



# HARLEM RIVER 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

# Contents

<b>1 Preface</b>	<b>I</b>
1.1 Letter from the Chair . . . . .	I
1.2 What is an Individual Action Plan? . . . . .	II
<b>2 Introduction</b>	<b>2</b>
2.1 Overview . . . . .	3
2.2 Context Map . . . . .	4
<b>3 Waste Services and Assets</b>	<b>7</b>
3.1 Waste Distribution . . . . .	8
3.2 Waste Services and Assets . . . . .	10
3.3 Capital Improvements . . . . .	13
<b>4 Staffing</b>	<b>15</b>
<b>5 Analysis</b>	<b>19</b>
<b>6 Appendices</b>	<b>22</b>



# Introduction

	TDS #	Total Households	Official Population	Average Family Size
Audubon	125	166	460	2.8
Bethune Gardens	160	206	250	1.2
Harlem River	003	564	1,077	1.9
Harlem River Ii	147	116	285	2.5
Marshall Plaza	344	175	211	1.2
Washington Heights Rehab Phase III (Harlem River)	329	14	30	2.1

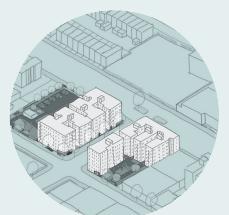
**Audubon:** Context Towers



**Bethune Gardens:** High-rise in the park



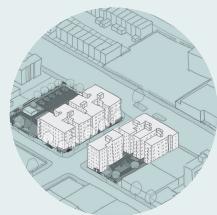
**Harlem River:** Walkups & Brownstones



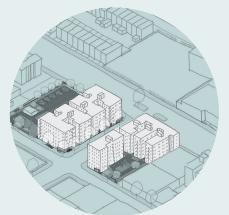
**Harlem River Ii:** Mid-rise in the park



**Marshall Plaza:** Context Mid-rises



**Washington Heights Rehab Phase III (Harlem River):** Walkups & Brownstones



## Overview

### Harlem River Overview:

The Harlem River consolidation is located in Harlem, Manhattan. This consolidation is comprised of six developments: Audubon Houses, Bethune Gardens, Harlem River Houses, Harlem River II Houses, Marshall Plaza, and Washington Heights Rehab Phase III. Harlem River Houses is bordered by West 151st and West 153rd, Macombs Place and the Harlem River Drive. It is a federally funded conventional development that finished construction in 1937 and is one of the first two original housing projects in New York City. It is made up of seven residential buildings that range between 4 to 5-stories. The buildings cover 7.39 acres in which there are 564 apartments officially housing 1,077 people.

Harlem River II Houses is bordered by West 152nd and West 151st, Douglass Boulevard and Macombs Place. It is a federally funded conventional development that finished construction in 1965. It is a single 15-story building. The building covers 0.66 acres in which there are 116 apartments officially housing 285 people.

Audubon Houses, named after John James Audubon, is bounded by Amsterdam Avenue and West 154th and West 155th Streets. It is a federally funded conventional development that finished construction in 1962. It is a single 20-story building. The building covers 0.63 acres in which there are 166 apartments officially housing 460 people.

Bethune Gardens, named after Mary McLeod Bethune, is bordered by West 156th Street, and St. Nicholas and Amsterdam Avenues. It is a federally funded conventional development that finished construction in 1967. It is a single 22-story building that exclusively houses seniors. The building covers 1.46 acres in which there are 206 apartments officially housing 205 people.

Marshall Plaza, named after Thurgood Marshall, is between Broadway, Amsterdam Avenue, and West 157th and West 158th Streets. It is a federally funded turnkey development that was acquired by NYCHA in 1986. It is a single 13-story building that exclusively houses seniors. The building covers .46 acres in which there are 175 apartments officially housing 211 people.

