



TO: Eric Adams, Mayor

FROM: James Hendon, Commissioner of the Department of Veterans' Services

DATE: December 15, 2021

SUBJECT: Local Law 44 DVS Services and Performance Annual Report for FY 2021

Attached please find the 2021 Department of Veterans' Services Annual Report pursuant to Local Law 44 of 2019. Local Law 44 requires the department to submit to the speaker of the council and post to its website an annual report regarding the department's services and performance. This includes a list and description of the services provided by the department, functional titles, number of employees in said titles, and summary of responsibilities. If you have any questions about this report, please feel free to contact Paul Vallone, Deputy Commissioner of IGA & External Affairs at pavallone@veterans.nyc.gov or (646) 477-5243. Thank You.

See Attachment

FISCAL YEAR 2021 REPORT

- I. **DVS Services** – Since 2016, the New York City Department of Veterans' Services (DVS) has moved rapidly to inform, mobilize, and empower New York City's 210,000 Veterans as well as their families and caregivers in order to foster purpose-driven lives. DVS fulfills this mission by providing Veterans with essential services and programs focusing on pivotal areas such as economic empowerment, housing security, benefits, health and wellness, and culture. DVS continues to strengthen its core services and seeks to find new ways to assist with service gaps to ensure New York City Veterans remain a major asset for the City.

Community Services

- Benefits Claims – Accredited DVS staff members help NYC Veterans and their families process Veterans Affairs (VA) disability claims.
- VetConnectNYC & Care Coordination – DVS staff work directly with Veterans and their families to provide referrals to quality care provided by a network of community-based providers. Services include legal assistance, employment, mental health and wellness, education, and housing support.
- Final Honors Program – DVS ensures eligible indigent unclaimed Veterans are provided dignified burials at a national cemetery.
- VetConnectPro – DVS offers a first-of-its-kind employment tool to assist active servicemembers, veterans, and their families with career readiness in the public and private sector of New York City. The tool provides jobseekers with an array of functions including but not limited to a military occupation translator that connects work experience to jobs and civil service examinations, a regular and federal resume generator, benefits and services customized to the user's needs and background in their "My City Dashboard", and over 250 professional training courses.
- Housing & Support Services – DVS' Housing and Support Services staff work in conjunction with the NYC Department of Homeless Services to provide direct support to homeless and at-risk Veterans. This work includes:
 - Direct Assistance – Veteran Peer Coordinators assist Veterans with the housing search process: ensuring those that need it have rental subsidies; identifying housing opportunities and supporting them on apartment viewings and interviews; managing the inspection and paperwork process with landlords, brokers and relevant government agencies; and coordinating lease signings and moves into their new apartments.
 - Eviction Prevention Assistance – Staff provide aftercare support to all formerly homeless Veterans recently housed by DVS and provide assistance to all Veterans requesting help to maintain their housing. This includes landlord mediation, assistance with rent arrears and other income supports, and referrals to partner organizations.

Partnerships

- Mission VetCheck – A collaboration between the NYC Department of Veterans' Services, the Mayor's Office of ThriveNYC, and Veteran-serving organizations, that engages and assists Veterans through supportive check-in calls that provide information about vital public services, including free meals, COVID-19 test site locations, and mental health resources.

- Veterans on Campus – DVS staff regularly meet with school administrators and student Veterans to collaborate, share vital information, and create partnerships that empower local scholars.
- Service2Service – A collaboration with NYC Service that connects Veterans to City employee mentors and provides educational information about Civil Service Exams and the City’s hiring practices.
- Veteran Voices Project – DVS staff work to capture and share the stories of New York City Veterans to bridge generational gaps, preserve our city’s rich military history, and foster a citywide appreciation for service.
- Crisis Intercept Mapping – DVS partnered with the US Substance Abuse and Mental Health Services Administration (SAMHSA) to establish Crisis Intercept Mapping (CIM) networks. CIM networks are communities of practice for responders to Veteran mental health first aid crises.

