

# MOTT HAVEN 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](mailto: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 NYCHA 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:**

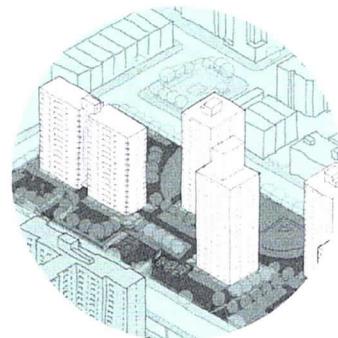
- **Curbside** – Material is moved from building compactors and grounds within the development by staff to a secondary storage area until it is placed at DSNY collection locations on sidewalks adjacent to or along the perimeter of the development
- **Shared** – Material is moved (aka shared) from one 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
Mott Haven	121	9	993	970	2,445	2.5

**Mott Haven:** High-rise in the park



## Overview

The Mott Haven Consolidation is located in the Bronx. This consolidation is comprised of a single development, Mott Haven Houses. It is located between East 140th and East 144th Streets, and Willis and Alexander Avenues. It is a federally funded conventional development that finished construction in 1965. It is made up of eight residential buildings that are 20 and 22- stories tall and one non-residential building. The buildings cover 9.58 acres in which there are 970 apartments officially housing 2,445 people.

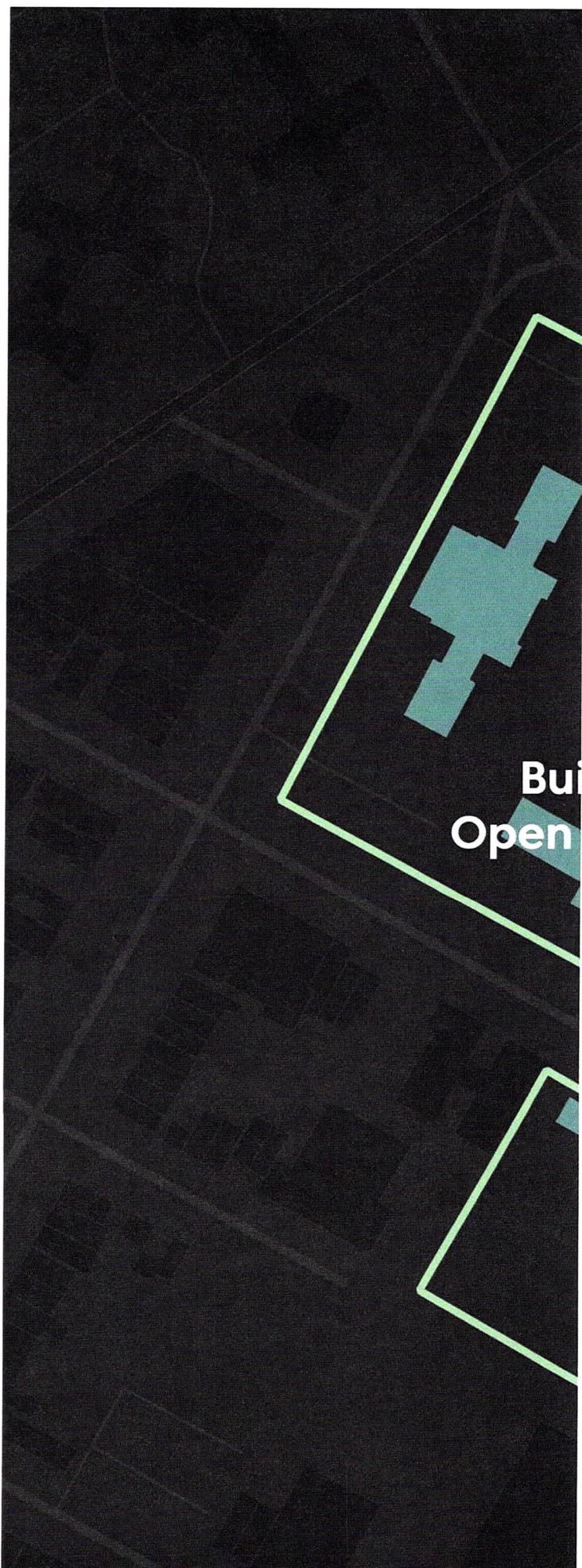
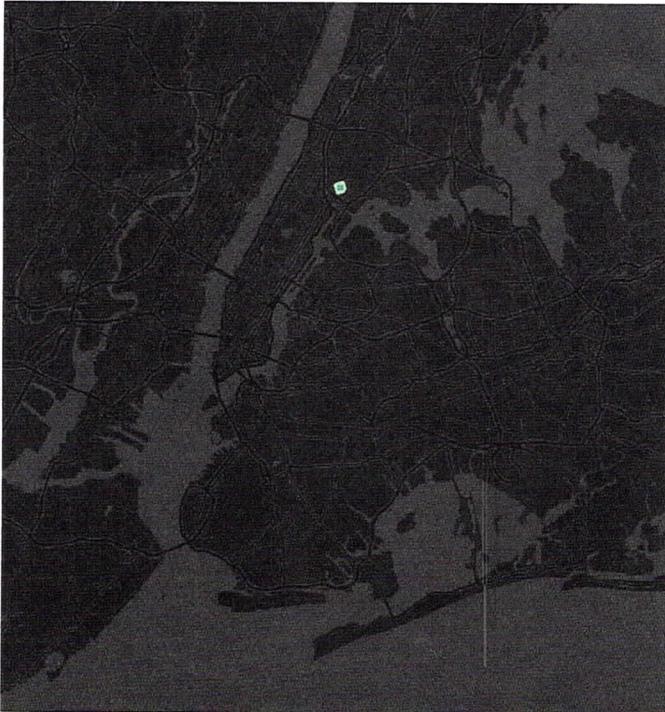
# MOTT HAVEN

