

Sumner Houses

Bedford
Stuyvesant Rehab

303
Vernon Avenue

SUMNER CONSOLIDATION

Individual Action Plan



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:

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.

We want the IAPs to serve as an educational tool for all stakeholders to understand the complex system of waste management at consolidations.

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. Additionally, they will also be available digitally at TBD. Please feel free to contact us if you think there has been a mistake or information needs updating, and we will act accordingly.

Please reach out to J Doe with any questions or concerns: j.doe@nyc.gov

Below is a most up-to-date list of Sumner Management Personnel:

- **Operations VP:** Al Ferguson
- **Brooklyn Borough Director:** Angela Gadson-Floyd
- **Regional Asset Manager:** Alicia Maynard
- **Property Manager:** Michael Jones
- **Superintendent:** Donetta Johnson-Geliga

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SUMNER CONSOLIDATED Context Map



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 "tower-in-the-park" typology 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 having only a single small chute, a feature, along with larger apartments and large spaces between buildings, which 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 structure 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.

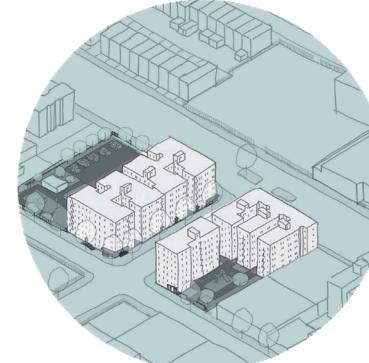
	TDS #	Total Families	Official Population (estimated?)	Average Family Size
303 Vernon Avenue	156	233	538 (?)	2.3
Bedford-Stuyvesant Rehab	311	82	193 (?)	2.4
Sumner Houses	073	1,084	2,262 (?)	2.1

Typologies

Sumner Houses and 303 Vernon Avenue:



Bedford - Stuyvesant Re却s



Waste Services and Assets

Waste Distribution.....

Waste Services and Assets....

Capital Improvements.....

WASTE DISTRIBUTION

The goal of the waste calculator is to understand the amount of waste generated at each development and consolidation. This knowledge is imperative to interpreting what assets are necessary in order for each consolidation to run most efficiently. Sumner consolidation is not serviced by DSNY daily. Once the compactors are full, DSNY is called to pick it up. The Sumner Consolidation has (4) 30-CY external compactors and containers, totaling 766.36 ft² of storage space for waste. Given the rate at which waste is produced at NYCHA properties, these containers will fill up in about (3) days at the Sumner Consolidation. The average weight of the containers at capacity should be about (3) tons.

	303 Vernon Avenue	Bedford-Stuyvesant Rehabs	Sumner Houses	Total
Waste Generated / Day (CY)*	7.396	2.655	32.704	42.755
Primary: Trash Chute / Day (CY)**	5.25 or (13) 40 lbs. sausage bags	1.88 or (5) 40 lbs. sausage bags	24.63 or (59) 40 lbs. sausage bags	31.76 or (77) 40 lbs. sausage bags
Secondary: Trash Collection / Day (gallons)***	353 or (6) 64-gallon bins	126 or (5) 64-gallon bins	1,657 or (34) 64-gallon bins	2,136 or (45) 64-gallon bins
Metal, Glass, Plastic Captured / Day (gallons)****	20.227	7.261	94.911	122.399
Cardboard Captured / Day (gallons)	55.146	19.796	258.761	333.667
Paper Captured / Day (gallons)	5.126	1.838	24.023	30.987

*The total waste generated is calculated assuming 5lbs of waste is produced at each unit

**The primary method of trash collection, via chute, assumes a 75% capture rate

***The secondary method of trash collection assumes a 25% capture rate

****Capture rates of recyclables at NYCHA: 5% of MGP, 25% of Cardboard, and 10% of Paper. Organics, e-waste, and textiles have a capture rate of 0% and therefore are not included

*****The total waste generated is calculated assuming 5 lbs. of waste is produced at each unit

303 Vernon: This development has 234 apartment units and 1 stair halls.

Bed-Stuy Rehabs: This development has 84 apartment units and has 5 stair halls.