Functional Units & Titles

Business Title	# Positions	# Filled/Staffed
Agency Leadership	11	9
Assistant Commissioner, Engagement & Community Services	1	1
Assistant Commissioner, Operations and Administrative Services	1	1
Associate Commissioner of Policy & Strategic Partnerships	1	1
Associate Commissioner, Community Services	1	0
Chief of Staff and Acting Deputy Commissioner	1	1
Commissioner	1	1
Deputy Chief of Staff	1	1
Deputy Commissioner	1	1
Executive Director of Special Projects	1	1
General Counsel and Agency Chief Contracting Officer	1	1
Agency-wide Operations	14	13
Administrative Services Manager	1	1
Budget Director	1	1
Chauffeur Attendant	1	1
Desktop Support and Operations	1	0
Digital Outreach Manager	1	1
Director of Grants Administration	1	1
Director of Intergovernmental Affairs	1	1
Director of Operations	1	1
Executive Assistant to the Commissioner	1	1
Information Technology Operations Manager	1	1
Director, Program Development	1	1
Senior Policy Analyst	1	1
Strategic Partnerships Manager	1	1
Press Secretary	1	1
Program Development & Care Coordination	7	6
Constituent Services Manager	1	1
Deputy Director of Housing and Support Services	1	1
Director of Constituent Services	1	1
Director, Housing and Support Services	1	1
Director of Prevention and Aftercare Services	1	1
Intake Specialist	1	1
VetConnectNYC Program Manager	1	0
Community Engagement	12	12
Aftercare & Eviction Prevention Specialist	1	1
Benefit Claims Manager	1	1
Engagement & Community Services Coordinator	4	4
Senior Engagement & Community Services Coordinator	1	1
Senior Veteran Peer Coordinator	1	1
Veteran Housing Specialist	1	1
Veteran Peer Coordinator	3	3
Total	44	40

Summary of Responsibilities

Commissioner

Agency Head.

Deputy Commissioner

The Deputy Commissioner is responsible for leading the build out of the Agency's operational and administrative functions. The Deputy Commissioner is responsible for monitoring and advising on strategic planning of all DVS programming; oversees the development and implementation of the agency's digital strategy, including *VetConnectNYC* and oversees human resources, EEO, budget, procurement and contracting.

Chief of Staff and Acting Deputy Commissioner

Reporting directly to the Commissioner, this role is responsible for providing strategic advice and analysis to the Commissioner to help guide decisions on programs, management, advocacy, and communications.

Deputy Chief of Staff

The Deputy Chief of Staff is responsible for providing strategic advice and analysis to the Chief of Staff and Acting Deputy Commissioner, and helps guide decisions on programs, new initiatives, management advocacy, and communications.

Associate Commissioner of Policy & Strategic Partnerships

As a member of the senior leadership team, the Associate Commissioner structures and leads partnerships, working across city government and with external partners to support the Commissioner's highest priorities. The Associate Commissioner also cultivates and secures philanthropic and in-kind donations in partnership with the Mayor's Fund to Advance NYC and other nonprofits to support strategic agency initiatives. The Associate Commissioner oversees the Director of Program Development, Director of Grants Administration, Senior Policy Analyst, and Strategic Partnerships Manager.

Associate Commissioner, Community Services

More specifically, the Assistant Commissioner of Community Services is responsible for playing a leadership role in overseeing all aspects of this division, which includes direct oversight of the agency's Housing & Support Services, which executes the daily operation of the agency's Veteran Peer Coordinator (VPC) Program. Tied-to the VPC Program, the Assistant Commissioner of Community Services oversees the agency's Aftercare Services, which is responsible for performing ongoing follow-up and case management with formerly housing-insecure Veterans to ensure that they avoid housing insecurity/homelessness recidivism. This program is designed to help NYC reach and sustain "functional zero", the point at which veteran homelessness has effectively ended and there is a system in place to rapidly rehouse any new veteran entering the homeless system. The Assistant Commissioner for Community Services oversees the agency's essential services provided to New York City's 210,000 veterans, such as economic empowerment, housing security, benefits, health, wellness, and culture. The Veteran Peer Coordinators (VPC's) are at the front line in the ongoing citywide commitment to providing safe and affordable housing to every veteran that becomes homeless.

