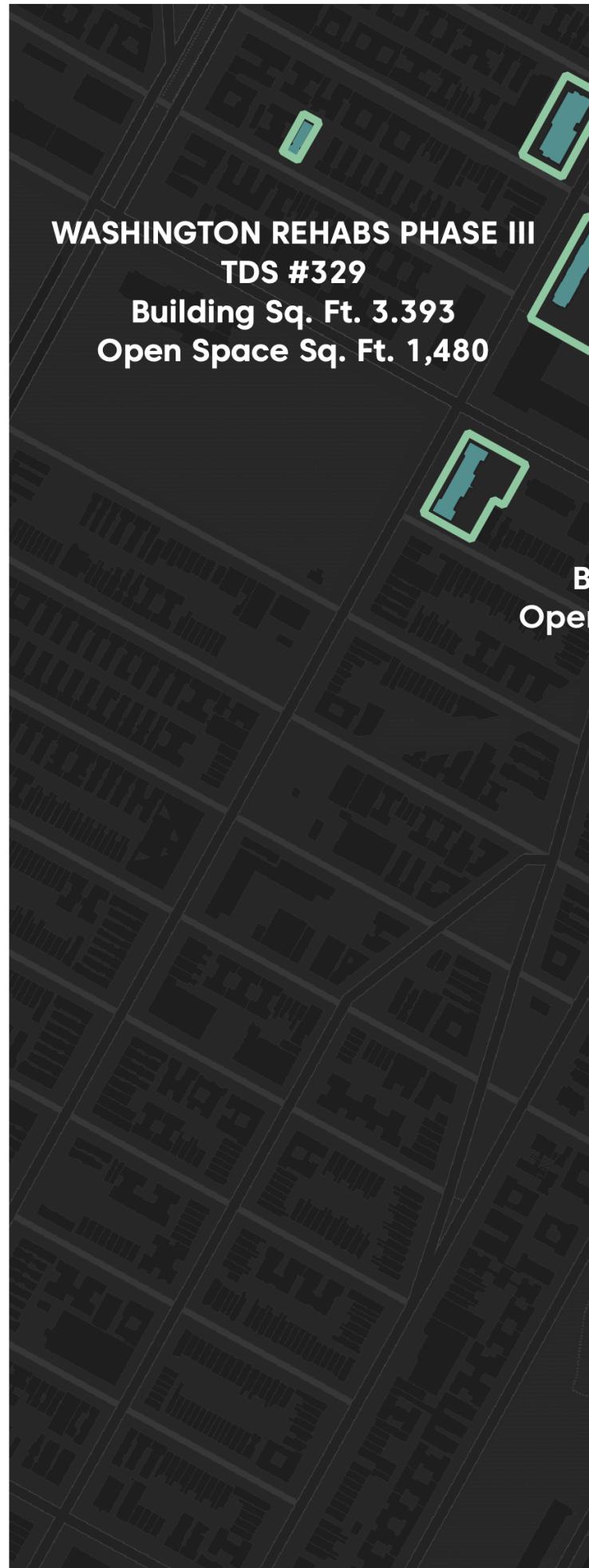


Legend

- ★ Management Offices
- Development Property
- NYCHA Buildings



WASHINGTON REHABS PHASE III
TDS #329
Building Sq. Ft. 3,393
Open Space Sq. Ft. 1,480



MARSHALL PLAZA
TDS #344
Building Sq. Ft. 10,354
Open Space Sq. Ft. 11,653

BETHUNE GARDENS
TDS #160
Building Sq. Ft. 7,751
Open Space Sq. Ft. 57,283

AUDUBON
TDS #125
Building Sq. Ft. 9,043
Open Space Sq. Ft. 20,492

HARLEM RIVER II
TDS #147
Building Sq. Ft. 7,281
Open Space Sq. Ft. 22,424

HARLEM RIVER
TDS #003
Building Sq. Ft. 103,777
Open Space Sq. Ft. 218,727

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.

