

SUMNER CONSOLIDATION

Individual Action Plan



Preface

Letter from the Chair

What is an Individual Action Plan?

The Individual Action Plans (IAPs) were born out of the collaboration between Capital Planning, Strategic Planning, Operations, and the Federal Monitor during the Fall of 2019. For years, NYCHA residents have faced waste-strewn campuses caused by insufficient staffing and equipment. The waste situation on our properties is not only an issue of poor sanitation and safety but also of human dignity – everyone deserves a home they can feel proud of that is not covered with litter. It is also important to highlight that improperly handled waste is a leading non-point source pollutant contributing to the degradation of our waterways and harming the natural environment. We want the IAPs to be a stepping-stone towards project-based property management as no two consolidations are the same.

We have three main goals for the IAPs:

1. We hope that the IAPs will empower the consolidation staff who run developments to better coordinate and communicate with Central Office by having the proper resources.
2. We want the IAPs to serve as an educational tool for all stakeholders to understand the complex system of waste management at consolidations.
3. We aim to use these plans to understand and learn from the changing assets and flows at each consolidation to make life cleaner, safer, healthier, and happier for our NYCHA residents and employees.

The IAP is a living, breathing document that will be modified as information and data change. 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. That is why this document will be updated every quarter, and in each iteration, the goal is to create a more robust IAP. The IAPs will be printed out and distributed to each consolidation via mail. They will be available for all staff at the Property Managers office. They will also be made available digitally. Please feel free to contact us if you think there has been a mistake or information needs updating, and we will act accordingly.

Please feel free to contact Jane Doe with any questions or concerns at: jane.doe@nycha.nyc.gov

Below is a list of Sumner Consolidated Management Personnel as of August 2020:

- Operations VP: Joseph Courtien
- Brooklyn Borough Director: VACANT
- Regional Asset Manager: Alicia Maynard
- Property Manager: Michael Jones
- Superintendent: Donetta Johnson-Geliga

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Introduction

Overview

Located in the Bedford-Stuyvesant area of Brooklyn, the Sumner Consolidation is composed of three developments: Sumner Houses, 303 Vernon Avenue, and Bedford-Stuyvesant Rehab. All developments in the consolidation receive federal funding. The staff are deployed from the management office located in a Sumner building. Built in 1958, Sumner is a 22-acre development with 13 buildings ranging from 7-12 floors, which house 1,088 families. The development also features a basketball court, green areas and parking lots. Sumner's modern "towers-in-the-park" model comes with a trash chute system that is designed to streamline household trash collection. While this system is made to be convenient for residents, it prioritizes trash over recycling by only having a single small chute. a feature, along with larger apartments and large spaces between buildings, was designed to rid urban areas of longtime problems concerning health and welfare.

Like Sumner, 303 Vernon is a conventional development with green spaces and a parking lot. It is a 24-story building built several years later in the summer of 1967. While it is a standalone building, 303 Vernon also has a chute system for convenient trash disposal.

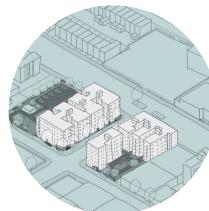
Bedford-Stuyvesant Rehab is a turnkey development acquired by NYCHA in 1983 comprised of five buildings between 4-6 stories that were not constructed originally for public housing. These pre-war tenement buildings, built in the early 1930s, do not come with a chute system like the other developments in Sumner Consolidation. Residents leave their waste at the curb for pickup by NYCHA caretakers. This can promote more recycling; however, it is more labor intensive for residents.

