

Sumner Houses

Bedford  
Stuyvesant Rehab

303  
Vernon Avenue

# SUMNER 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](mailto: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:

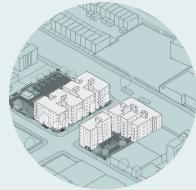
*Within six months of the Effective Date, NYCHA shall, no less than once every 24 hours, inspect the grounds and commons areas of each building for cleaning and maintenance needs, including pests and trash, and correct such conditions. In particular, NYCHA shall ensure that trash on the grounds or common 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
303 Vernon Avenue	156	1	234	233	538	2.3
Bedford-Stuyvesant Rehab	311	5	85	82	193	2.4
Sumner	073	24	1,099	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



## Overview

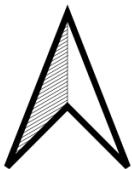
The Sumner consolidation is located the Bedford-Stuyvesant area of Brooklyn. The consolidation is comprised of three developments: Sumner Houses, 303 Vernon Avenue, and Bedford-Stuyvesant Rehab.

Sumner is bordered by Park, Lewis Myrtle and Throop Avenue. It is a federally funded conventional development that finished construction in 1958. It is made up of thirteen residential buildings that are 7 and 12-stories. The buildings cover 22.11 acres in which there are 1,084 apartment officially housing 2,262 people.

303 Vernon Avenue is located on Vernon Avenue between Myrtle Avenue and Marcus Garvey Boulevard. It is a federally funded turnkey development that finished construction in 1967. It is a single 24-story residential building. The building covers 2.53 acres in which there are 233 apartment officially housing 538 people.

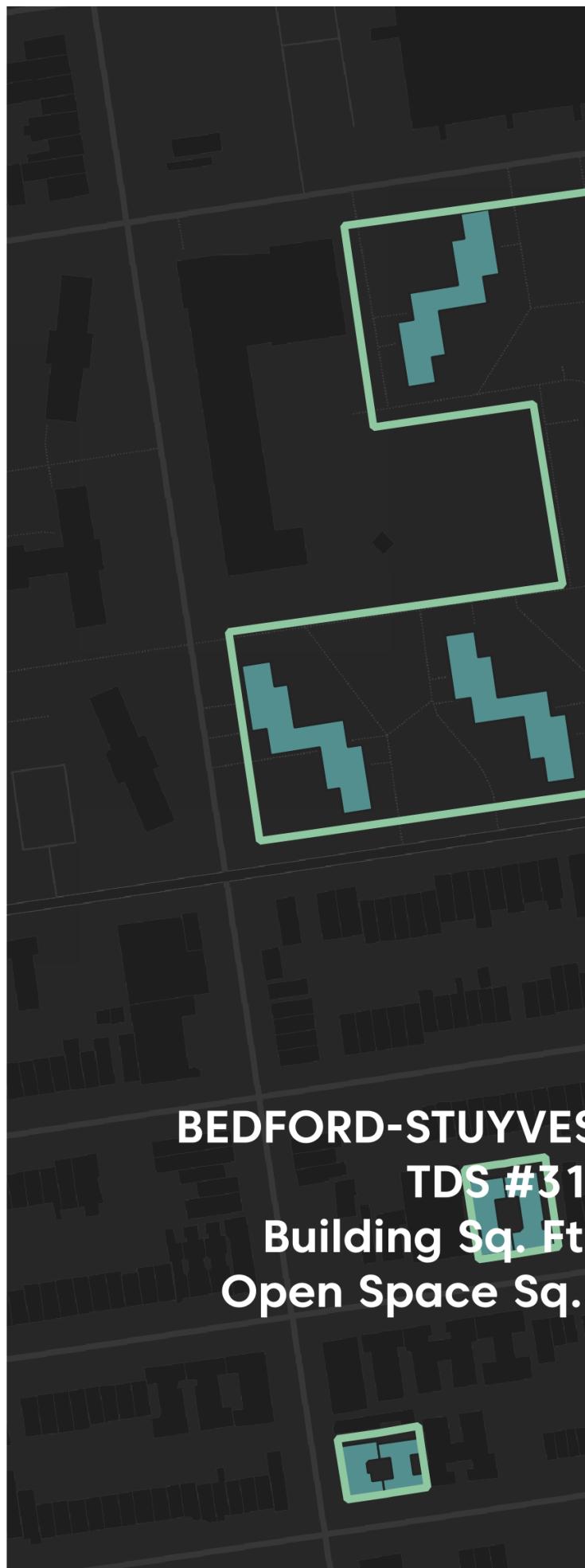
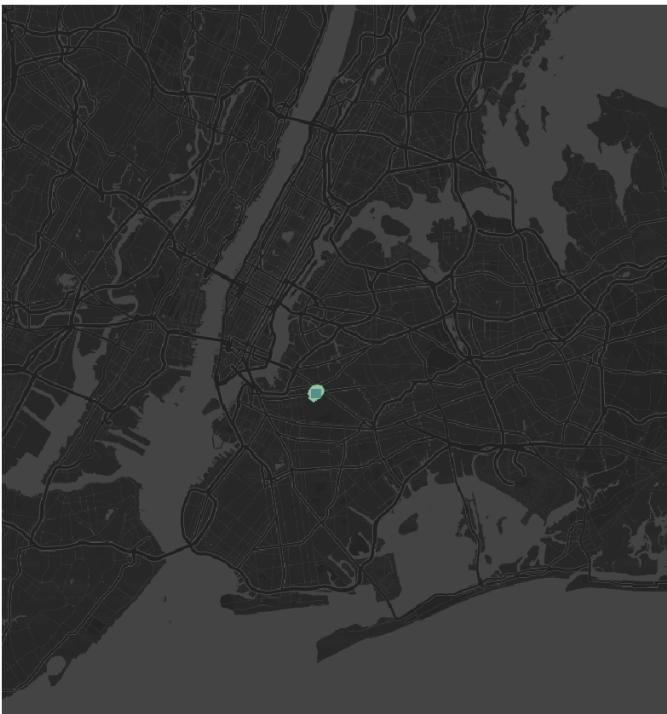
Bedford Stuyvesant Rehab is bordered by Throop and Vernon Avenues, Marcus Garvey Boulevard and Hart Street. It is a federally funded conventional development that was acquired by NYCHA in 1983. It is made up of three residential buildings that are 4 and 6-stories. The buildings cover 0.6 acres in which there are 82 apartment officially housing 193 people.