	Audubon	Bethune Gardens	Harlem River
Household Waste (DSNY)	Transfer to Bethune Gardens	1 exterior compactor in 1 waste yard; collected MWF	2 exterior compactors in 1 waste yard; collected MWF
Bulk Waste	Transferred to Harlem River for Pickup	One Bulk Waste Holding Site; Transferred to Harlem River for Pickup	One Bulk Waste Holding Site; Picked up by IESI
Recycling: Paper and Cardboard	DSNY Curb Setout; collected Sa	DSNY Curb Setout; collected W	DSNY Curb Setout; collected W
Recycling: Metal, Glass and Plastic	DSNY Curb Setout; collected Sa	DSNY Curb Setout; collected W	DSNY Curb Setout; collected W
Recycling: Mattresses	N/A	N/A	N/A
Recycling: E-Waste	N/A	N/A	N/A
Recycling: Textiles	N/A	N/A	N/A
	Harlem River II	Marshall Plaza	Washington Heights Rehab Phase II (Harlem River)
Household Waste (DSNY)	Transfer to Harlem River	Transfer to Bethune Gardens	Transfer to Bethune Gardens
Bulk Waste	Transferred to Harlem River for Pickup	Transferred to Harlem River for Pickup	Transferred to Harlem River for Pickup
Recycling: Paper and Cardboard	DSNY Curb Setout; collected W	DSNY Curb Setout; collected Th	DSNY Curb Setout; collected Th
Recycling: Metal, Glass and Plastic	DSNY Curb Setout; collected W	DSNY Curb Setout; collected Th	DSNY Curb Setout; collected Th
Recycling: Mattresses	N/A	N/A	N/A
Recycling: E-Waste	N/A	N/A	N/A
Recycling: Textiles	N/A	N/A	N/A

WASTE ASSET MAP



WASTE ASSETS

	Internal Compactors	External Compactors	Bulk Containers	Cardboard Balers	Mattress Containers	Recycling Bins ¹
Audubon	1; last replaced 2011	0; last replaced 2000	1	0	0	1
Bethune Gardens	1; last replaced 2000	1	0	0	0	0
Harlem River	47; last replaced 1995	2	2	0	0	4
Harlem River li	1; last replaced 1996	0; last replaced 2009	0	0	0	1
Marshall Plaza	1; last replaced 2011	0	0	0	0	0
Washington Heights Rehab Phase Iii (Harlem River)	0	0	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 Trucks



1 Skid Steers



0 Tractors



1 Sweepers



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.

Harlem River Consolidated has (3) 30-cubic yard exterior compactors. On average, the exterior compactors at this consolidation contain 7.8 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

	Audubon	Bethune Gardens	Harlem River
Waste Generated / Day (Tons) ¹	0.4	0.5	1.4
Trash / Day (tons) ²	0.4	0.5	1.3
Trash Chutes ³	8.7 sausage bags	10.9 sausage bags	29.8 sausage bags
Drop Sites ⁴	3.8 64-gal. bins	4.8 64-gal. bins	13.2 64-gal. bins
Est. Drop Sites	15	23	3

Projected Weekly Recycling Volumes

	Audubon	Bethune Gardens	Harlem River
Metal, Glass, Plastic Captured / Week (tons) ⁵	17.3 44-gal. bags	21.7 44-gal. bags	59.3 44-gal. bags
Cardboard Captured / Week (tons) ⁵	14.1 bales	17.8 bales	48.6 bales
Paper Captured / Week (tons) ⁵	1.5 44-gal. bags	1.8 44-gal. bags	5.0 44-gal. bags

Projected Daily Trash Volumes

	Harlem River li	Marshall Plaza	Washington Heights Rehab Phase III (Harlem River)	Total
Waste Generated / Day (Tons) ¹	0.3	0.5	0.0	3.2
Trash / Day (tons) ²	0.3	0.4	0.0	2.8
Trash Chutes ³	6.0 sausage bags	9.3 sausage bags	0.7 sausage bags	65.5 sausage bags
Drop Sites ⁴	2.7 64-gal. bins	4.1 64-gal. bins	0.3 64-gal. bins	29.0 64-gal. bins
Est. Drop Sites	22	4	35	102

Projected Weekly Recycling Volumes

	Harlem River li	Marshall Plaza	Washington Heights Rehab Phase III (Harlem River)	Total
Metal, Glass, Plastic Captured / Week (tons) ⁵	12.0 44-gal. bags	18.6 44-gal. bags	1.4 44-gal. bags	130.3 44-gal. bags
Cardboard Captured / Week (tons) ⁵	9.8 bales	15.2 bales	1.2 bales	106.7 bales
Paper Captured / Week (tons) ⁵	1.0 44-gal. bags	1.6 44-gal. bags	0.1 44-gal. bags	11.0 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.