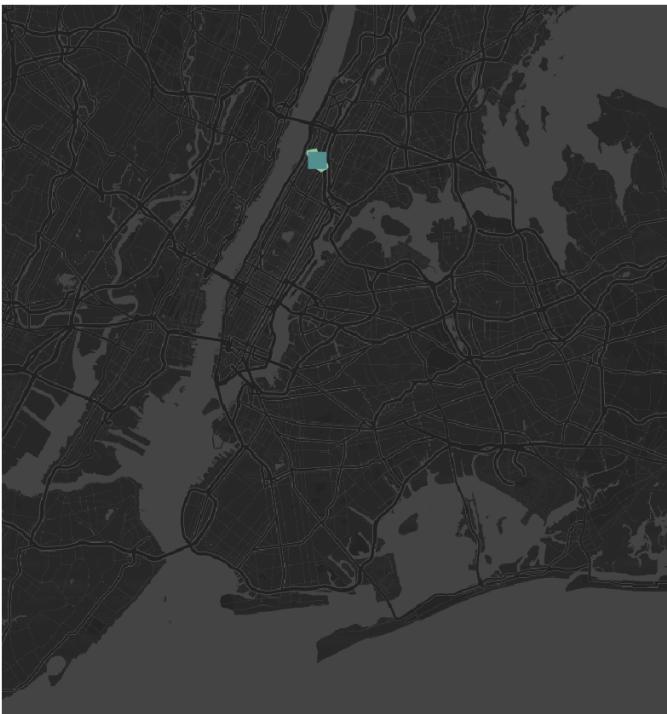
Washington Heights Rehab Phase III is located between West 156th, West 164th and West 165th Streets, Broadway and Amsterdam Avenue. It is a federally funded turnkey development that was acquired by NYCHA in 1987. It is made up of eight 5-story buildings. The building covers 0.67 acres in which there are 14 apartments officially housing 30 people.