# 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**

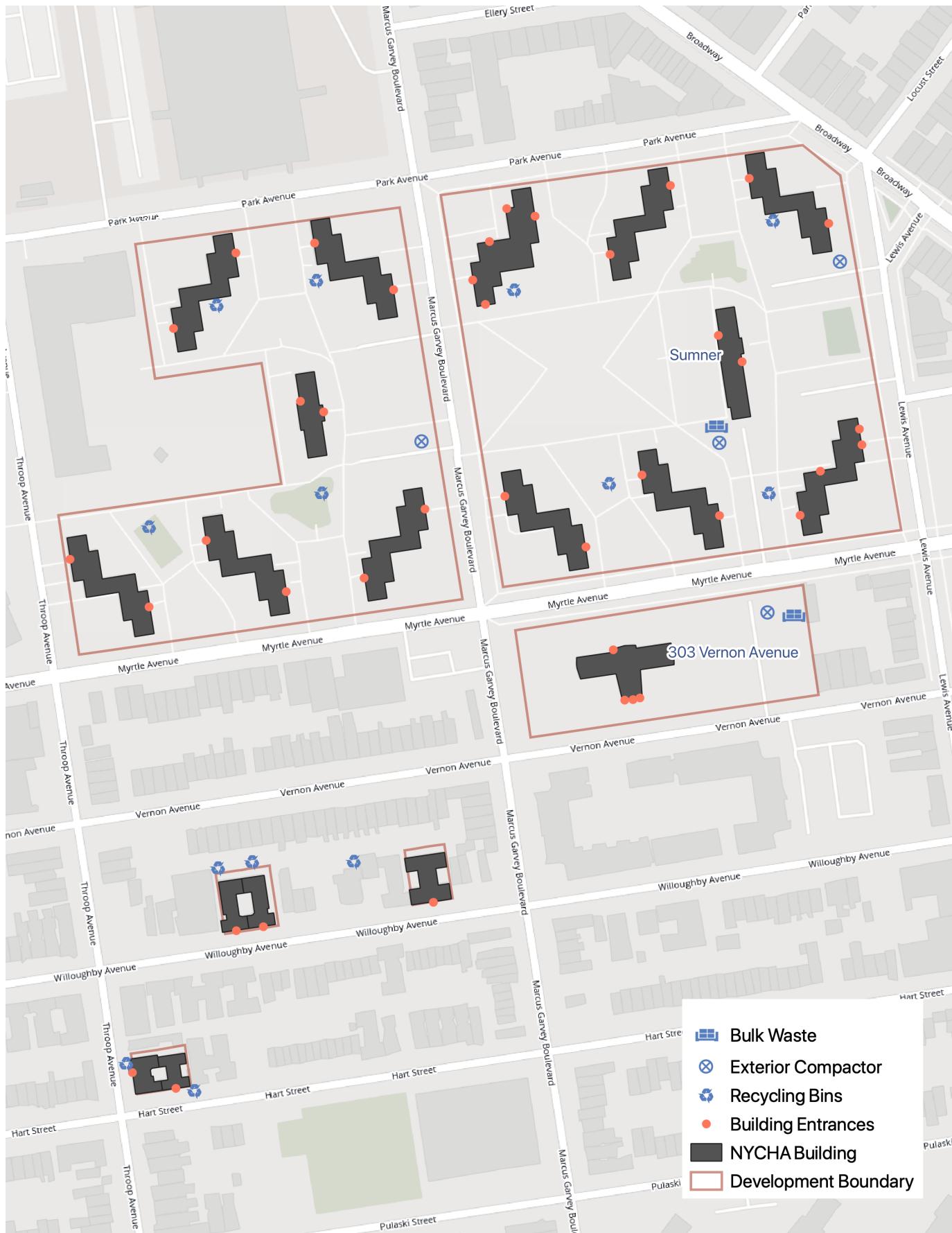
1  
. 18,283  
Ft. 9,914

## Waste Services and Assets

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.

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

## WASTE ASSET MAP



## WASTE ASSETS

	Internal Compactors	External Compactors	Bulk Containers	Cardboard Balers	Mattress Containers	Recycling Bins <sup>1</sup>
303 Vernon Avenue	1; last replaced 2003	1; last replaced 2003	0	0	0	0
Bedford-Stuyvesant Rehab	5; last replaced 1983	0	0	0	0	0
Sumner	24; last replaced 2019	3; last replaced 1999	2	0	0	8

<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



1 Skid Steers



2 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.

Sumner Consolidated has (4) 30-cubic yard exterior compactors. On average, the exterior compactors at this consolidation contain 7.4 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

	303 Vernon Avenue	Bedford-Stuyvesant Rehab	Sumner	Total
Waste Generated / Day (Tons) <sup>1</sup>	0.6	0.2	2.7	3.5
Trash / Day (tons) <sup>2</sup>	0.5	0.2	2.5	3.2
Trash Chutes <sup>3</sup>	12.1 sausage bags	4.4 sausage bags	57.0 sausage bags	73.5 sausage bags
Drop Sites <sup>4</sup>	5.4 64-gal. bins	1.9 64-gal. bins	25.2 64-gal. bins	32.6 64-gal. bins
Est. Drop Sites	5	7	7	19

### Projected Weekly Recycling Volumes

	303 Vernon Avenue	Bedford-Stuyvesant Rehab	Sumner	Total
Metal, Glass, Plastic Captured / Week (tons) <sup>5</sup>	24.2 44-gal. bags	8.7 44-gal. bags	113.4 44-gal. bags	146.3 44-gal. bags
Cardboard Captured / Week (tons) <sup>5</sup>	19.8 bales	7.1 bales	92.9 bales	119.8 bales
Paper Captured / Week (tons) <sup>5</sup>	2.0 44-gal. bags	0.7 44-gal. bags	9.6 44-gal. bags	12.3 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