	Audubon	Bethune Gardens	Harlem River
In-Sink Food Grinders			
	Status	Not Yet Scheduled	Not Yet Scheduled
	Year Planned	2022	2023-2025
Enlarged Hopper Doors			
	Status	Not Yet Scheduled	Completed
	Year Planned	N/A	2019
Interior Compactor Replacement			
	Status	Not Yet Scheduled	Not Yet Scheduled
	Year Planned	N/A	N/A
Waste Yard Redesign			
	Status	Not Yet Scheduled	Not Yet Scheduled
	Year Planned	N/A	N/A
	Harlem River li	Marshall Plaza	Washington Heights Rehab Phase lii (Harlem River)
In-Sink Food Grinders			
	Status	Not Yet Scheduled	Not Yet Scheduled
	Year Planned	After 2030	After 2030
Enlarged Hopper Doors			
	Status	Not Yet Scheduled	Completed
	Year Planned	N/A	2019
Interior Compactor Replacement			
	Status	Not Yet Scheduled	Not Yet Scheduled
	Year Planned	N/A	N/A
Waste Yard Redesign			
	Status	Not Yet Scheduled	Not Yet Scheduled
	Year Planned	N/A	N/A

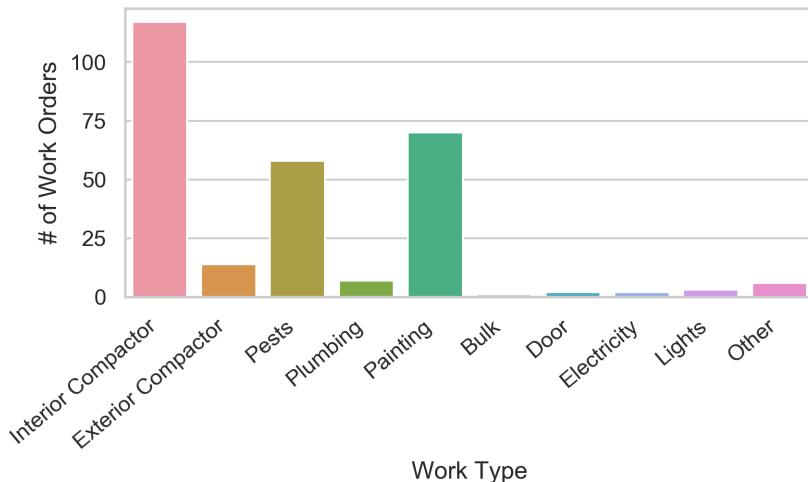
PRIORITIES

NOTE: 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.

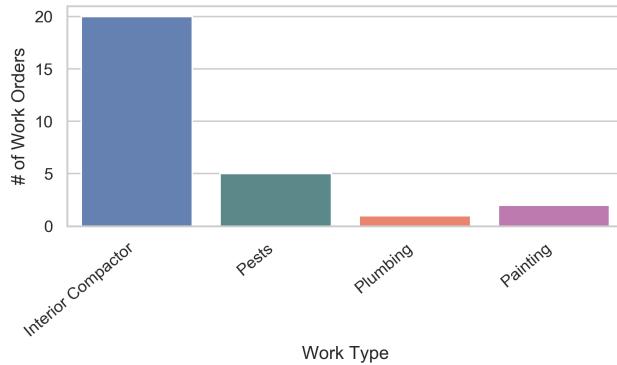
Harlem River Consolidation Work Orders in Compactor Locations

