



# WILSON 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. 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 feel free to contact Jane Doe with any questions or concerns at: [jane.doe@nycha.nyc.gov](mailto:jane.doe@nycha.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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# Introduction

## Overview

### Wilson Overview:

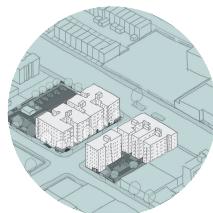
The Wilson Consolidation is located in East Harlem, Manhattan. This consolidation is named after President Woodrow Wilson and is comprised of three developments: Wilson Houses, White Houses and Metro North Plaza. Wilson Houses is located between East 105th and East 106th Streets, First Avenue and F.D.R Drive. It is a federally funded conventional development that finished construction in 1961. It is made up of three residential buildings that are 20- stories tall. The buildings cover 3.06 acres in which there are 387 apartments officially housing 1,209 people.

White Houses is named after Reverend Gaylord Starin White. It is located between East 104th Street and Second Avenue. It is a federally funded conventional development that finished construction in 1964. It is a single 20-story residential building exclusively for seniors. The building covers 0.81 acres in which there are 240 apartments officially housing 263 people.

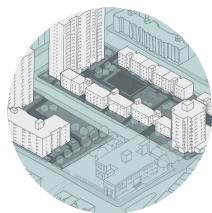
Metro North Plaza is located between East 101st and East 102nd, and First and Second Avenues. It is also a federally funded conventional development that finished construction in 1971. It is made up of three residential buildings that are 7, 8, and 11- stories tall. The buildings cover 2.29 acres in which there are 270 apartments officially housing 628 people.

|                   | TDS # | Total Households | Official Population | Average Family Size |
|-------------------|-------|------------------|---------------------|---------------------|
| Metro North Plaza | 181   | 270              | 628                 | 2.3                 |
| White             | 124   | 240              | 263                 | 1.1                 |
| Wilson            | 112   | 387              | 1,209               | 3.1                 |