# HARLEM RIVER CONSOLIDATED Context Map

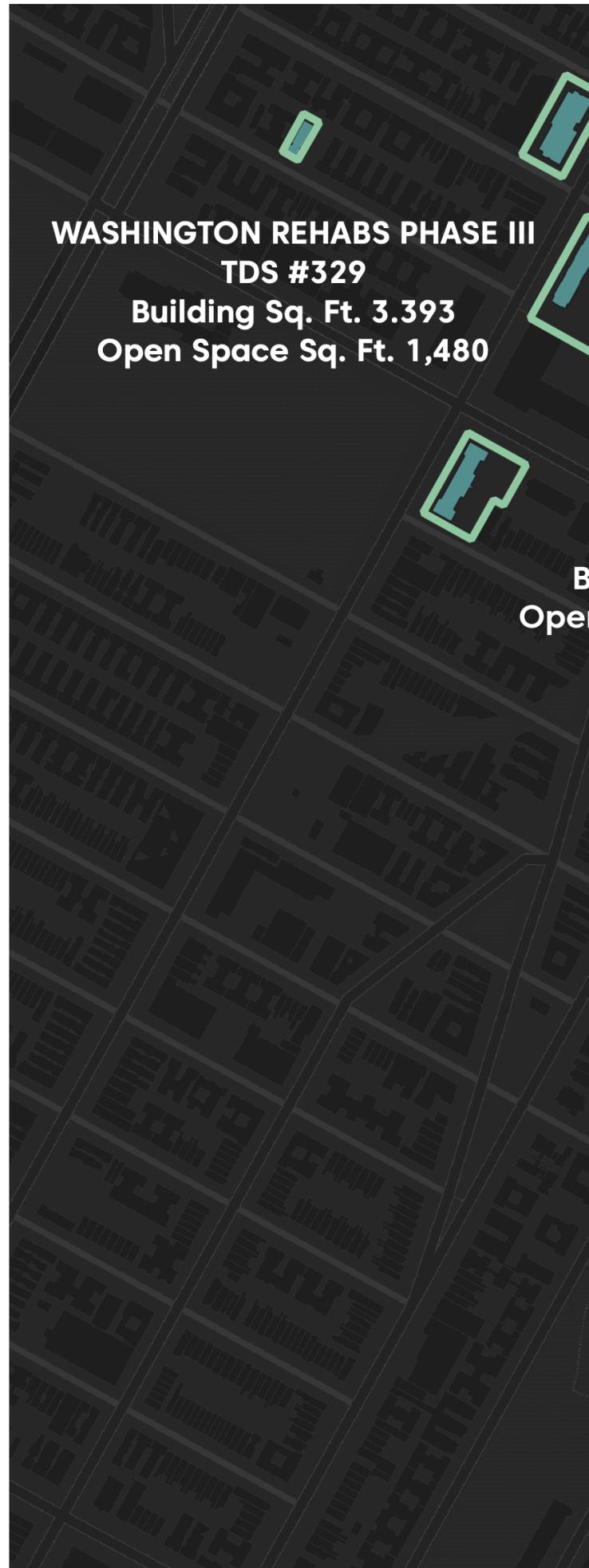


## Legend

- ★ Management Offices
- Development Property
- NYCHA Buildings



**WASHINGTON REHABS PHASE III**  
**TDS #329**  
**Building Sq. Ft. 3,393**  
**Open Space Sq. Ft. 1,480**



**MARSHALL PLAZA**  
TDS #344  
Building Sq. Ft. 10,354  
Open Space Sq. Ft. 11,653

**BETHUNE GARDENS**  
TDS #160  
Building Sq. Ft. 7,751  
Open Space Sq. Ft. 57,283

**AUDUBON**  
TDS #125  
Building Sq. Ft. 9,043  
Open Space Sq. Ft. 20,492

**HARLEM RIVER II**  
TDS #147  
Building Sq. Ft. 7,281  
Open Space Sq. Ft. 22,424

**HARLEM RIVER**  
TDS #003  
Building Sq. Ft. 103,777  
Open Space Sq. Ft. 218,727



# **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.

	Audubon	Bethune Gardens	Harlem River
Waste Generated / Day (Tons) <sup>1</sup>	0.42	0.53	1.44
Trash / Day (tons) <sup>2</sup>	0.37	0.47	1.28
Trash Chutes <sup>2</sup>	0.28 tons or (8.67) 40 lbs. sausage bags	0.35 tons or (10.9) 40 lbs. sausage bags	0.96 tons or (29.8) 40 lbs. sausage bags
Drop Sites <sup>3</sup>	0.09 tons or (3.84) 64-gallon bins	0.12 tons or (4.83) 64-gallon bins	0.32 tons or (13.2) 64-gallon bins

	Audubon	Bethune Gardens	Harlem River
Metal, Glass, Plastic Captured / Week (tons)	0.17 tons or (17.25) 44-gallon bags	0.21 tons or (21.69) 44-gallon bags	0.57 tons or (59.3) 44-gallon bags
Cardboard Captured / Week (tons)	0.1 tons or (14.13) bales	0.13 tons or (17.77) bales	0.35 tons or (48.58) bales
Paper Captured / Week (tons)	0.04 tons or (1.46) 44-gallon bags	0.05 tons or (1.83) 44-gallon bags	0.14 tons or (5.0) 44-gallon bags

	Harlem River li	Marshall Plaza	Washington Heights Rehab Phase III (Harlem River)	Total
Waste Generated / Day (Tons) <sup>1</sup>	0.29	0.45	0.04	3.15
Trash / Day (tons) <sup>2</sup>	0.26	0.4	0.03	2.82
Trash Chutes <sup>2</sup>	0.19 tons or (6.02) 40 lbs. sausage bags	0.3 tons or (9.34) 40 lbs. sausage bags	0.02 tons or (0.73) 40 lbs. sausage bags	2.11 tons or (65.46) 40 lbs. sausage bags
Drop Sites <sup>3</sup>	0.06 tons or (2.67) 64-gallon bins	0.1 tons or (4.14) 64-gallon bins	0.01 tons or (0.32) 64-gallon bins	0.7 tons or (28.99) 64-gallon bins

	Harlem River li	Marshall Plaza	Washington Heights Rehab Phase III (Harlem River)	Total
Metal, Glass, Plastic Captured / Week (tons)	0.12 tons or (11.98) 44-gallon bags	0.18 tons or (18.59) 44-gallon bags	0.01 tons or (1.45) 44-gallon bags	1.26 tons or (130.27) 44-gallon bags
Cardboard Captured / Week (tons)	0.07 tons or (9.82) bales	0.11 tons or (15.24) bales	0.01 tons or (1.18) bales	0.77 tons or (106.73) bales
Paper Captured / Week (tons)	0.03 tons or (1.01) 44-gallon bags	0.04 tons or (1.57) 44-gallon bags	0.0 tons or (0.12) 44-gallon bags	0.31 tons or (10.99) 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