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

## Capital Improvements

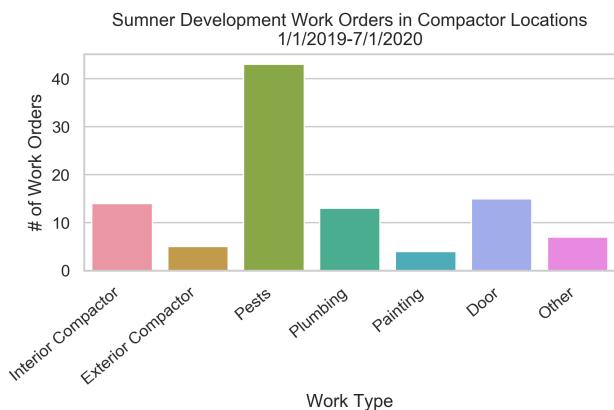
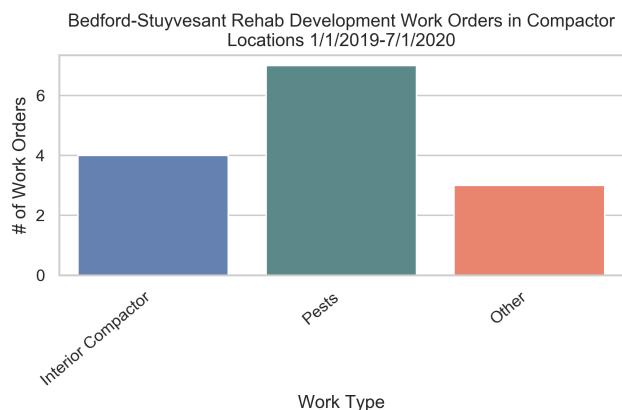
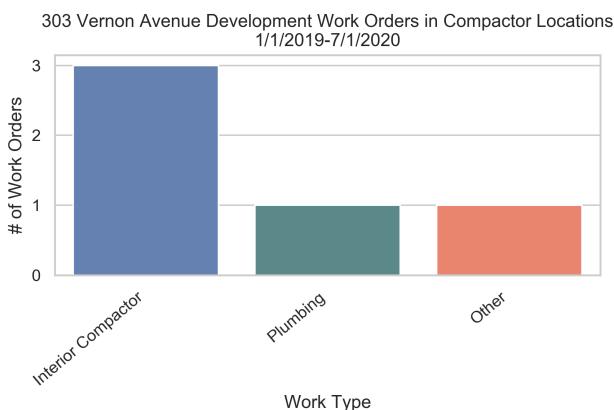
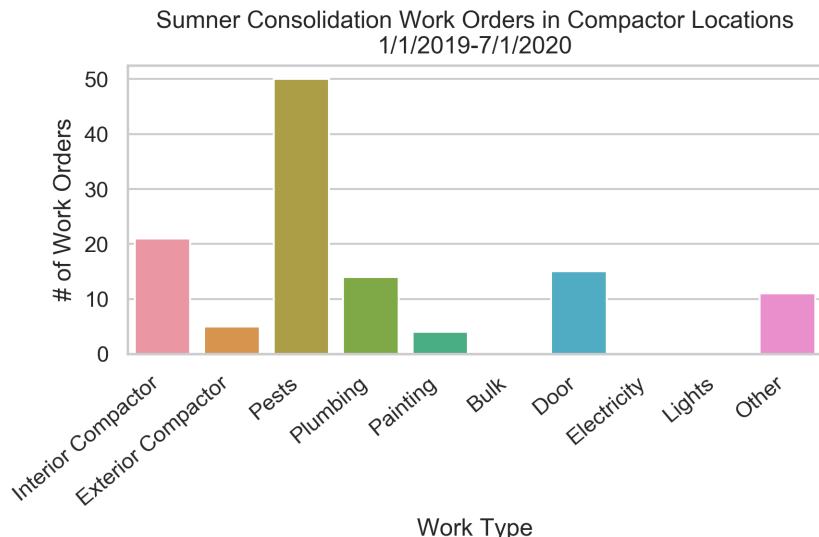
The following data on capital improvements describe the status of four major programs underway across NYCHA. However, they are not exhaustive: other improvements and initiatives with bearing on waste management may be underway at particular developments.