**Metro North Plaza:** Context  
Mid-rises



**White:** Towers



**Wilson:** High-rise in the park

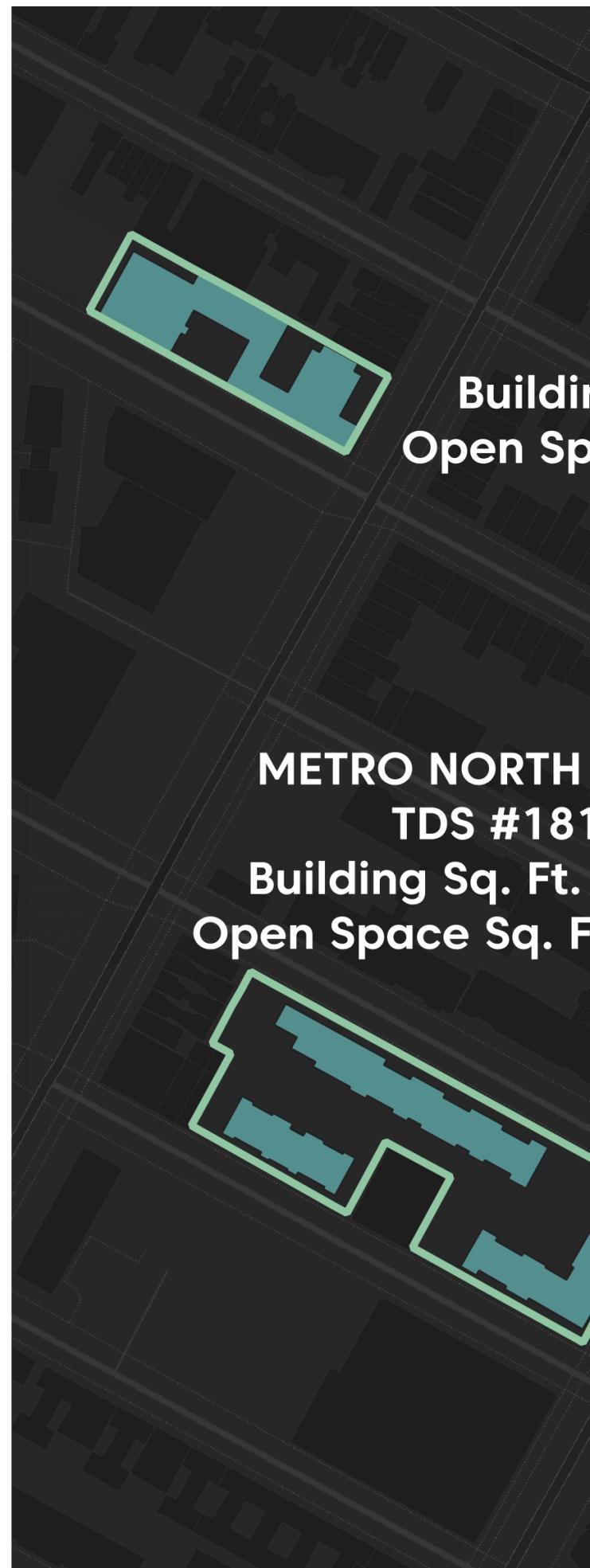
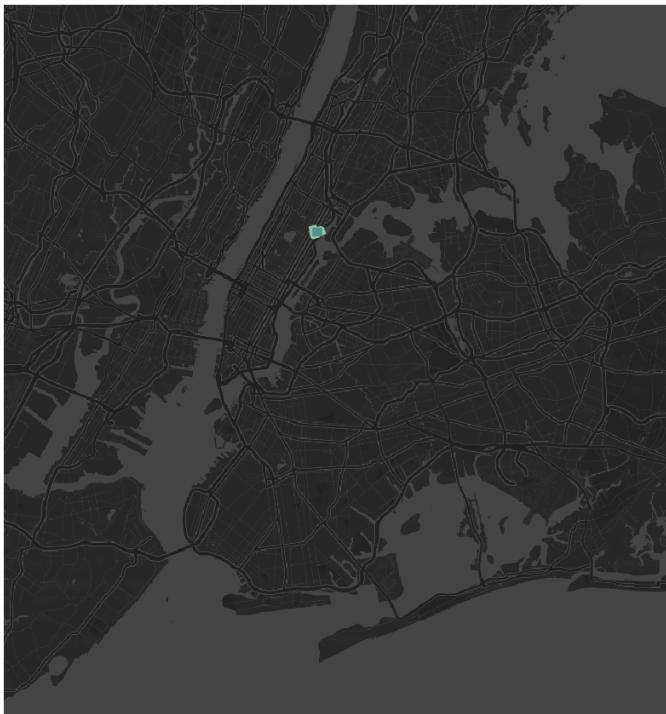


# WILSON Context Map



## Legend

- ★ Management Offices
- Development Property
- NYCHA Buildings



**WHITE**  
TDS #124  
Building Sq. Ft. 23,400  
Open Space Sq. Ft. 12,070

**PLAZA**  
1  
34,752  
ft. 65,512

**WILSON**  
TDS #112  
Building Sq. Ft. 22,499  
Open Space Sq. Ft. 113,066



# **Waste Services and Assets**

## 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 ft<sup>2</sup> 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.

|   | Metro North Plaza                            | White  | Wilson                                       | Total                                       |
|---|--|--|--|---|
| Waste Generated / Day (Tons) <sup>1</sup> | 0.68   | 0.61   | 0.99   | 2.29  |
| Trash / Day (tons) <sup>2</sup>           | 0.61   | 0.55   | 0.89   | 2.05  |
| Trash Chutes <sup>2</sup>                 | 0.45 tons or (14.07)<br>40 lbs. sausage bags | 0.41 tons or (12.77)<br>40 lbs. sausage bags | 0.67 tons or (20.66)<br>40 lbs. sausage bags | 1.53 tons or (47.5)<br>40 lbs. sausage bags |
| Drop Sites <sup>3</sup>                   | 0.15 tons or (6.23)<br>64-gallon bins        | 0.14 tons or (5.66)<br>64-gallon bins        | 0.22 tons or (9.15)<br>64-gallon bins        | 0.51 tons or (21.03)<br>64-gallon bins      |