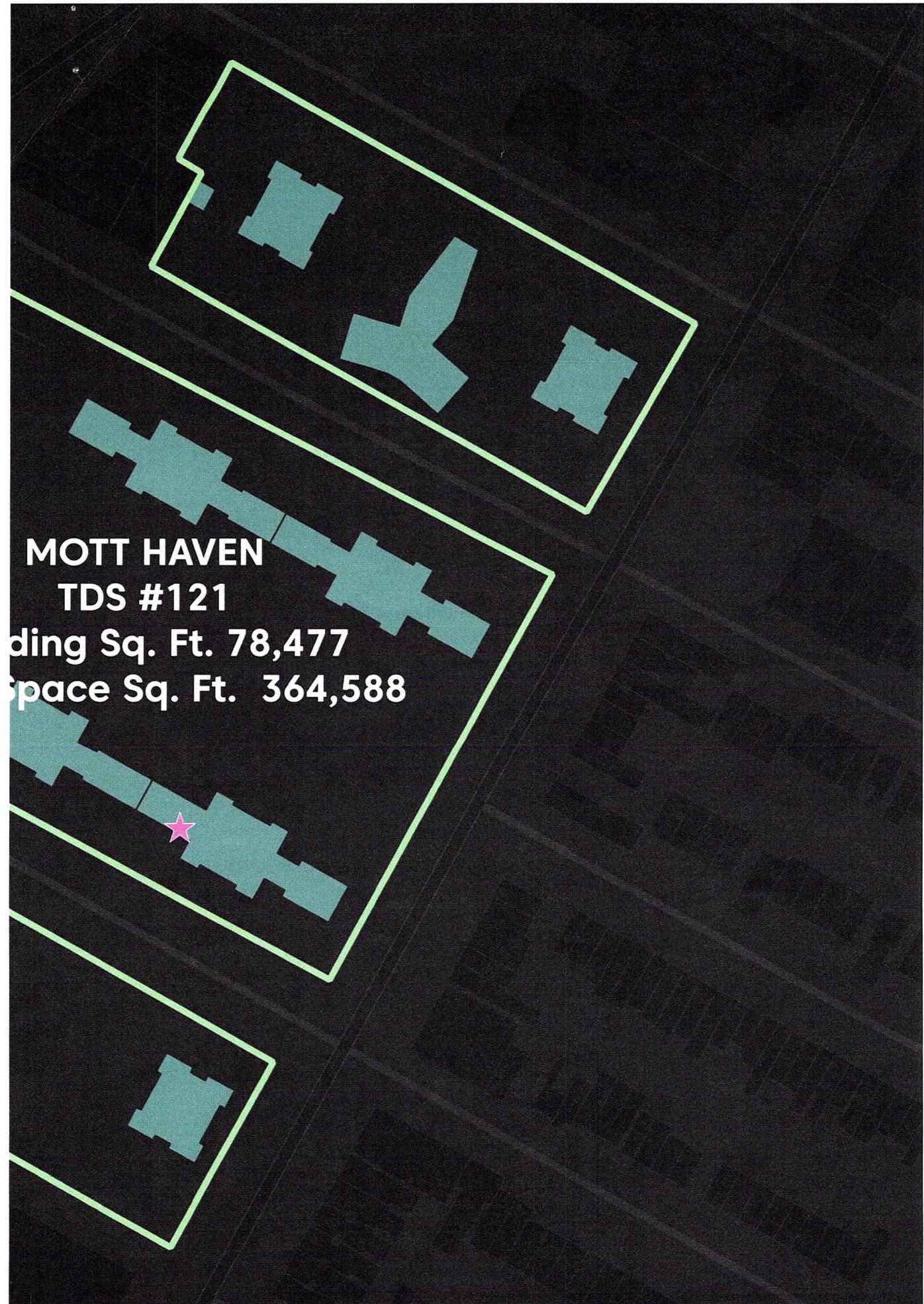
## Context Map



### Legend

- ★ Management Offices
- Development Property
- NYCHA Buildings





**MOTT HAVEN**

**TDS #121**

**Building Sq. Ft. 78,477**

**Space Sq. Ft. 364,588**

## 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.

Mott Haven	
Household Waste (DSNY)	2 exterior compactors in 1 waste yard; collected MWF ✓ <i>Call when full, by 9:00 pm every day</i>
Bulk Waste	One Bulk Waste Holding Site; Picked up by IESI ✓
Recycling: Paper and Cardboard	DSNY Curb Setout; collected M ✓
Recycling: Metal, Glass and Plastic	DSNY Curb Setout; collected M ✓
Recycling: Mattresses	N/A
Recycling: E-Waste	N/A
Recycling: Textiles	N/A

→ Problems w/ homelessness → top 2 or 3 issues → summertime issue,  
 ↳ Merch. restocking → clothes, sheets, etc.  
 ↳ Nook issues  
 mainly. Extra glasses. in winter  
 Need lockers area for recycling

- 8 Jumps / no → Sunday w/ energy; more in summer;
- illegal jumps is a problem → thickness → change  
Tire sensory,

WASTE ASSET MAP



## WASTE ASSETS

	Internal Compactors	External Compactors	Bulk Containers	Cardboard Balers	Mattress Containers	Recycling Bins <sup>1</sup>
Mott Haven	8; last replaced 1999	2; last replaced 2004	2 ✓	0	0	6

<sup>1</sup> 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



3 Skid Steers



0 Tractors



1 Sweepers