Assistant Commissioner, Operations and Administrative Services

The Assistant Commissioner of Operations and Administrative Services is responsible for managing the agency's operations and overseeing the agency's human resources and payroll daily operations, developing and implementing the agency's administrative strategic plan, as well as overseeing key administrative projects, such as the functional areas of human resources, payroll, and timekeeping, facility and office management, and citywide regulation compliance.

Assistant Commissioner, Engagement and Community Services

The Assistant Commissioner oversees all aspects of outreach and engagement for the agency- including project management and execution. The Assistant Commissioner oversees the Deputy Assistant

Commissioner, the Executive Director of Community Health & Suicide Prevention and the Director of Constituent Services. The Assistant Commissioner is responsible for ensuring *VetsThriveNYC* aligns with the City's *ThriveNYC* initiative. Responsible for representing the agency at public hearings and events.

General Counsel and Agency Chief Contracting Officer

As a direct report to DVS' Commissioner and a member of the agency's senior executive team, the General Counsel has broad latitude for independent judgment, action, and decision making. The General Counsel provides all legal support for DVS including guidance and counsel on the agency's business matters and transactions. The Agency Chief Contracting Officer ("ACCO") oversees the coordinating, planning, and implementation of contract and procurement activities from pre-solicitation to award and registration, including drafting and/or reviewing Requests for: Information (RFIs), Bids (RFBs), Proposals (RFPs) and Quotes (RFQs); completion of Pre-solicitation Reports (PSRs), Request for Awards (RFAs), and Responsibility/Responsiveness Determinations, Contract Performance Evaluations, and other procurement-related documents.

Executive Assistant to the Commissioner

Reporting to the Commissioner, the Executive Assistant coordinates logistics and scheduling of meetings with internal and external stakeholders for the agency head. This role is responsible for vetting Commissioner and DVS staff travel requests for approval by the Deputy Mayor and City Hall. Prepares annual agency travel plan for City Hall. Prepares itinerary and makes travel and hotels arrangements for the Commissioner.

Chauffeur Attendant

DVS has the responsibility of providing dedicated transportation services to the Commissioner and DVS staff for city business. The Chauffeur Attendant meets the often-changing scheduling demands of DVS. Provides support, personnel, and equipment for special events scheduled by City Hall.

Executive Director of Special Projects

The Executive Director of Special Projects has direct oversight on the development and management of the agency's special projects, including, but not limited to VetConnectPro, VetConnectNYC, Unclaimed Indigent Veteran Burial Program, and VetsThriveNYC. The Executive Director works directly with the Commissioner to recommend innovative solutions to address internal and external challenge points.

Budget Director

The Budget Director is responsible for the supervision of the oversight of DVS' Expense and Revenue Budget; performs responsible analysis operations including, but not limited to, the following: prepare monthly financial reports including PS (Personnel Services) Budget Forecast, OTPS (Other Than Personnel Services) Discretionary Report, and Miscellaneous Revenue Report. The Budget Director is responsible for reviewing financial analyses and requests prepared by staff members. The Director is also responsible for managing and overseeing OTPS funding, Procurement, and Payments functions; developing and directing the implementations of strategic business and/or operational plans, projects, programs, and systems. The Director ensures compliance with local, state, and federal budgetary and procurement requirements.

Director of Grants Administration

The Director of Grants Administration is responsible for the overall management of the agency's grant programs. Duties will include grant writing; creating initial call for applications; updating program guidelines; managing grant evaluations; and oversight of all grant contractual and program documentation.

Director of Intergovernmental Affairs

The Director of Intergovernmental Affairs serves as the strategic leader for intergovernmental affairs and is the government policy liaison for Veteran's issues at city, state, and federal levels. The Director manages relations between the agency and external stakeholders, including but not limited to Veterans' advocacy groups, non-profits, government, and private institutions.