|  | Metro North Plaza                     | White                                  | Wilson                                | Total                                  |
|--|---------------------------------------|--|---------------------------------------|--|
| Metal, Glass, Plastic Captured / Week (tons) | 0.27 tons or (28.0)<br>44-gallon bags | 0.25 tons or (25.41)<br>44-gallon bags | 0.4 tons or (41.12)<br>44-gallon bags | 0.91 tons or (94.52)<br>44-gallon bags |
| Cardboard Captured / Week (tons)             | 0.17 tons or (22.94)<br>bales         | 0.15 tons or (20.82)<br>bales          | 0.24 tons or (33.69)<br>bales         | 0.56 tons or (77.44)<br>bales          |
| Paper Captured / Week (tons)                 | 0.07 tons or (2.36)<br>44-gallon bags | 0.06 tons or (2.14)<br>44-gallon bags  | 0.1 tons or (3.47)<br>44-gallon bags  | 0.22 tons or (7.97)<br>44-gallon 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

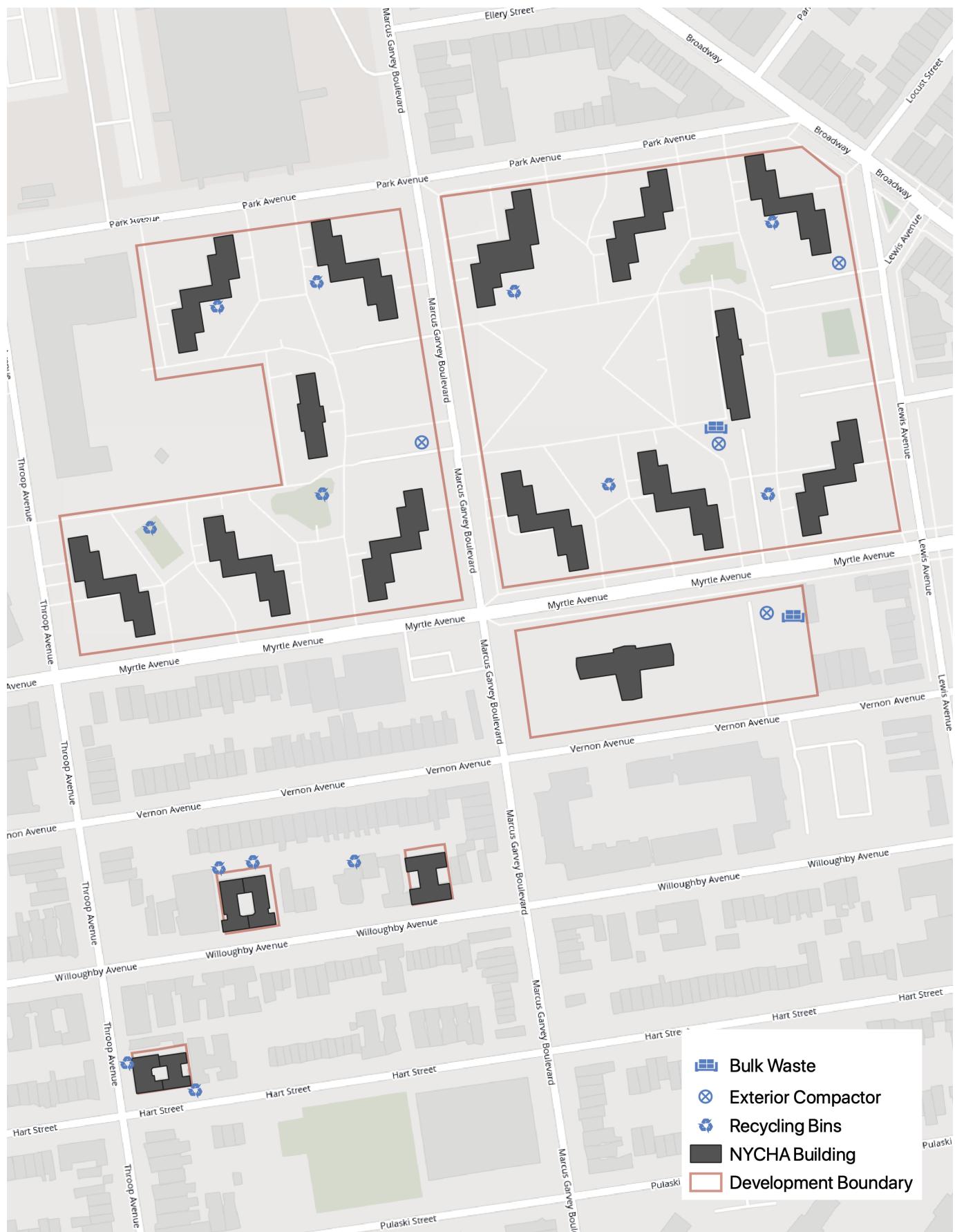
<sup>5</sup> Capture rates of recyclables at NYCHA portfolio-wide: 30% of MGP, 50% of Cardboard, and 20% of Paper.