	TDS #	Total Households	Official Population	Average Family Size
303 Vernon Avenue	156	233	538	2.3
Bedford-Stuyvesant Rehab	311	82	193	2.4
Sumner	073	1,084	2,262	2.1

303 Vernon Avenue: High-rise in the park



Bedford-Stuyvesant Rehab: Walkups & Brownstones



Sumner: Mid-rise in the park

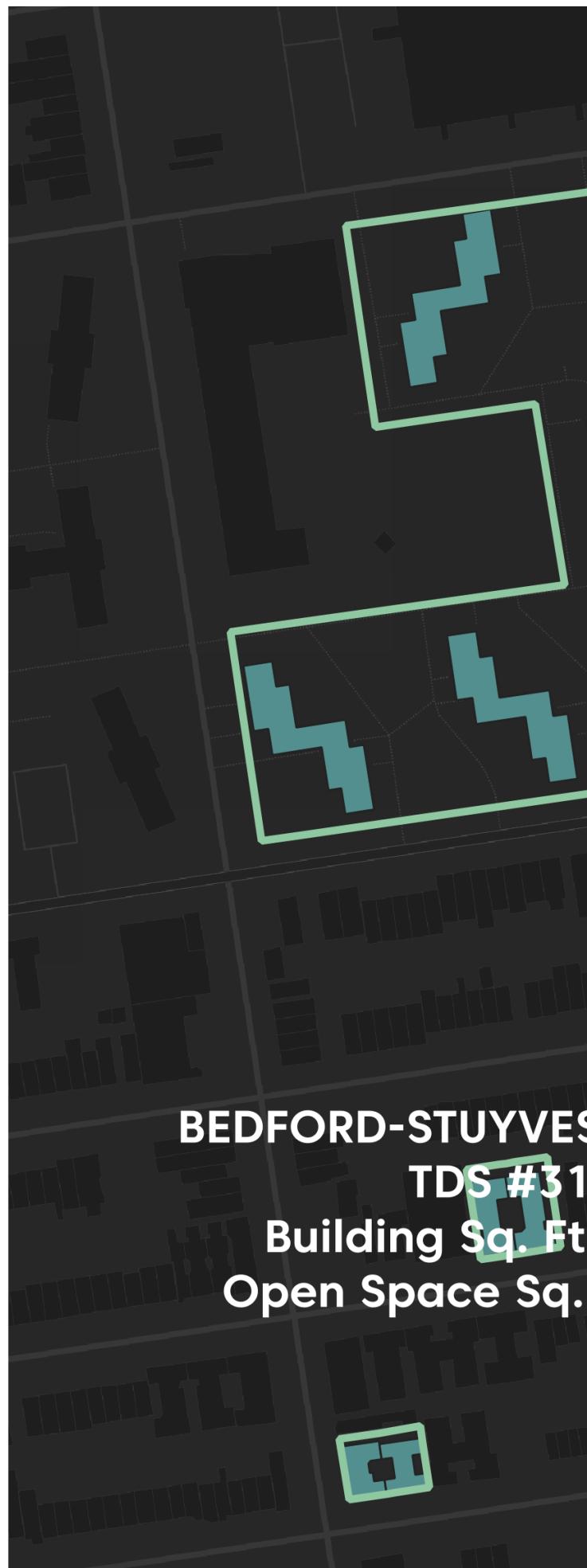
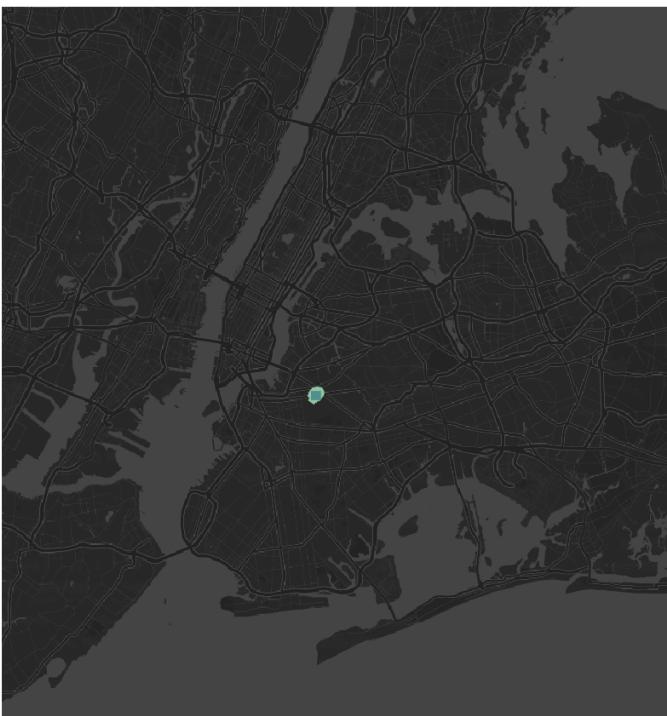