1/1/2019-7/1/2020



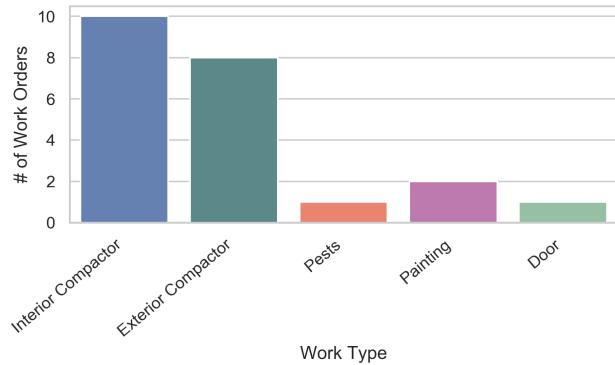
Audubon Development Work Orders in Compactor Locations

1/1/2019-7/1/2020



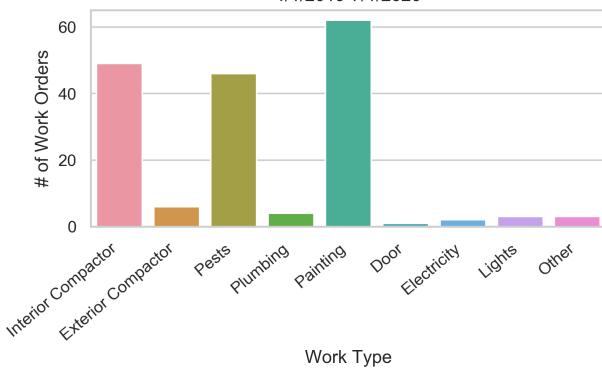
Bethune Gardens Development Work Orders in Compactor Locations

1/1/2019-7/1/2020



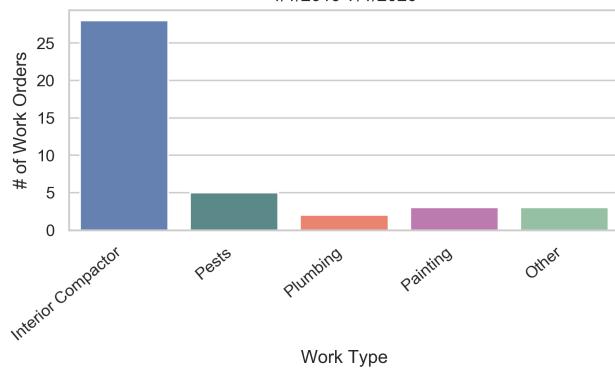
Harlem River Development Work Orders in Compactor Locations