## Waste Services and 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<br>Rehab           | Sumner Houses  |
|---|--|---------------------------------------|--|
| Household Waste<br>(DSNY)               | 1 Waste Yard; 1<br>Hydraulic Exterior<br>Compactor | Transfer to 303 Ver-<br>non or Sumner | 2 Waste Yards with<br>1 Hydraulic Exterior<br>Compactor Each |
| Bulk Waste                              | IESI with One(?) 30-<br>Yard Container             | Transfer to 303 Vernon                | Transfer to 303 Vernon                                       |
| Recycling: Paper<br>and Cardboard       | TK   | TK                                    | TK   |
| Recycling: Metal,<br>Glass, and Plastic | DSNY Curb Setout                                   | DSNY Curb Setout                      | DSNY Curb Setout   |
| Recycling: Mattresses                   | N/A  | N/A                                   | TK   |
| Recycling: Textiles                     | N/A  | N/A                                   | TK   |
| Recycling: E-Waste                      | N/A  | N/A                                   | TK   |

## WASTE ASSET MAP



## WASTE ASSETS

|                          | Internal Compactors  | External Compactors | Other External Assets  | Recycling Bins |
|--------------------------|----------------------|---------------------|--|----------------|
| 303 Vernon Avenue        | 1; last replaced TK  | 1                   | Bulk crusher, cardboard baler, mattress recycling, electric tilt truck | TK             |
| Bedford-Stuyvesant Rehab | 5; last replaced TK  | 0                   | Bulk crusher, cardboard baler, mattress recycling, electric tilt truck | TK             |
| Sumner Houses            | 24; last replaced TK | 3                   | Bulk crusher, cardboard baler, mattress recycling, electric tilt truck | TK             |