	303 Vernon Avenue	Bedford-Stuyvesant hab	Re-	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>	2020	2020		2019
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

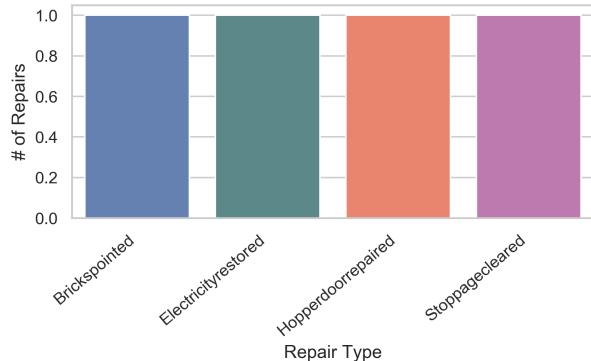
**THIS SECTION IS CURRENTLY UNDER REVISION, PENDING FUTHER FEEDBACK AND INITIAL SITE VISITS**

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.

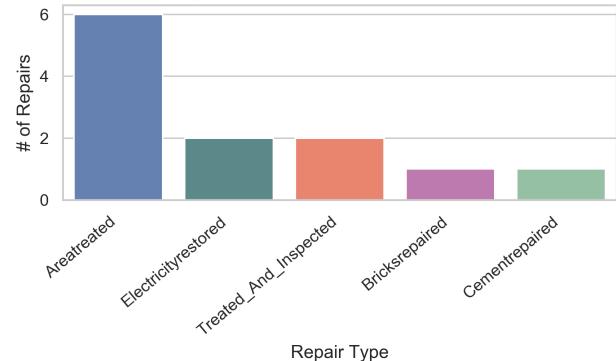


The following figures highlight repairs conducted in interior compactor locations at each major development, as well as within up to five buildings at each development.

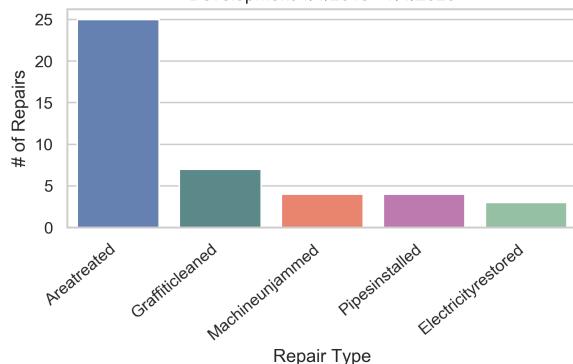
Most Common Repairs by Type in Interior Compactor Locations in 303 Vernon Avenue Development 1/1/2019 - 7/1/2020



Most Common Repairs by Type in Interior Compactor Locations in Bedford-Stuyvesant Rehab Development 1/1/2019 - 7/1/2020



Most Common Repairs by Type in Interior Compactor Locations in Sumner Development 1/1/2019 - 7/1/2020