6 total resp. Re hort. equp. maintenance

1 for cat

Snowblowers / leaf contained junk debris things  
could be used to hitch something

Little wonder (leaf sucker + leaf blower)

VACUUM: Billy Groat

leads  
maintenance  
related

## Estimated Waste Volumes

~70% outside  
(Secondary)

lots of paper  
to recycle, but  
contaminants  
is a problem

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.

Mott Haven has (2) 30-cubic yard exterior compactors. On average, the exterior compactors at this consolidation contain 7.0 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

Mott Haven	
Waste Generated / Day (Tons) <sup>1</sup>	2.5
Trash / Day (tons) <sup>2</sup>	2.2
Trash Chutes <sup>3</sup>	51.5 sausage bags
Drop Sites <sup>4</sup>	22.8 64-gal. bins
Est. Drop Sites <sup>5</sup>	2 — entries for trash to bldg

### Projected Weekly Recycling Volumes

Mott Haven	
Metal, Glass, Plastic Captured / Week (tons) <sup>6</sup>	102.5 44-gal. bags
Cardboard Captured / Week (tons) <sup>6</sup>	84.0 bales
Paper Captured / Week (tons) <sup>6</sup>	8.6 44-gal. bags

<sup>1</sup> Assumes 5lbs of waste is produced daily in each unit.

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

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

<sup>4</sup> Secondary method of trash collection. Assumes a 25% capture rate

> 60-50?