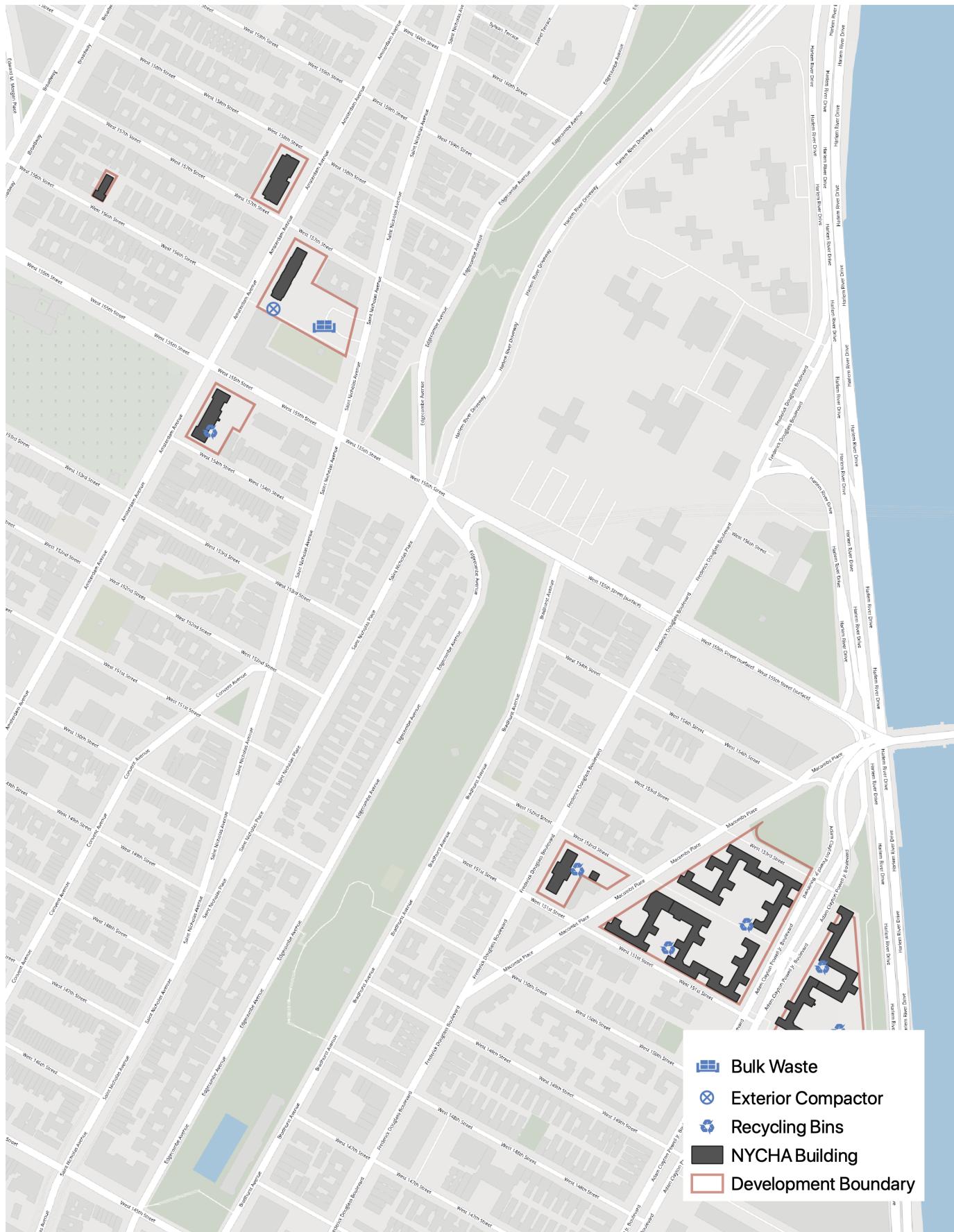
<sup>5</sup> Capture rates of recyclables at NYCHA portfolio-wide: 30% of MGP, 50% of Cardboard, and 20% of Paper.