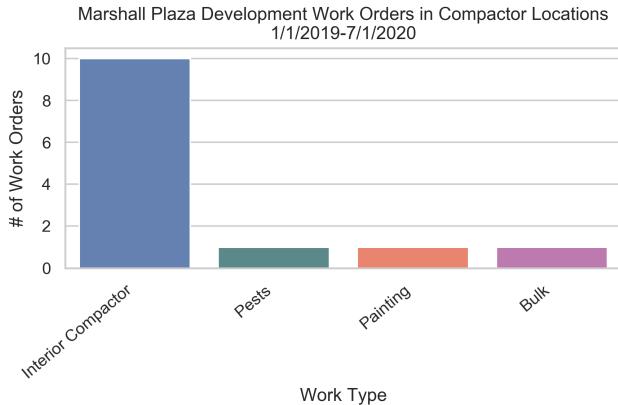
1/1/2019-7/1/2020



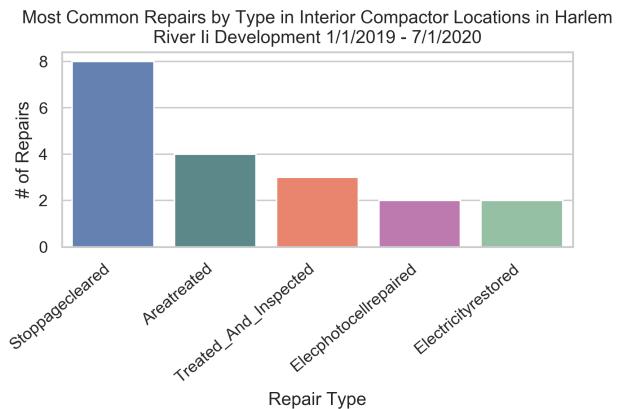
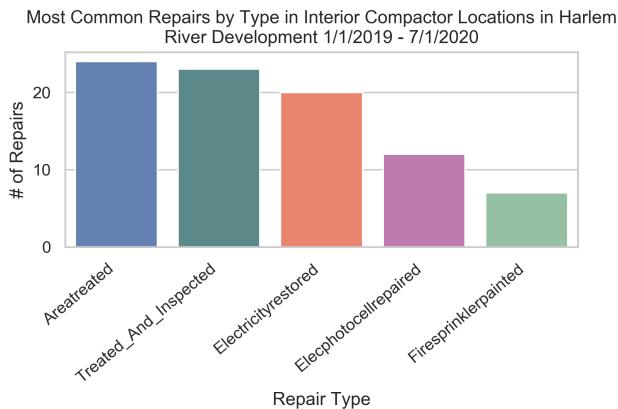
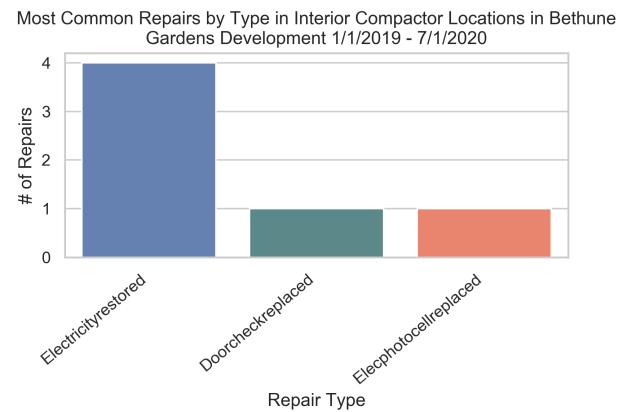
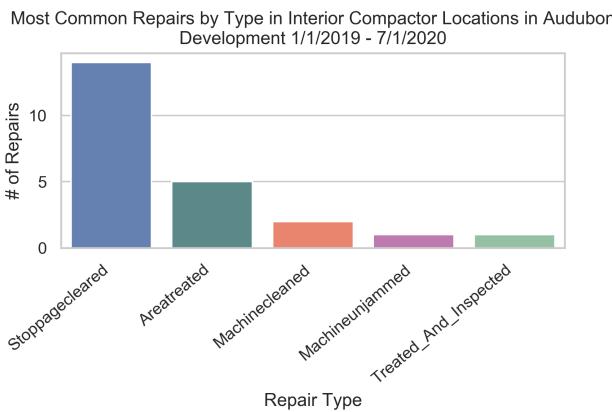
Harlem River II Development Work Orders in Compactor Locations