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

New rego  
clus →  
reduced

Less C content & less  
recycling

Recycle → Contain

Trees: 140 - 290 m<sup>3</sup>

## Capital Improvements

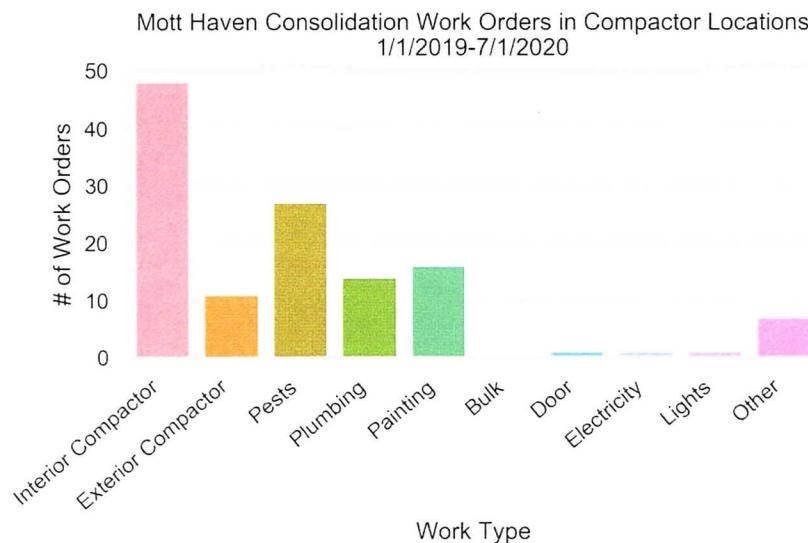
The following data on capital improvements describe the status of four major programs underway across NYCHA. However, they are not exhaustive: other improvements and initiatives with bearing on waste management may be underway at particular developments.

Mott Haven		
In-Sink Food Grinders	<i>Status</i>	Not Yet Scheduled
	<i>Year Planned</i>	After 2030
Enlarged Hopper Doors	<i>Status</i>	Not Yet Scheduled
	<i>Year Planned</i>	N/A
Interior Compactor Replacement	<i>Status</i>	Not Yet Scheduled
	<i>Year Planned</i>	N/A
Waste Yard Redesign	<i>Status</i>	Not Yet Scheduled
	<i>Year Planned</i>	N/A

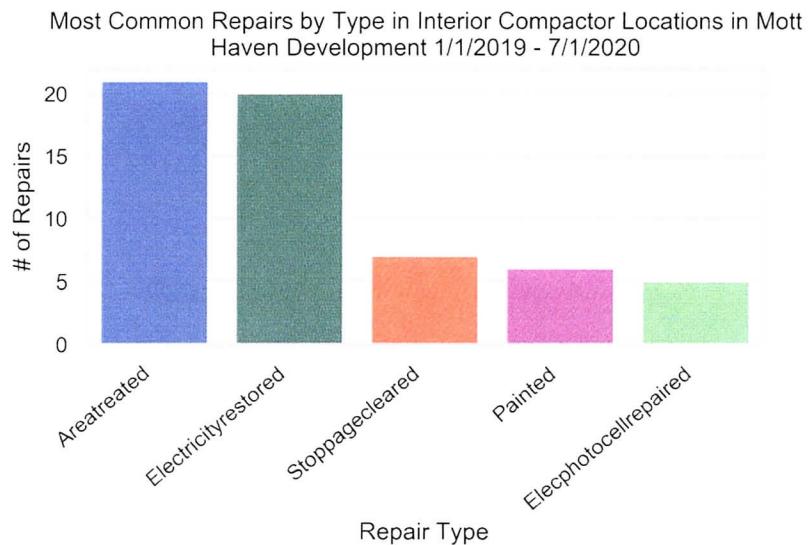
## PRIORITIES

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

The following bar chart shows how frequently various types of maintenance issue – including compactor-related problems, pest problems, and plumbing issues – occur in compactor locations consolidation-wide.



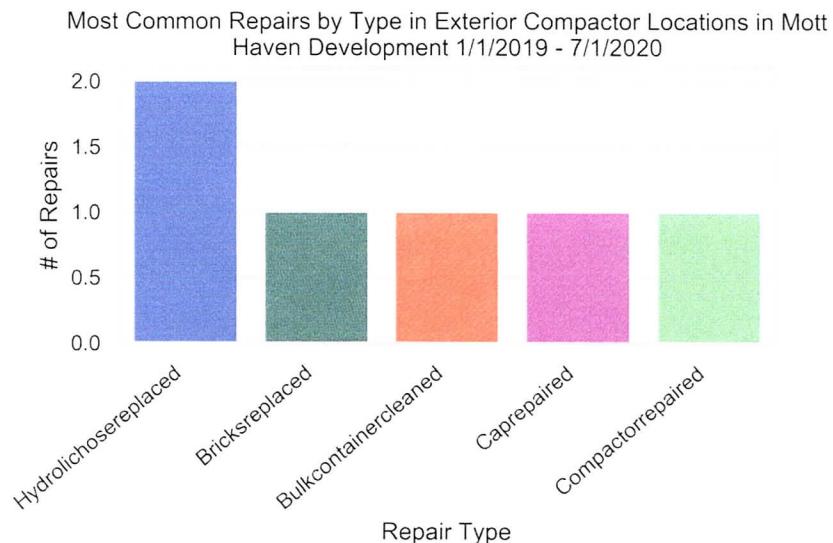
The following figures highlight repairs conducted in interior compactor locations at each major development, as well as within up to five buildings at each development.