SUMNER CONSOLIDATED Context Map



Legend

- ★ Management Offices
- Development Property
- NYCHA Buildings



SUMNER
TDS #073

Building Sq. Ft. 131,812
Open Space Sq. Ft. 762,190



303 VERNON AVENUE
TDS #156
Building Sq. Ft. 11,311
Open Space Sq. Ft. 103,589

SANT REHAB

1
. 18,283
Ft. 9,914

Waste Services and Assets

Waste Distribution

By understanding how much waste is generated at each consolidation, planners and managers can better determine how well current assets and services serve current needs, and what additional elements are necessary in order for each consolidation to operate as efficiently as possible.

Sumner Consolidated has (4) 30-CY external compactors, each with a footprint of 192 square feet. Given the rate at which waste is produced at NYCHA properties, these containers will fill up in about (11.0) days.

	303 Vernon Avenue	Bedford-Stuyvesant Rehab	Sumner	Total
Waste Generated / Day (Tons) ¹	0.58	0.21	2.75	3.54
Trash / Day (tons) ²	0.52	0.19	2.45	3.16
Trash Chutes ²	0.39 tons or (12.15) 40 lbs. sausage bags	0.14 tons or (4.36) 40 lbs. sausage bags	1.84 tons or (56.99) 40 lbs. sausage bags	2.37 tons or (73.5) 40 lbs. sausage bags
Drop Sites ³	0.13 tons or (5.38) 64-gallon bins	0.05 tons or (1.93) 64-gallon bins	0.61 tons or (25.24) 64-gallon bins	0.79 tons or (32.55) 64-gallon bins

	303 Vernon Avenue	Bedford-Stuyvesant Rehab	Sumner	Total
Metal, Glass, Plastic Captured / Week (tons)	0.23 tons or (24.17) 44-gallon bags	0.08 tons or (8.68) 44-gallon bags	1.1 tons or (113.43) 44-gallon bags	1.41 tons or (146.28) 44-gallon bags
Cardboard Captured / Week (tons)	0.14 tons or (19.81) bales	0.05 tons or (7.11) bales	0.67 tons or (92.93) bales	0.87 tons or (119.85) bales
Paper Captured / Week (tons)	0.06 tons or (2.04) 44-gallon bags	0.02 tons or (0.73) 44-gallon bags	0.27 tons or (9.57) 44-gallon bags	0.35 tons or (12.34) 44-gallon 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 Capture rates of recyclables at NYCHA portfolio-wide: 30% of MGP, 50% of Cardboard, and 20% of Paper.

303 Vernon Avenue: This development has 234 apartment units and one stairhall.

Bedford-Stuyvesant Rehab: This development has 84 apartment units and 5 stairhalls.

Sumner: This development has 1098 apartment units and 24 stairhalls.