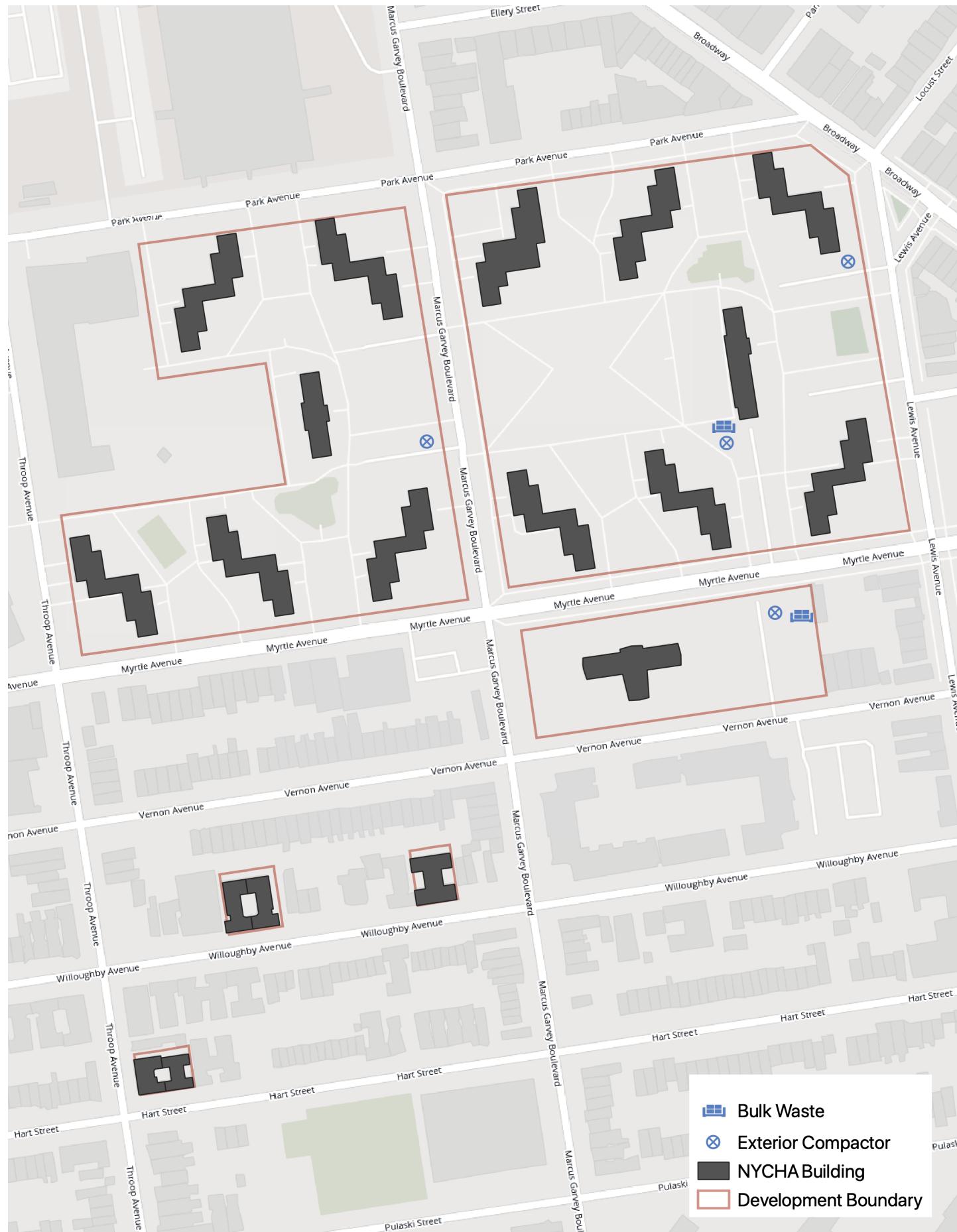
Sumner: This development has 1,085 apartment units and has 24 stair halls.

WASTE SERVICES & ASSETS

DSNY does not provide curbside collection at this site. Caretakers are responsible for collecting all waste throughout the consolidation and bringing it to the external compactors. All bulk is left outside the buildings for collection to the 30-yard bulk container located at 303 Vernon. Household waste produced in Sumner goes to one of the three waste yards on site. Household waste produced at Bedford-Stuyvesant Rehab is brought to the curb for pick up by the caretakers using a Ford pick-up truck and driven to the waste yards at either Sumner or 303 Vernon.