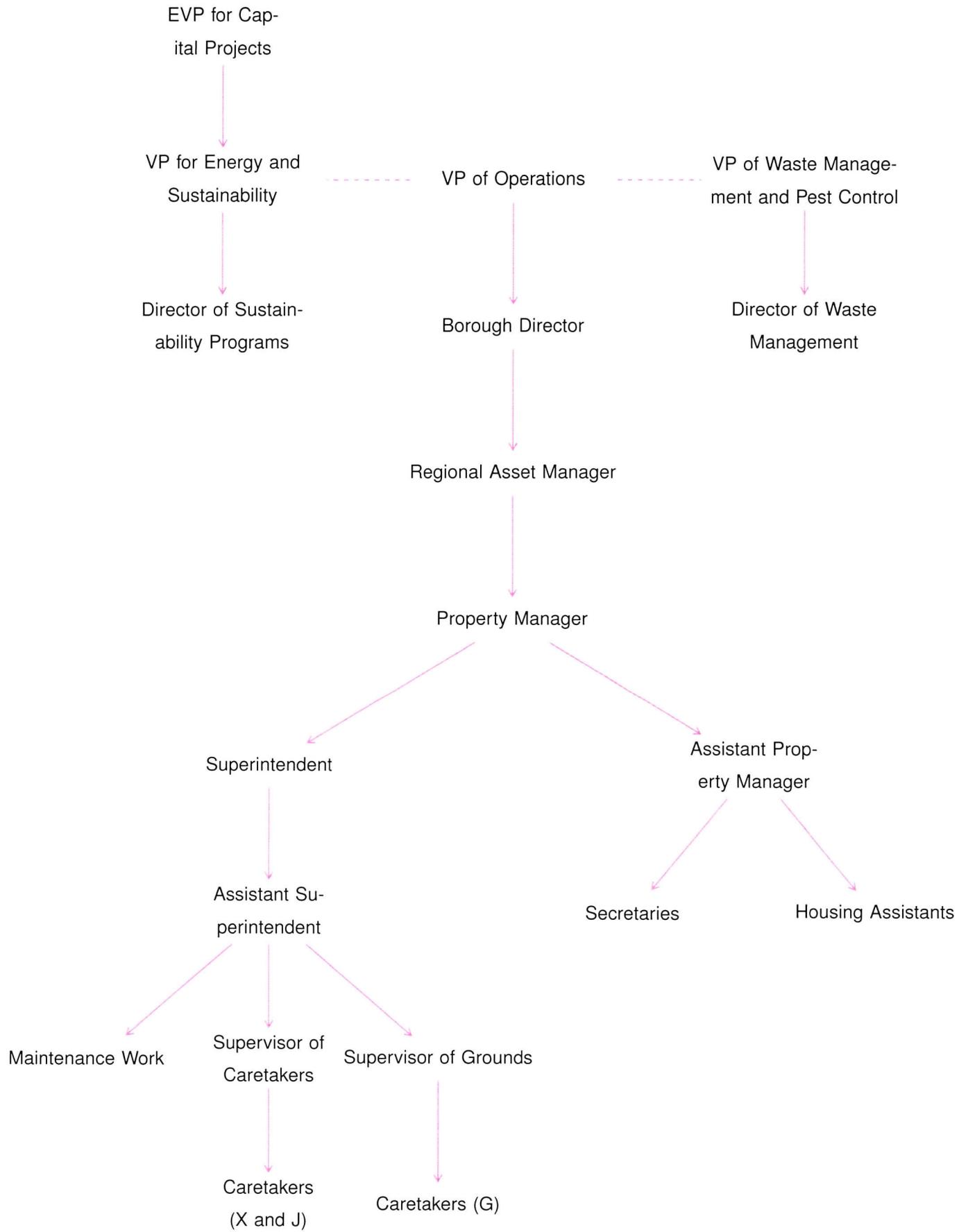
#### Mott Haven

Building	Repairs
2	22
6	20
4	18
7	18
3	15

The following chart examines repairs made at exterior compactor locations.