Director of Operations

The Director of Operations is responsible for the day-to-day management of the agency's administrative services staff. The Director of Operations is responsible for managing the agency's key areas of business administration, such as workplace violence, code of conduct, time and leave, performance management, occupational safety and health, record retention, and conflicts of interest. The Director of Operations also serves as the Equal Employment Opportunity and Equity and Inclusion Officer.

Director, Program Development

The Director, Program Development plays a critical role in introducing and scaling new programs and enhancing existing agency initiatives. This role provides tactical direction to develop and implement programs such as Veterans on Campus, EBE/MWBE Veteran Owned Business Certification outreach, veteran transition programs, Service2Service, and the Veteran Voices Project, among others.

Director, Housing and Support Services

The Director of Housing and Support Services reports directly to the Associate Commissioner for Community Services and supervises the Veteran Peer Coordinator ("VPC") team and the Veteran Housing Specialist. The Director's primary function is to oversee housing operations for the unit, including management of the VPC program, the housing referral system, and resources to match HSS' veteran clients to housing, and an extensive external network of colleagues in the housing and homelessness space.

Director of Constituent Services

The Director of Constituent Services ensures all NYC Veterans and their families that seek assistance are referred to vetted providers that offer best-in-class resources that are tailored to an individual's needs. The Director also plays a role in forecasting the community's needs and works with community partners to rapidly fill service gaps as they emerge in real time.

Director of Prevention and Aftercare Services

The Director of Prevention and Aftercare Services provides leadership on DVS' efforts to prevent at-risk Veterans from needing emergency care and services, with a focus on those experiencing housing and healthcare instability. This role assists in identifying and managing an expanded network of aftercare providers for Veterans in the VASH Continuum program.

Press Secretary

The Press Secretary is responsible for DVS digital content, including official website and social media accounts, coordinates with DVS staff for content updates; identifies, curates, and manages content – written and multimedia – for current DVS social media accounts, and identify new opportunities to engage online. The Press Secretary represents DVS as spokesperson at public engagements including conferences, special events, and high-level inter-agency functions.

Deputy Director of Housing and Support Services

The Deputy Director of Housing and Support Services ("HSS") directly supports the Director of HSS in the expansion and improvement of housing and social service resources available to NYC Veterans and their families, and aids constituents in navigating existing resources, with the top priority being to work with homeless Veterans, developing and sustaining a system that rapidly rehouses all those that become homeless.

Desktop Support and Operations (Help Desk Support)

The Desktop Support and Operations is a non-managerial position and will report to the head of IT. Desktop Support and Operations play a key role in the agency's Information Technology team. The IT unit is deemed an essential function in New York City government. Desktop Support and Operations responsibilities and tasks will include, but not limited to providing technical assistance for questions and problems to agency staff, Enter, update, and record technical support tickets into DVS IT Support Tracker system, diagnosing system errors, providing technical support across the agency (this may be in person, email or over the

phone), update inventory management system, and effectively communicate agency-wide IT policies and procedures.

Digital Outreach Manager

The Digital Outreach Manager works with the Press Secretary to create and edit multimedia content highlighting agency initiatives. Coordinates with DVS staff for content updates; identifies, curates and manages content – written and multimedia – for current DVS social media accounts; and identifies new opportunities to engage online. Creates and manages communication materials for outreach events (e.g. flyers, posters, infographics, video clips).

Information and Technology Operations Manager

The IT Operations Manager is responsible for day-to-day technical operations. The Manager proactively identifies hardware and software solutions to ensure effective and efficient technical operations agency-wide. This role is also responsible for systems maintenance and quality assurance, technical support, training, and ensures that all agency data is received and exported are properly stored and safeguarded.

Administrative Services Manager

The Administrative Services Manager is responsible for the core administrative functions; payroll and human resources. This role is responsible for executing the day-to-day personnel operations for DVS, including, but not limited to, implementing personnel actions, including civil service appointments, promotions, separations, background investigations, and other various NYCAPS transactions. This role manages the processing of new hires, job vacancy notices, and promotional paperwork, in addition to providing DVS employees with information about the NYC Pension system, retiree information, health insurance, time and leave, and workers compensation procedures.