## SUMNER CONSOLIDATION ASSETS

X Trucks



X Bobcats



X Other



## Capital Improvements

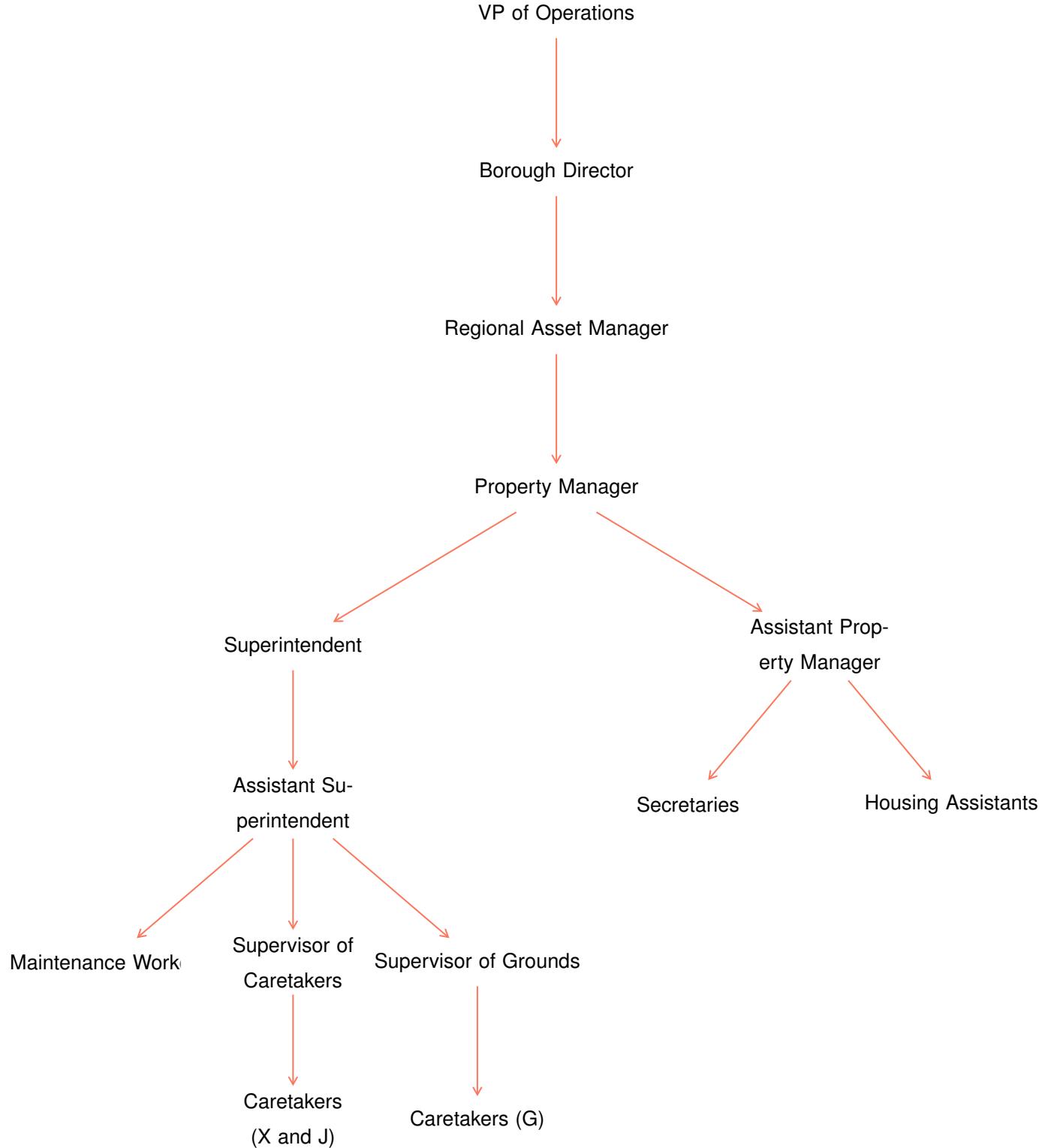
|   | Metro North Plaza | White             | Wilson            |
|---|-------------------|-------------------|-------------------|
| In-Sink Food Grinders<br><i>Status</i>          | Not Yet Scheduled | Not Yet Scheduled | Not Yet Scheduled |
| <i>Year Planned</i>                             |                   |                   |                   |
| Enlarged Hopper Doors<br><i>Status</i>          | Not Yet Scheduled | Completed         | Not Yet Scheduled |
| <i>Year Planned</i>                             |                   |                   |                   |
| Interior Compactor Replacement<br><i>Status</i> | Not Yet Scheduled | Queued            | Not Yet Scheduled |
| <i>Year Planned</i>                             |                   |                   |                   |
| Waste Yard Redesign<br><i>Status</i>            | Not Yet Scheduled | Not Yet Scheduled | Not Yet Scheduled |
| <i>Year Planned</i>                             |                   |                   |                   |

## PRIORITIES

PLACEHOLDER TEXT AND TABLES AND SUCH TO FIGURE OUT PAGE COLOR SETTINGS – WILL FILL IN LATER, ONCE PRELIMINARY ANALYSIS IS COMPLETE

# **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 <sup>1</sup>      | 21                 | 20       |        |
| Caretakers G                   |                    | 2        |        |

<sup>1</sup> 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