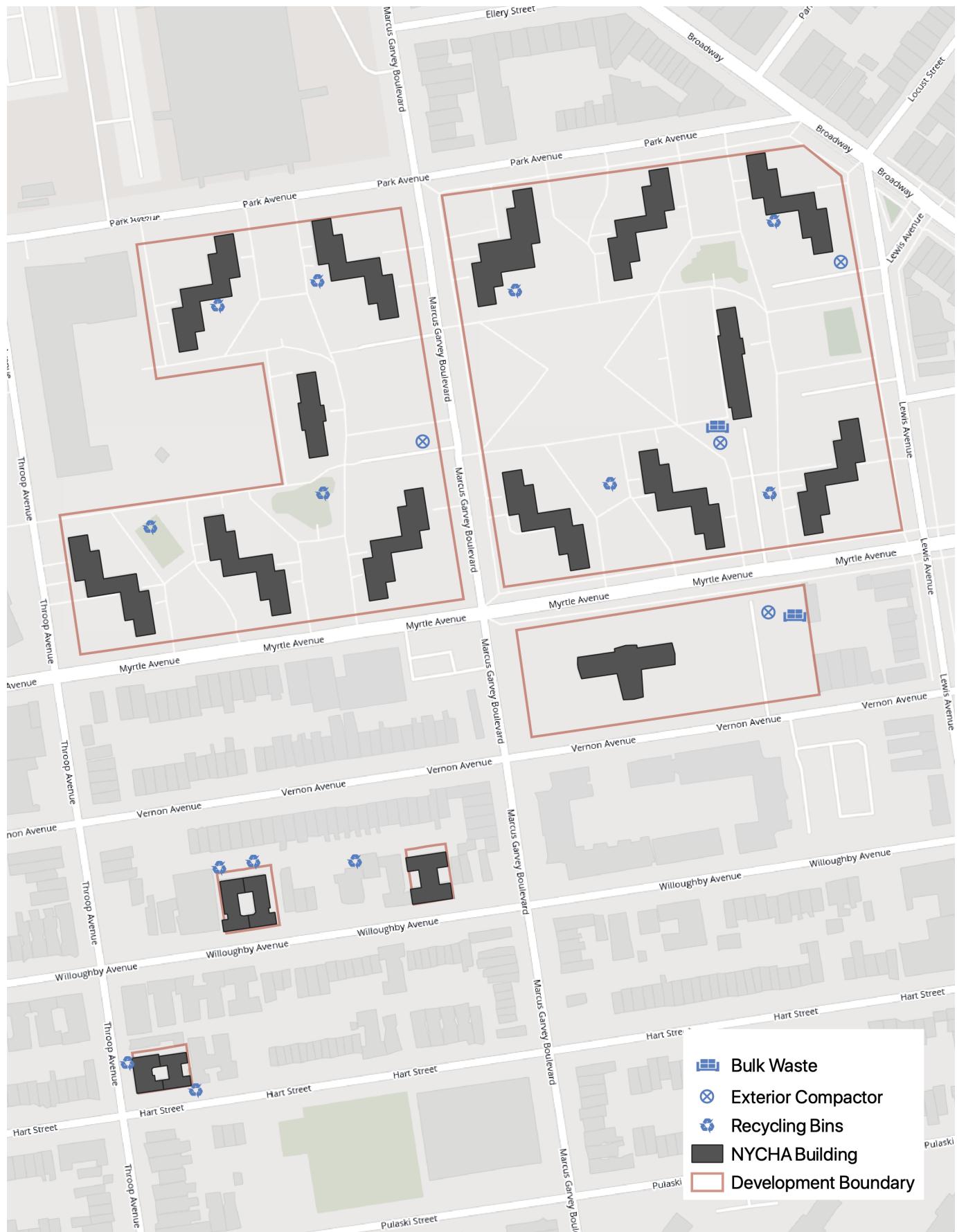
Total: This development has 1416 apartment units and 30 stairhalls.

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. As a rule, bulk is transported to a central location in each consolidation for pickup, while recyclables are collected curbside.