Benefit Claims Manager

The New York City Department of Veterans' Services Claims Unit is a newly accredited unit in the agency that assists Veterans, Service Members, and their family members in the preparation, and presentation, of claims and appeals for benefits and services before the United States Department of Veterans Affairs. The Benefit Claims Manager is responsible for engaging, developing, educating, and mentoring Benefit Coordinators with the skills and knowledge that will produce outstanding claims handling results and drive exceptional customer experiences.

Constituent Services Manager

The Constituent Services Manager implements Final Honors, provides eviction prevention assistance, and other critical supports to Veterans and their families that reach out to DVS for help.

Strategic Partnerships Manager

The Strategic Partnerships Manager is responsible for providing administrative and implementation support for the agency's partnership initiatives, such as the Veteran Voices Project. This role also conducts research and strategic outreach as assigned by leadership.

Aftercare & Eviction Prevention Specialist

The Aftercare & Eviction Prevention Specialist provides follow up assistance to all Veterans housed by HSS. Additionally, the specialist provides eviction prevention assistance, including landlord mediation, rent payment assistance, case management and benefit referrals, and other supports to help ensure housing stability for Veterans and their families.

Intake Specialist

Under general supervision with latitude for independent judgement, the Intake Specialist performs care coordination at DVS' main Veteran Resource Center ("VRC"). The Intake Specialist plays a critical role in providing services, information, and care coordination for New York City Veterans and their family members at DVS' main hub.

Senior Policy Analyst

The Senior Policy Analyst acts as the statistical advisor for DVS staff; suggests and implements improvements in statistical methods used by the Agency to control agency operations. This role is responsible for statistical operations and research studies of inter/intra-agency operations and data, directing major statistical analysis.

Senior Engagement & Community Coordinator

The Senior Engagement & Community Coordinator is responsible for overseeing DVS' intake services, managing our constituent correspondence with the Mayor's Office and the NYC 311 Call Center, as well as playing a chief role in community outreach events.

Engagement & Community Services Coordinator

The Engagement & Community Service Coordinators act as a direct line to the community. Through citywide outreach and engagement, Coordinators improve access to services, information, and resources.

Senior Veteran Peer Coordinator

The Senior Veteran Peer Coordinator ("SVPC") manages a caseload of clients at a designated homeless shelter(s). The SVPC works directly in support of the DVS Housing & Support Services (HSS) unit by providing housing intakes on clients and updating their information as new details emerge; working with DVS and interagency housing staff to find apartments that meets their clients' needs and preferences, coordinating with case managers where applicable, and then working hand in hand with their clients to help them navigate the process of securing an apartment. The SVPC also assists the VPC Director with special projects and reporting needs for the VPC team and unit.

VetConnectNYC Program Manager

The VetConnectNYC Program Manager is a managerial position. The VCNYC Program Manger is responsible for managing DVS' largest acquisition, VetConnectNYC. VetConnectNYC is a tool to support veterans and their families with access to care, services and resources is managed by a contract with external resources in excess of \$500,000. Veterans have continuously cited navigation as the most challenging barrier to access to resources — knowing what resources are available and determining if they meet the eligibility criteria to access them. VetConnectNYC provides veterans and their families with a single point of entry to connect to care, services and resources. VetConnectNYC is supported by a care coordination center hosted at Northwell Health and includes trained care managers who provide qualified referrals to veterans and their families through an innovative technology platform provided by Unite US.

Veteran Housing Specialist

The Veteran Housing Specialist is responsible for cultivating landlord and broker relationships through direct outreach, events, and community engagement; engaging with landlords and brokers through phone and in-person outreach to recruit and retain private market units, reviewing applications, navigating the various rental subsidy and inspection processes, and coordination with the landlords and shelters to ensure successful housing placements. The VHS also provides initial eligibility review and ongoing support for the VASH Continuum program.