## 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.

	Audubon	Bethune Gardens	Harlem River
Household Waste (DSNY)	Transfer to Bethune Gardens	1 exterior compactor in 1 waste yard	2 exterior compactors in 1 waste yard
Bulk Waste	Transferred for Pickup	One Bulk Drop Site; 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	N/A
	Harlem River li	Marshall Plaza	Washington Heights Rehab Phase lii (Harlem River)
Household Waste (DSNY)	Transfer to Harlem River	Transfer to Bethune Gardens	Transfer to Bethune Gardens
Bulk Waste	Transferred for Pickup	Transferred for Pickup	Transferred for Pickup
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	N/A

## WASTE ASSET MAP



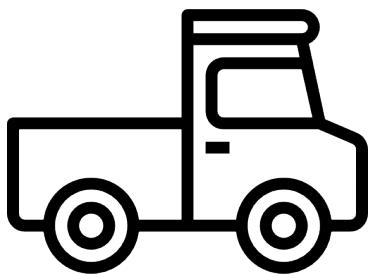
## WASTE ASSETS

	Internal Compactors	External Compactors	Other External Assets	Recycling Bins <sup>1</sup>
Audubon	1.0; last replaced 2011	0	PLACEHOLDER UNTIL DATA ARE COMPLETE	1
Bethune Gardens	1.0; last replaced 2000	1	PLACEHOLDER UNTIL DATA ARE COMPLETE	0
Harlem River	47.0; last replaced 1995	2	PLACEHOLDER UNTIL DATA ARE COMPLETE	4
Harlem River li	1.0; last replaced 1996	0	PLACEHOLDER UNTIL DATA ARE COMPLETE	1
Marshall Plaza	1.0; last replaced 2011	0	PLACEHOLDER UNTIL DATA ARE COMPLETE	0
Washington Heights Rehab Phase lii (Harlem River)	0	0	PLACEHOLDER UNTIL DATA ARE COMPLETE	0

<sup>1</sup> Recycling bin data may be incomplete; consult with development staff before using.