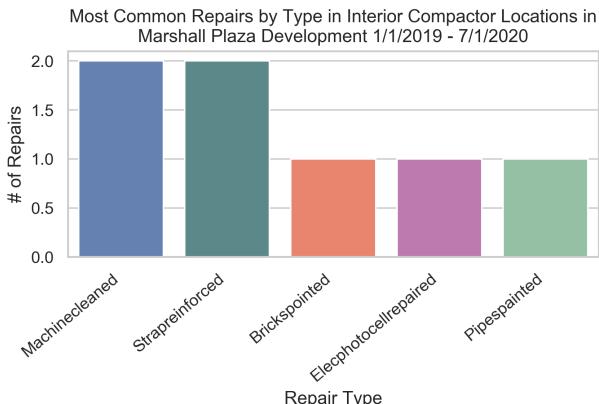
1/1/2019-7/1/2020





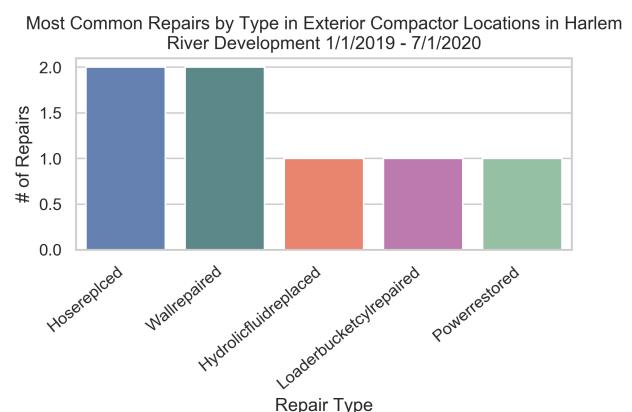
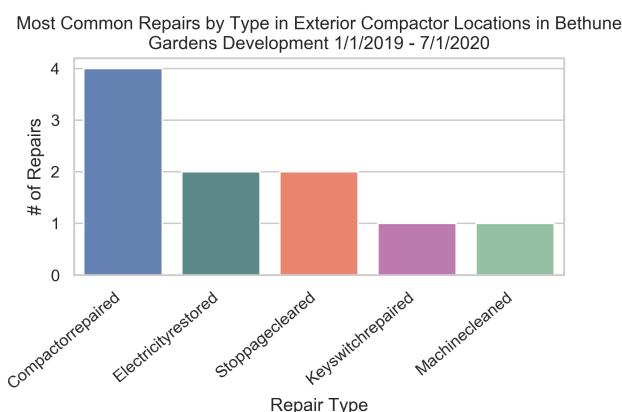
The following figures highlight repairs conducted in interior compactor locations at each major development, as well as within up to five buildings at each development.