	303 Vernon Avenue	Bedford-Stuyvesant Rehab	Sumner
Household Waste (DSNY)	1 exterior compactor in 1 waste yard	Transfer to Sumner	3 exterior compactors in 3 waste yards
Bulk Waste	One Bulk Drop Site; Transferred for Pickup	Transferred for Pickup	One Bulk Drop Site; Picked up by IESI
Recycling: Paper and Cardboard	DSNY Curb Setout	DSNY Curb Setout	DSNY Curb Setout
Recycling: Metal, Glass, and Plastic	DSNY Curb Setout	DSNY Curb Setout	DSNY Curb Setout
Recycling: Mattresses	N/A	N/A	N/A
Recycling: E-Waste	N/A	N/A	N/A
Recycling: Textiles	N/A	N/A	Previously available through Refashion

WASTE ASSET MAP



WASTE ASSETS

	Internal Compactors	External Compactors	Other External Assets	Recycling Bins ¹
303 Vernon Avenue	1; last replaced 2003	1	PLACEHOLDER UNTIL DATA ARE COMPLETE	0
Bedford-Stuyvesant Rehab	5; last replaced 1983	0	PLACEHOLDER UNTIL DATA ARE COMPLETE	0
Sumner	24; last replaced 2019	3	PLACEHOLDER UNTIL DATA ARE COMPLETE	8