## 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 <sup>1</sup>	Budgeted	Actual Staff (June 2020)
Employees	33	32	31
Property Manager	1	1	1
Asst. Property Manager	0	0	0
Secretaries	2	2	2
Housing Assistants	2	2	2
Superintendent	1	1	1
Assistant Superintendent	1	1	0 (1)
Supervisor of Caretakers (SOC)	1	1	0 (NEED)
Supervisor of Grounds (SOG)	1	1	1
Maintenance Workers	4	4	4
Caretakers X	5	5	(2) FOLLOW UP
Caretakers J <sup>2</sup>	15	13	20 <sup>3</sup>
Caretakers G		1	

<sup>1</sup> 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

<sup>2</sup> Includes staff in roles Caretaker J, Caretaker I, and Chief Caretaker

<sup>3</sup> Actual staff figures do not differentiate between caretaker roles

(17) J's

(2) X's

## **ANALYSIS OF FINDINGS**

### **Inspection and Collection Requirement**

In a Compliance interview conducted on October 16, 2019, the Mott Haven Consolidation appeared to be in compliance with the inspection and collection requirements of Paragraph 45 of the HUD agreement. 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, Gregory Williams, reported that the Mott Haven consolidation 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 one to two times a day, including weekends. NYCHA caretakers also conducted ground inspections and picked up trash at least twice daily. Staff begins collecting trash between 8:00 AM – 10:00 AM and ends before 4:00 PM daily.

### **Removal or Storage Requirement**

At the time of the Compliance interview, the Mott Haven consolidation 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 the waste. Despite having the proper storage equipment, reports do not show adequate pest prevention, and more follow up is needed.

Mott Haven reported at the time of the interview that DSNY comes when the compactor is full, usually three to four times a week. The consolidation also stated that it received seven to eight bulk tickets a month to remove 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 eight additional sites on the premises. After the trash is collected from the drop-off sites, it is placed in exterior compactors. Tenants are asked by management to leave their garbage on development grounds if they are unable or choose not to use the chutes. Most tenants dispose of their trash using the trash chutes. Once the waste is collected from the grounds, waste is stored in exterior compactors.

A single site visit in October showed exposed debris and litter exposed on the grounds. It also showed that waste was not stored in a way that prevents pests on that day. In the interview, Mr. Williams stated that Mott Haven did have a pest problem, but a vendor came out and is conducting follow-ups.

The consolidation reported that, on average, less than 100 compactor bags (40 lbs. bags) are disposed of from Mott Haven daily. There are two exterior compactors at this consolidation. There are holes in the compactors, and the supervisor said that the consolidation is reaching out to Arrow Steel to weld the holes.

Mott Haven reports that if necessary, it can take its trash to Patterson Houses and Mitchell Houses and may receive trash from those same developments. 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 nearby sources, and it usually

consists of construction materials, flyers, furniture, and appliances. According to Mr. Williams, the most significant obstacles Mott Haven faces regarding waste management are lack of manpower, tenants throwing trash out the windows, illegal dumping, and a significant homeless population.

### **3. Additional Context**

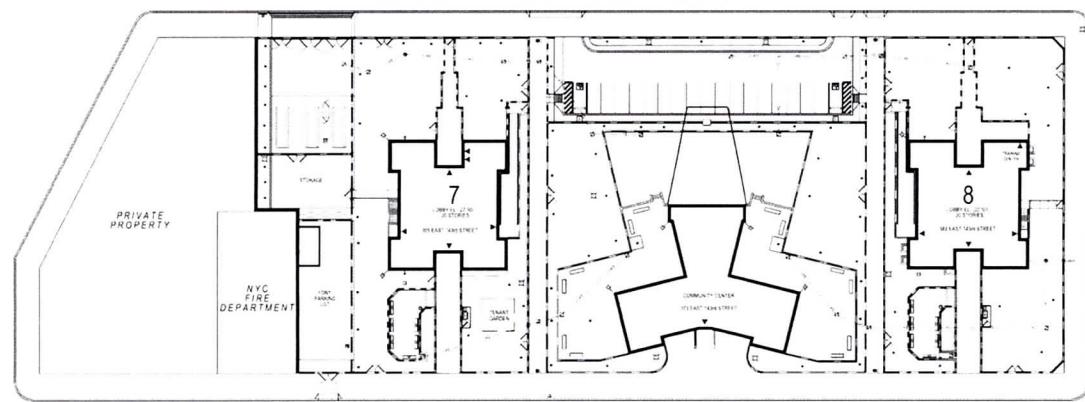
In a June 24, 2020 report, the Monitor Cleanliness Team gave Mott Haven a D+/C- rating.