Bedford-Stuyvesant Rehab

Building	Repairs
3	7
2	5
1	3

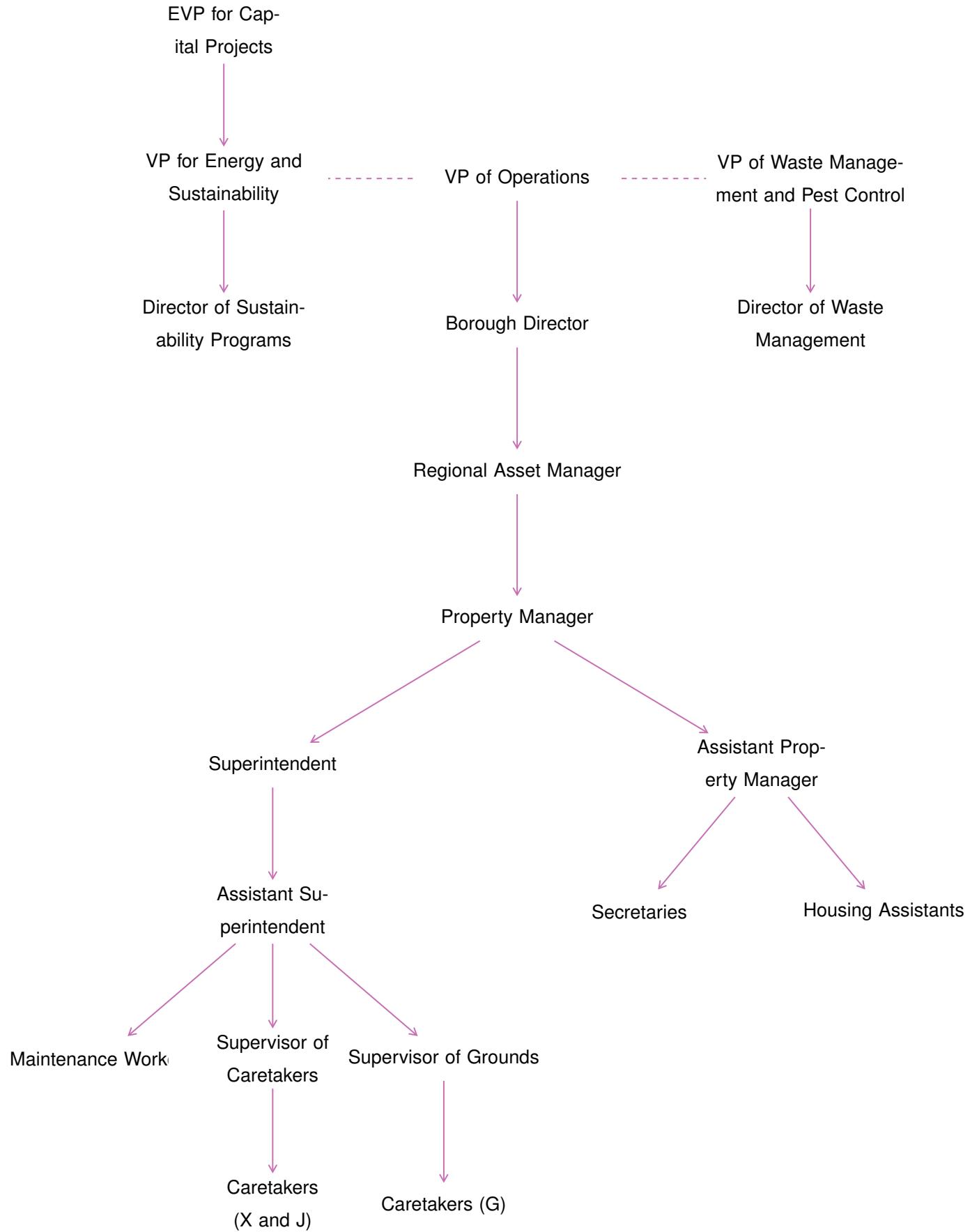
Sumner

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

303 Vernon Avenue

Building	Repairs
1	4

## 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	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	
Caretakers J <sup>2</sup>	21	20	25 <sup>3</sup>
Caretakers G		2	

<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

## **ANALYSIS OF FINDINGS**

### **Inspection and Collection Requirement**

Sumner Consolidation appeared to be 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 waste 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 waste each day between 8:00 AM – 10:00 AM and stop between 4:00 PM – 5:00 PM.

### **Removal or Storage Requirement**

Sumner Consolidation appeared to be 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 waste sits in a yard with an exterior container before being picked up by the vendor.

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 waste 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 sites. Waste is taken to one of four exterior compactors after being taken from the drop sites. All exterior compactors are in good shape and do not require maintenance at the time of reporting.

Sumner consolidation has two bulk containers. The consolidation disposes of approximately 100 – 200 compactor bags (40 lb. 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 consolidation reports that, if necessary, they can take the waste 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 waste 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 – Site Plans