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

SUMNER CONSOLIDATION ASSETS

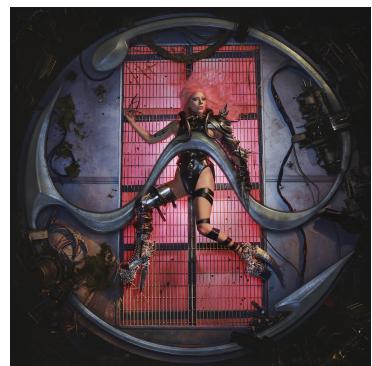
X Trucks



X Bobcats



X Other



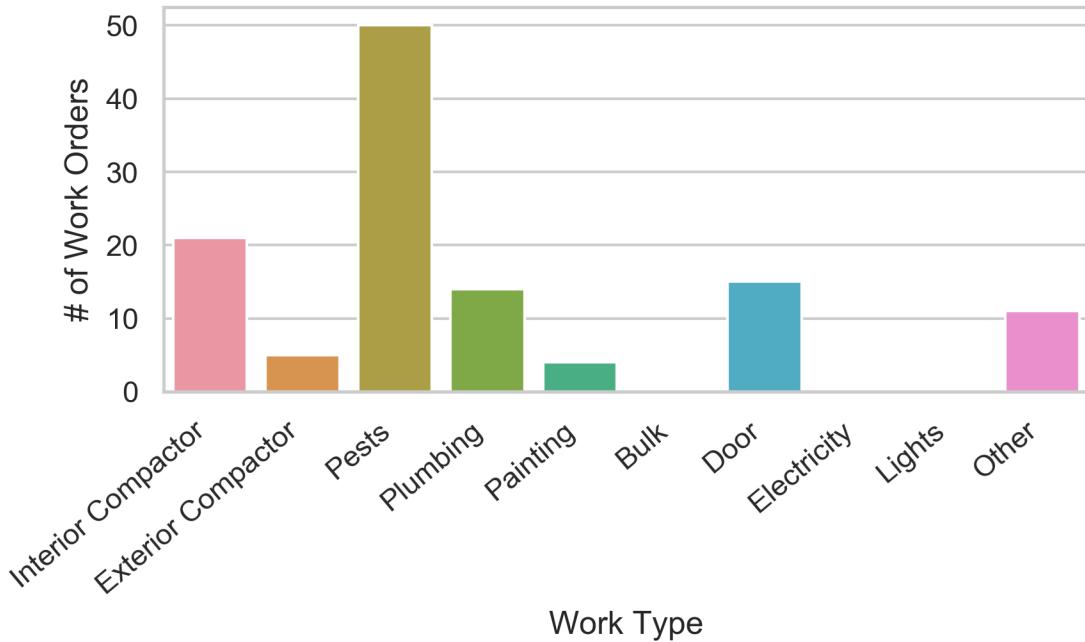
Capital Improvements

	303 Vernon Avenue	Bedford-Stuyvesant Re-hab	Sumner
In-Sink Food Grinders			
<i>Status</i>	Not Yet Scheduled	Not Yet Scheduled	Not Yet Scheduled
<i>Year Planned</i>	2020	2023-2025	After 2030
Enlarged Hopper Doors			
<i>Status</i>	Queued	Queued	Completed
<i>Year Planned</i>	N/A	N/A	N/A
Interior Compactor Replacement			
<i>Status</i>	Queued	In Progress	Completed
<i>Year Planned</i>	2020	2020	2019
Waste Yard Redesign			
<i>Status</i>	Not Yet Scheduled	Not Yet Scheduled	Not Yet Scheduled
<i>Year Planned</i>	N/A	N/A	N/A

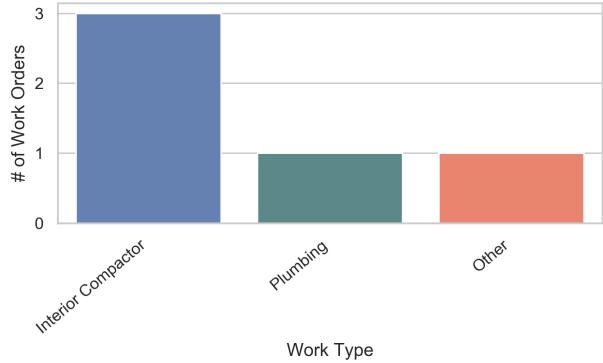
PRIORITIES

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.

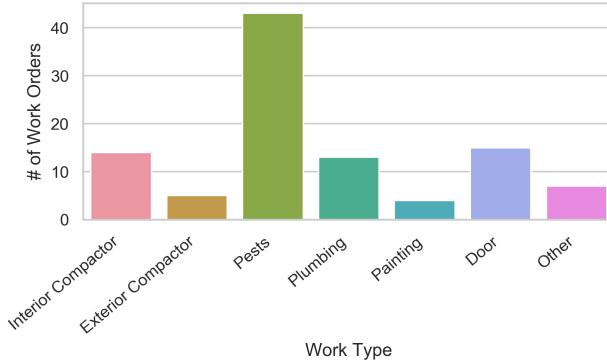
Sumner Consolidation Work Orders in Compactor Locations
1/1/2019-7/1/2020



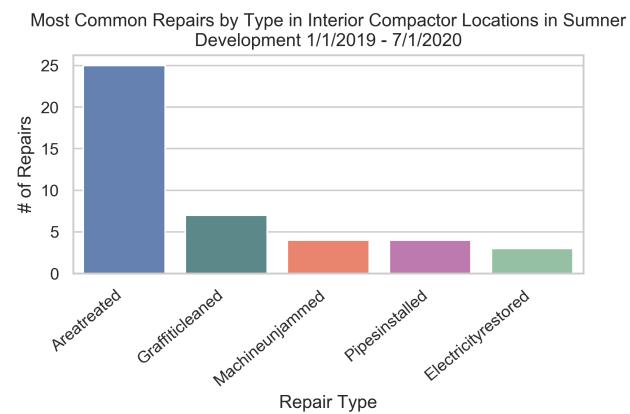
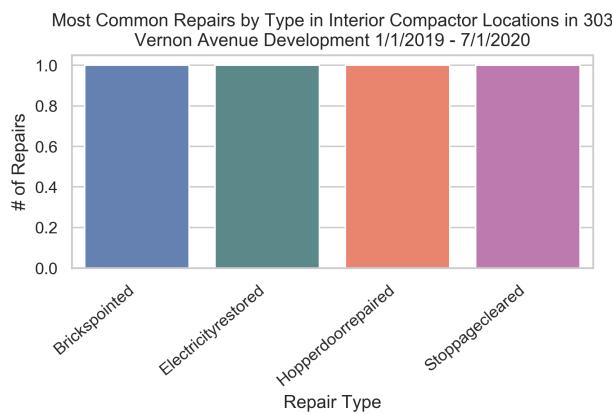
303 Vernon Avenue Development Work Orders in Compactor Locations
1/1/2019-7/1/2020



Sumner 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.