	303 Vernon Avenue	Bedford-Stuyvesant Rehabs	Sumner Houses
Household Waste (DSNY) Collection	1 Waste yard; 1 Hydraulic Exterior Compactor	Transfer to 303 Vernon or Sumner	2 Waste Yards; 1 Hydraulic Exterior Compactor Each
Bulk Waste	IESI with one (?) 30-Yard Container	Transfer to 303 Vernon	Transfer to 303 Vernon
Recycling: Paper and Cardboard	TK	TK	TK
Recycling: Metal, Glass, Plastic	DSNY curbside set out (where?)	DSNY curbside set out (where?)	DSNY curbside set out (where?)
Recycling: Mattresses	N/A	N/A	TK
Recycling: Textiles	N/A	N/A	TK
Recycling: E-Waste	N/A	N/A	TK

MAP OF ASSETS



ASSETS

	Internal Compactors	External Compactors	Other External Assets	Recycling Bins
303 Vernon Avenue	1, last replaced in TK	1	Bulk crusher, card-board baler, mattress recycling, electric tilt truck	TK
Sumner	24, last replaced in TK	3	Bulk crusher, card-board baler, mattress recycling, electric tilt truck	TK
Bedford-Stuyvesant Rehabs	5, last replaced in TK	0	Bulk crusher, card-board baler, mattress recycling, electric tilt truck	TK

SUMNER CONSOLIDATION HAS...

X trucks



X bobcats



and...

list
like
this

CAPITAL IMPROVEMENTS

	In-Sink Food Grinders	Enlarged Hopper Doors	Interior Compactor Replacement	Waste Yard Redesign
303 Vernon <i>Status</i>	Estimate	Estimate	Queued	Estimate
	\$ 402,184.21	\$ 7,435.64	\$ 63,087.50	
Sumner <i>Status</i>	Estimate	Completed	Completed	Estimate
	\$ 1,887,172.07	\$ 148,620.14	\$ 957,660.00	
Bedford-Stuyvesant Rehabs <i>Status</i>	Estimate	Queued	In Progress	Estimate
	\$ 144,373.82	\$ 37,178.22	\$ 247,785.00	

PRIORITIES

Maximo work order data from [INSERT DATE] to [INSERT DATE] was analyzed to help identify priority areas. Work order problem and failure codes were grouped into four categories:

- 1. Drain and pipe issues**
- 2. Pests**
- 3. Mechanical failures**
- 4. TK**

303 Vernon

Sumner

Bedford-Stuyvesant Rehab

[INSERT PIE CHART OF PERCENT OF WORK ORDERS IN EACH CATEGORY]

[INSERT PIE CHART OF PERCENT OF WORK ORDERS IN EACH CATEGORY]

[INSERT PIE CHART OF PERCENT OF WORK ORDERS IN EACH CATEGORY]

Work Orders by Category Over Time

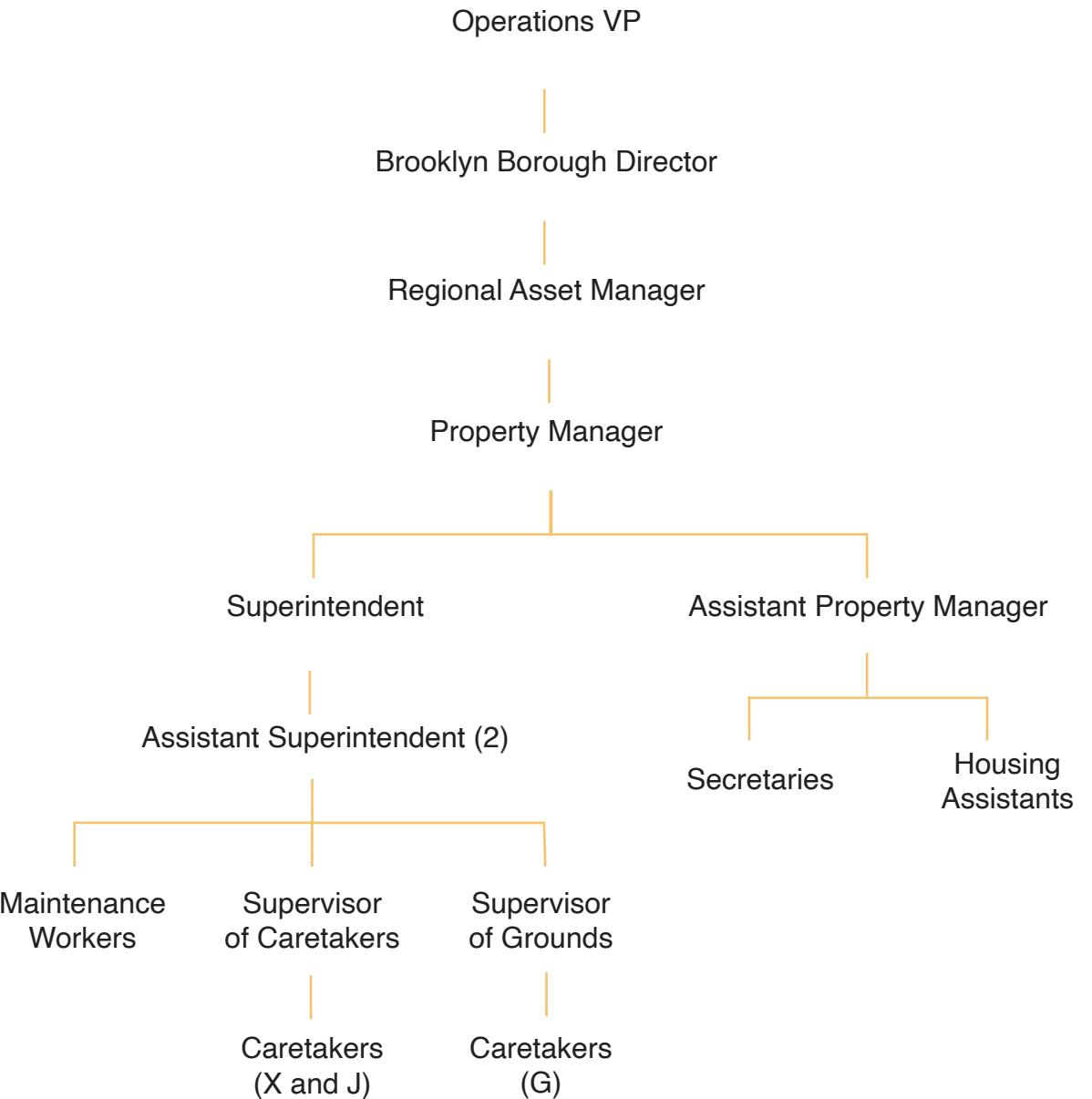
[INSERT LINE CHARTS OF 4 CATEGORIES OVER TIME FOR EITHER EACH DEVELOPMENT OR CONSOLIDATION]
[IF WE GO THE ROUTE OF EACH DEVELOPMENT WE MIGHT WANT TO DO A LINE OR BAR CHART FOR GREATEST PERCENTAGE CATEGORY?]