## SUMNER CONSOLIDATION ASSETS

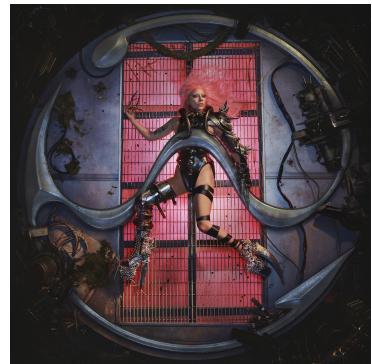
X Trucks



X Bobcats



X Other



## Capital Improvements

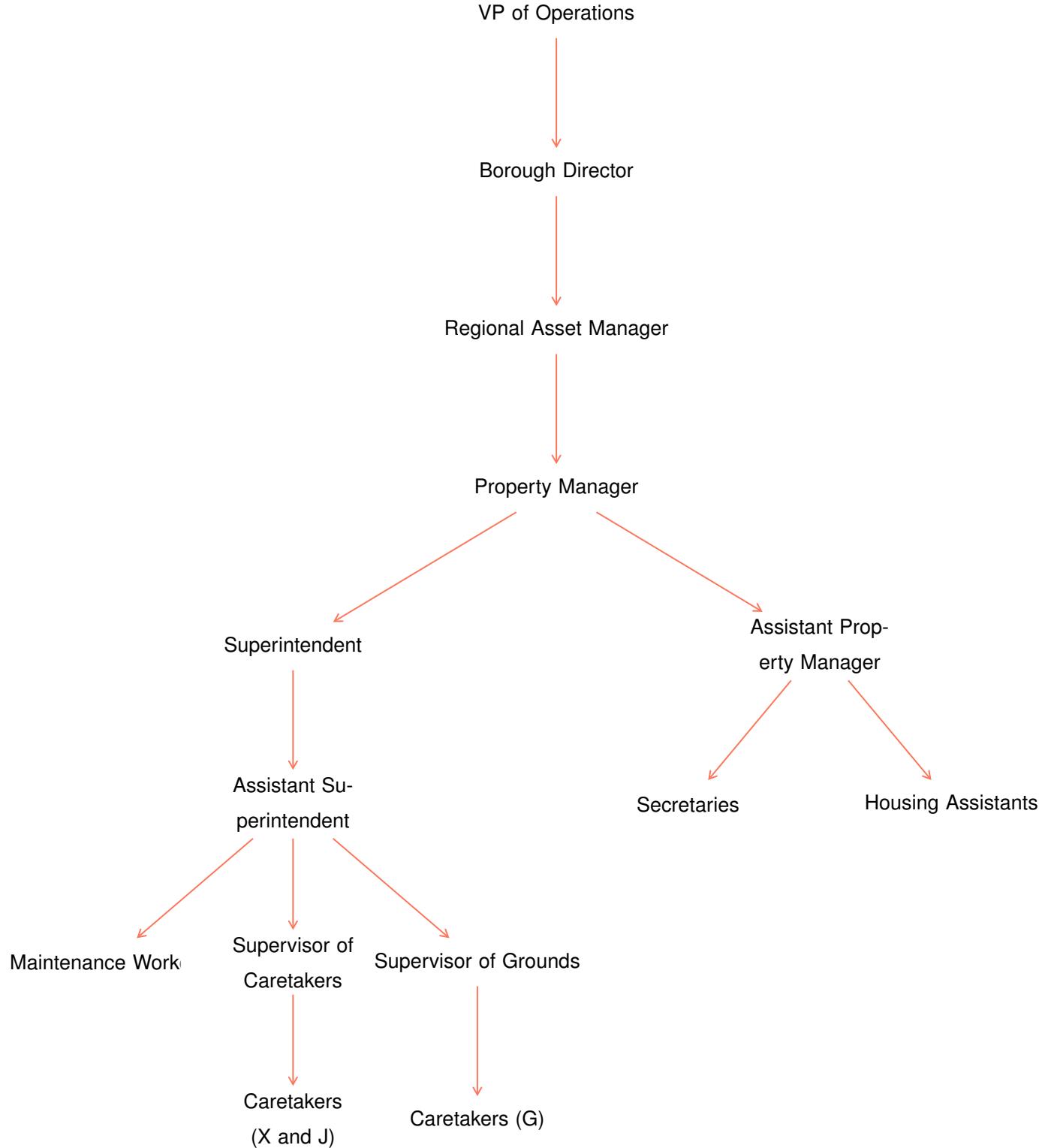
	Audubon	Bethune Gardens	Harlem River	Harlem River li	Marshall Plaza	Washington Heights Re- hab Phase lii (Harlem River)
In-Sink Food Grinders						
Status	Not Yet Scheduled					
Year Planned	2022 (est.)	TBD	TBD	TBD	TBD	TBD
Enlarged Hopper Doors						
Status	Not Yet Scheduled	Completed	Not Yet Scheduled	Not Yet Scheduled	Completed	Not Yet Scheduled
Year Planned	TBD	TBD	TBD	TBD	TBD	TBD
Interior Compactor Replacement						
Status	Not Yet Scheduled					
Year Planned	TBD	TBD	TBD	TBD	TBD	TBD
Waste Yard Redesign						
Status	Not Yet Scheduled					
Year Planned	TBD	TBD	TBD	TBD	TBD	TBD

## 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	39	40	37
Property Manager	1	1	1
Asst. Property Manager	1	1	1
Secretaries	2	2	2
Housing Assistants	3	3	3
Superintendent	1	1	1
Assistant Superintendent	1	2	2
Supervisor of Caretakers (SOC)	1	1	1
Supervisor of Grounds (SOG)	1	1	1
Maintenance Workers	5	5	5
Caretakers X	5	5	20
Caretakers J <sup>1</sup>	18	16	
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