BEDFORD-STUYVESANT REHAB

Building	Total Repairs
3	7
2	5
1	3

SUMNER

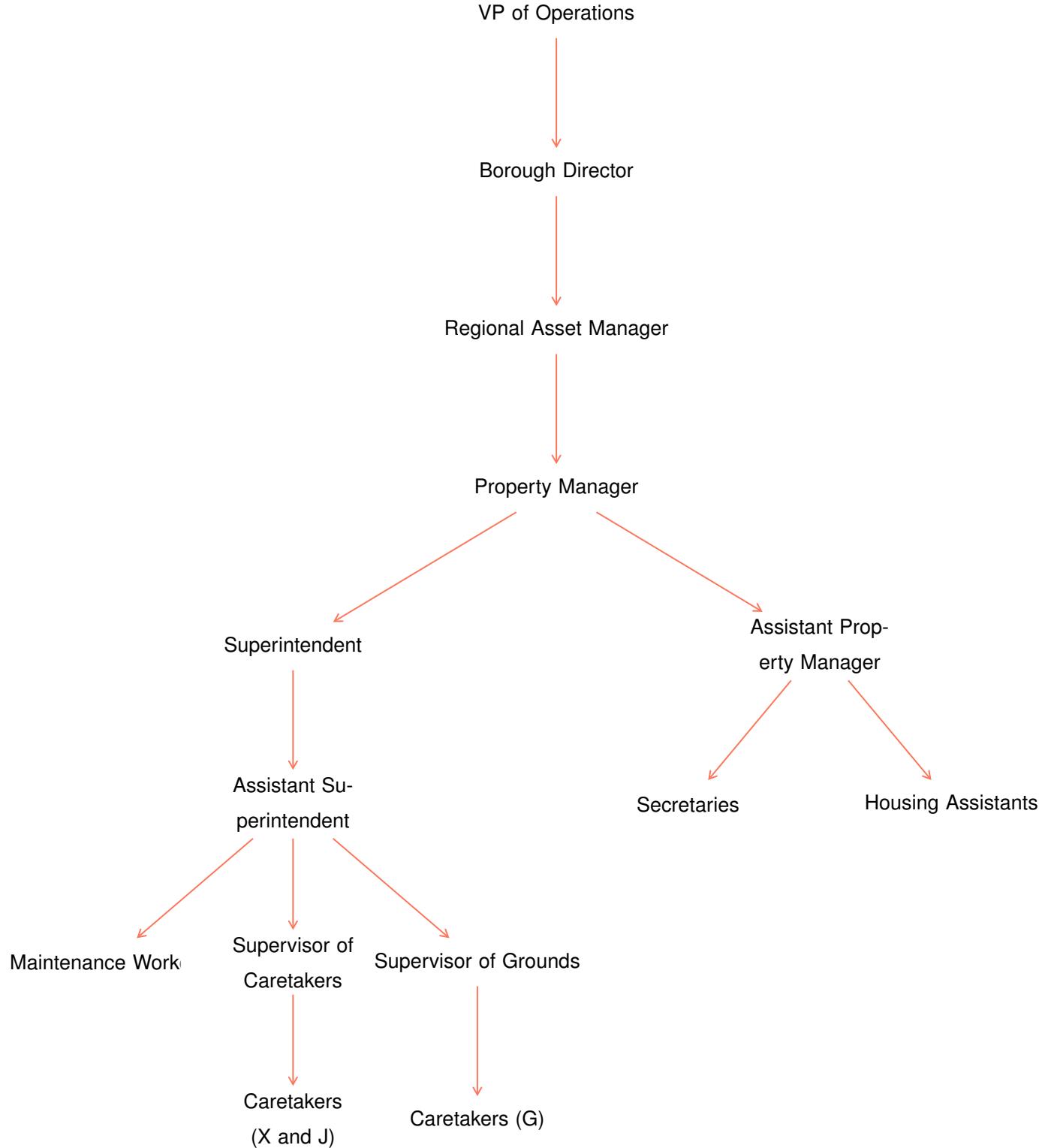
Building	Total Repairs
7	11
3	7
12	7
5	6
6	6