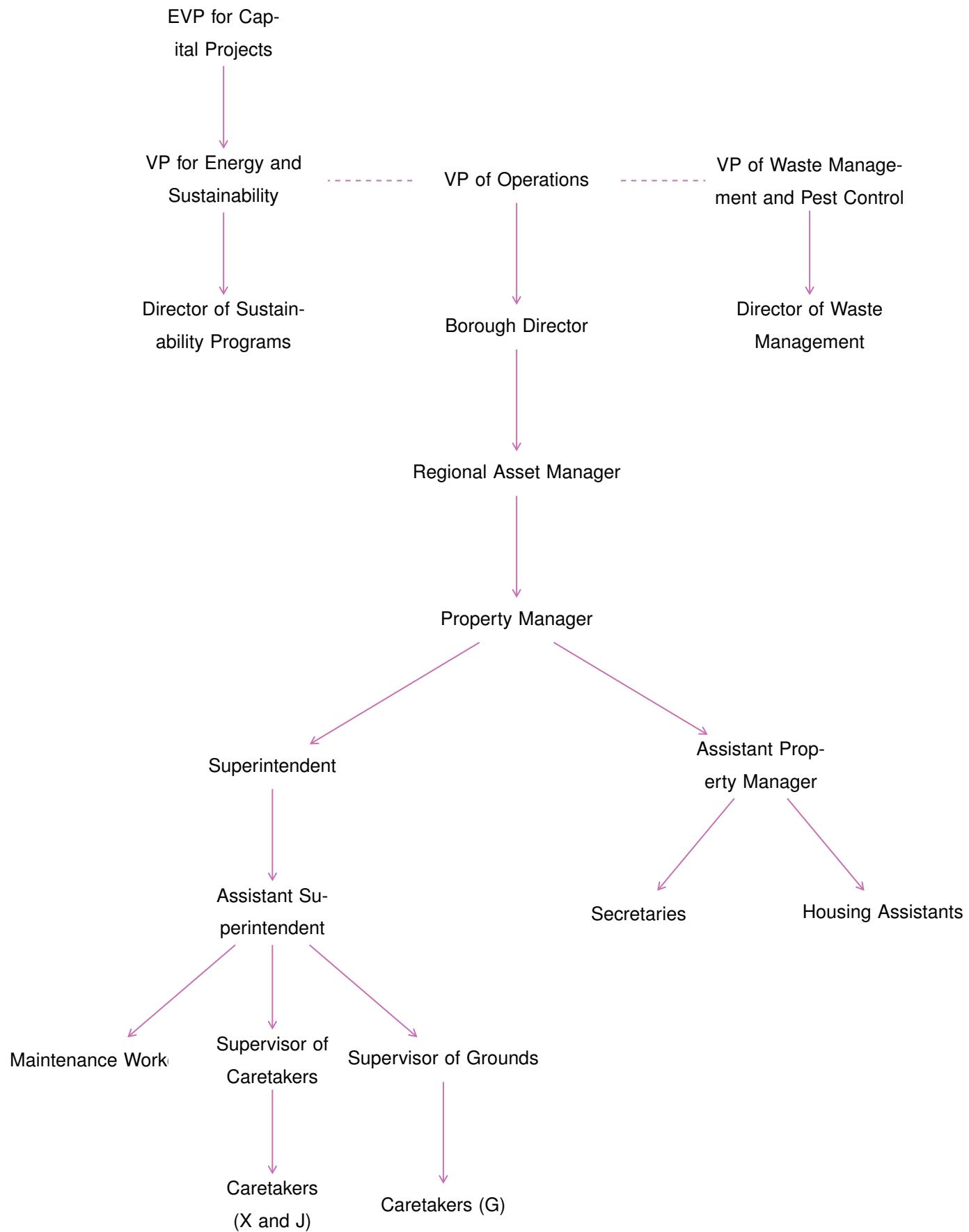


Harlem River		Audubon		Bethune Gardens	
Building	Repairs	Building	Repairs	Building	Repairs
5	38	1	23	1	7
1	28				
2	25				
4	22				
3	19				
Marshall Plaza		Harlem River II			
Building	Repairs	Building	Repairs		
1	10	8	30		

The following charts examine repairs made at exterior compactor locations at major developments.



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	39	40	37
Property Manager	1	1	1
Asst. Property Manager	1	1	1
Secretaries	2	2	2
Housing Assistants	3	3	3
Superintendent	1	1	1
Assistant Superintendent	1	2	2
Supervisor of Caretakers (SOC)	1	1	1
Supervisor of Grounds (SOG)	1	1	1
Maintenance Workers	5	5	5
Caretakers X	5	5	20 ³
Caretakers J ²	18	16	
Caretakers G		2	

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

ANALYSIS OF FINDINGS

Inspection and Collection Requirement

The consolidation appeared to be in compliance with the inspection and collection requirements of Paragraph 45 of the HUD Agreement. Compliance could not conduct a site visit during the 2019-2020 period; however, in a survey conducted in the summer of 2020, the consolidation reported the following conditions.

The Supervisor of Caretakers, Chad Lewin, reported that the Harlem River consolidation does have enough staff to correct observed deficiencies. Caretakers can usually complete all of their tasks in a day. NYCHA caretakers pick up trash inside the buildings three times a day, including weekends. NYCHA caretakers also conduct ground inspections and pick up litter at least twice daily. The staff begins collecting trash at 6:00 AM.

Removal or Storage Requirement

The consolidation appeared to be in compliance with the removal or storage 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 the waste. Based on the same summer of 2020 survey, the consolidation reported the following conditions.

Harlem River reported at the time of the survey that DSNY comes three times a week. The consolidation also stated that it received eight 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 ten additional sites on the premises. After the trash is collected from drop-off sites, it is collected by the trucks and placed in the exterior compactors. Most tenants dispose of their trash by placing it at the drop-sites. Once the waste is collected from the grounds, it is stored in the exterior compactors.

Mr. Lewin stated in the survey that consolidation did have a pest problem. The consolidation reported that, on average, 12 compactor bags (40 lbs. bags) are disposed of from Harlem River daily. There are three exterior compactors at this consolidation that are new with no holes and in good condition.

Harlem River does not take its waste to any other developments nor accept waste from developments. According to the survey, there are external sources of trash and bulk waste illegally dumped at this site. Mr. Lewin said the most significant obstacle Harlem River faces regarding waste management is being short-staffed.

Additional Context

In a June 24, 2020 report, the Monitor Cleanliness Team gave Harlem River and Harlem River II a B/B+ rating, and Audubon Houses an A/B+ rating. Bethune Gardens, Marshall Plaza, and Washington Heights Rehab Phase III (Harlem River) have not yet been graded.

Appendix I – Site Plans

BETHUNE GARDENS, Manhattan, NY

WEST 157 STREET

ST. NICHOLAS AVENUE

EXISTING BUILDING
N.I.C.