# MOTT HAVEN HOUSES

Bronx, NY

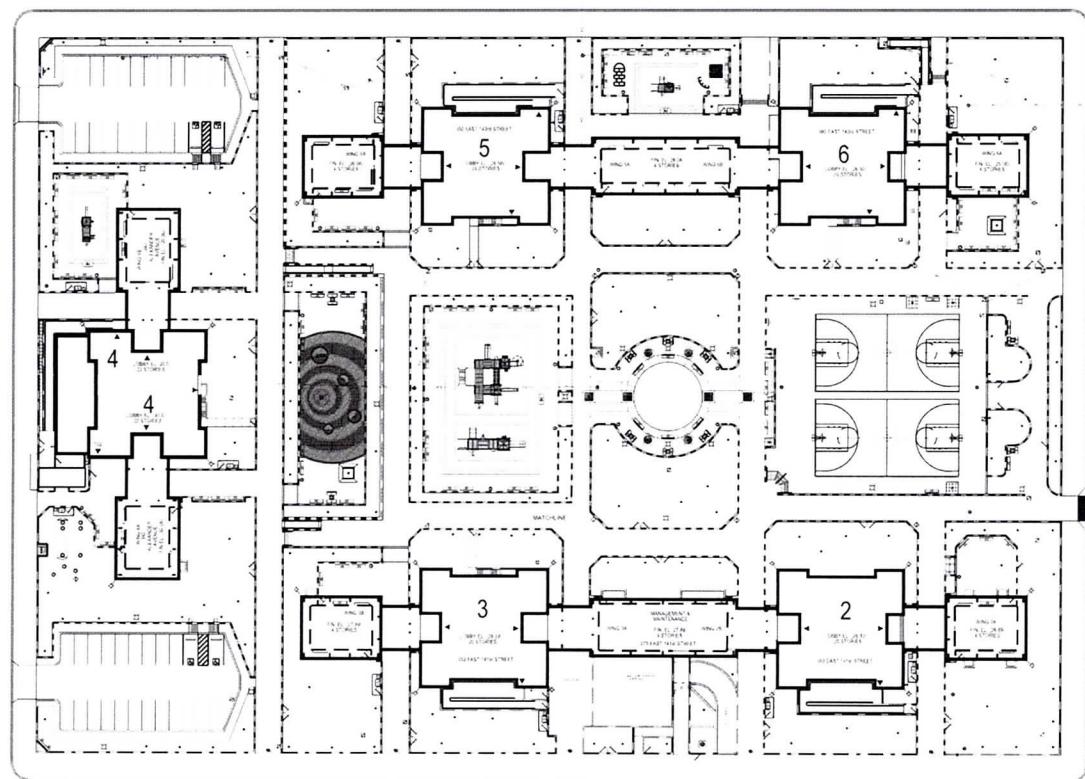


EAST 144TH ST.



ALEXANDER AVE.

EAST 143RD ST.



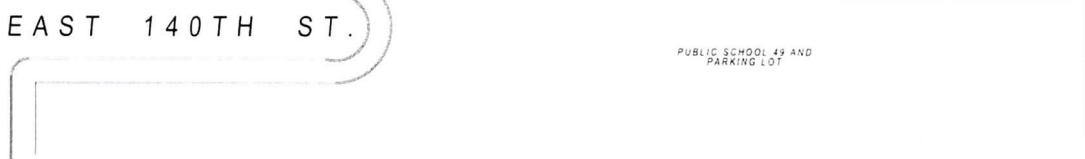
ALEXANDER AVE.

WILLIS AVE.

EAST 141ST ST.



WILLIS AVE.



EAST 140TH ST.

PUBLIC SCHOOL 49 AND  
PARKING LOT