303 VERNON AVENUE

Building	Total Repairs
1	4

Staffing

STAFFING STRUCTURE



ALLOCATED STAFF

	Formula Allocation	Budgeted	Actual
Employees	45	46	41
Property Manager	1	1	1
Asst. Property Manager	1	1	1
Secretaries	2	2	2
Housing Assistants	4	4	4
Superintendent	1	1	1
Assistant Superintendent	2	2	2
Supervisor of Caretakers (SOC)	1	1	1
Supervisor of Grounds (SOG)	1	1	1
Maintenance Workers	6	6	3
Caretakers X	5	5	25
Caretakers J ¹	21	20	
Caretakers G		2	

¹ Includes staff in roles Caretaker J, Caretaker I, and Chief Caretaker

ANALYSIS OF FINDINGS

Inspection and Collection Requirement

Sumner Consolidation is in compliance with the inspection and collection requirement of Paragraph 45 of the HUD Agreement, according to a Compliance Interview conducted on November 21, 2019. The Supervisor of Grounds, Dirk Jacob, reported they have sufficient manpower to correct all observed deficiencies. NYCHA caretakers conduct ground inspections and remove trash from the buildings one to two times a day, including weekends. They also pick up litter from the grounds one to two times a day. The caretakers begin picking up trash each day between 8:00 AM – 10:00 AM and stop between 4:00 PM – 5:00 PM.

Removal or Storage Requirement

Sumner Consolidation is in compliance with the storage and removal requirement of Paragraph 45 of the HUD Agreement as they are able to store waste in a manner that prevent pests (e.g., exterior compactors).

DSNY comes Tuesdays, Fridays and Saturdays. An average of five to six bulk tickets are created each 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, in addition to disposing of litter into interior trash chutes, residents of this consolidation may drop their waste at 13 additional sites on the premises. Tenants are asked by management to leave their trash in the front of each building, either in trash cans or in exposed trash bags for pick up by caretakers if they choose not to use the chutes. Most tenants dispose of their trash using the drop-off sites. Waste is taken to one of four exterior compactors after being taken from the drop-off sites. All exterior compactors are in good shape and do not require maintenance at the time of reporting. When the trash is not removed from the premises, it is stored in a way that prevents pests (e.g., trash bins).

Sumner has two bulk containers and 31 interior compactor rooms. Of the 31 interior compactor rooms, two were inaccessible: 67 Marcus Garvey Boulevard due to pests and 987 Myrtle Avenue due to flooding. Further information is needed to see what the current status is of the interior compactors. Sumner disposes of approximately 100 – 200 compactor bags (40 lbs. Bags). The supervisor also stated that Sumner did not have a pest problem and treated any pest problems by collapsing the burrows. According to the Sumner Rat Reduction Plan, in the summer of 2018, the site had 61 rat burrows, but as of March 13, 2019, they have very few burrows. Further research is needed to quantify the number of burrows.

Sumner reports that, if necessary, they can take the trash from the developments to Tompkins Houses, Marcy Houses, and Roosevelt Houses and vice versa. According to the compliance report, there are external sources of waste and bulk being illegally dumped at this site, primarily from construction companies, stores, and unknown sources. According to Mr. Jacob, the biggest obstacles the site faces are insufficient staffing and that resident outreach was the primary way to improve trash management.

In a June 24, 2020 report, the Monitor Cleanliness Team gave 303 Vernon a B- rating and Sumner a B rating. The team has not yet evaluated Bedford-Stuyvesant Rehab.

Appendix I

PLACEHOLDER