Staffing

x.....

y....

STAFFING



	Budgeted	Actual	Active
Employees			
Property Manager			
Ass. Property Manager			
Secretaries			
Housing Assistants			
Superintendent			
Assistant Superintendent			
Supervisor of Caretakers (SOC)			
Supervisor of Grounds (SOG)			
Maintenance Workers			
Caretakers X			
Caretakers J			
Caretakers G			

Analysis

x.....

y....

Analysis

Sumner Consolidation appeared to be in compliance with Paragraph 45 of the HUD agreement, according to a Compliance Interview conducted on November 21, 2019. The Supervisor of Grounds (SOG), Dirk Jacob, reported that they have sufficient manpower to correct all observed deficiencies and that all exterior compactors are in good shape and currently do not require maintenance. NYCHA caretakers conduct ground inspections and pick up litter one to two times a day, including weekends. Caretakers begin picking up trash each day between 8:00 AM – 10:00 AM and stop between 4:00 PM – 5:00 PM.

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. If tenants choose not to or are unable to use the trash chutes, management asks tenants to leave their trash in the front of each building, either in trash cans or in freestanding bags for pick up by caretakers. Most tenants dispose of their trash using these drop-off sites. Once the waste is picked up by caretakers, it is taken to one of the four external compactors located on the property. When the trash is not able to be removed from the premises, it is stored in a way to prevent pests, according to the Compliance Interview.

While at Sumner Consolidation, most Compactor rooms are accessible and working, they can become inaccessible due to pests and flooding. At the time of the Compliance Interview, pests in 67 Marcus Garvey Boulevard and flooding in 987 Myrtle Avenue, both of which are located at the Sumner Houses development, caused inaccessibility for caretakers. Pests are also a significant indicator of waste management. According to the Rat Reduction Action Plan, in the summer of 2018, the site had 61 rat burrows, but as of March 13, 2019, Sumner had “very few burrows.” Further research is needed to quantify the number of burrows still standing.

Sumner disposes of approximately 100 – 200 compactor bags (40 lbs. Bags each) a day. Sumner can take the waste to the nearby Tompkins Houses, Marcy Houses, and Roosevelt Houses if necessary and vice versa. According to the Compliance Interview, there are external sources of trash and bulk waste illegally dumped by people at this site, primarily from construction companies, stores, and unknown sources. According to Mr. Jacob, the biggest obstacle the site faces is insufficient staffing. Nonetheless, the site is still considered by caretakers to comply with NYCHA waste management protocols. However, it is felt that the bulk containers might never be fully in compliance. Mr. Jacob also stated that resident outreach was the primary way to improve trash management in his view.

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

Appendices

x.....

y....

Appendix I