Veteran Peer Coordinator

The Veteran Peer Coordinator (VPC) manages a caseload of clients at a designated homeless shelter(s). VPCs work directly in support of the DVS Housing & Support Services (HSS) unit by providing housing intakes on clients and updating their information as new details emerge; working with DVS and interagency housing staff to find apartments that meets their clients' needs and preferences, coordinating with case managers where applicable, and then working hand in hand with their clients to help them navigate the process of securing an apartment.

II. The total number of engagements, per month, disaggregated by the types of services provided, whether the service was provided at the department’s office, a resource center or in the field, and borough.

Engagement Metrics

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Veterans Engaged	214	425	728	523	824	654	597	440	102	344	351	309	5511
Manhattan	214	425	728	523	596	554	459	440	70	285	241	304	4839
Virtual (NYC)	0	0	0	0	214	93	138	0	32	59	110	5	651
Staten Island	0	0	0	0	4	7	0	0	0	0	0	0	11
Bronx	0	0	0	0	10	0	0	0	0	0	0	0	10
Brooklyn	0	0	0	0	0	0	0	0	0	0	0	0	0
Queens	0	0	0	0	0	0	0	0	0	0	0	0	0

HSS – Housing Assistance (Field Services by Quarter)

HSS	Q1	Q2	Q3	Q4
Client Intakes	48	14	16	19

III. The types of services Veterans have inquired about, including through 311 calls, per month, disaggregated by type of service, and borough.

Veteran Services – 311 Call Center

Inquiry Name	Call Resolution	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Benefits for Veterans	<i>Information Provided</i>	53	48	13	47	47	42	43	37	43	43	47	68	531
	<i>Transfer to City Agency</i>	36	21	25	18	24	15	20	16	22	10	14	18	239
Crisis Support for Veterans	<i>Information Provided</i>	11	12	8	8	4	10	8	5	7	5	9	9	96
	<i>Transfer to City Agency</i>	3	7	1	6	0	3	4	1	1	0	1	2	29
Veteran Healthcare Information	<i>Information Provided</i>	5	6	5	6	8	11	15	10	7	9	4	11	97
	<i>Transfer to City Agency</i>	2	1	1	1	0	0	3	1	0	0	1	0	10
Legal Assistance	<i>Information Provided</i>	0	0	0	0	0	0	0	0	0	0	0	0	0
	<i>Transfer to City Agency</i>	6	3	0	3	1	1	2	2	0	2	1	0	21
Military Discharge or Separation Documents	<i>Information Provided</i>	6	4	4	6	7	3	1	5	5	4	4	6	55
	<i>Transfer to City Agency</i>	0	0	0	0	0	0	0	0	0	0	0	0	0

Resolution Totals	<i>Information Provided</i>	75	70	30	67	66	66	67	57	62	61	64	94	779
	<i>Transfer to City Agency</i>	47	32	27	28	25	19	29	20	23	12	17	20	299

Client Inquiries by Location and Issue Category

Note: March 2020— Due to the citywide shutdown caused by the onset of the COVID-19 pandemic, DVS pivoted all veteran assistance operations to a virtual model. As an alternative, the table below illustrates the assistance requests processed by DVS staff broken down by intake location for the time period of July 1 through June 30.

Client Inquiry Categories	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Bronx	20	22	23	19	27	25	12	51	24	23	38	7	291
Housing & Shelter	5	14	8	4	9	5	4	19	6	6	9	2	91
Benefits Navigation	1	1	4	2	7	2	4	7	7	4	13	2	54
Employment	5	5	7	7	3	7	0	6	1	4	4	2	51
Legal	1	0	0	2	4	1	2	11	8	4	7	0	40
Income Support	4	1	3	0	0	5	2	1	0	1	1	0	18
Food Assistance	0	0	0	0	0	1	0	4	1	3	1	1	11
Undisclosed	2	1	1	1	2	1	0	0	0	0	0	0	8
Mental/Behavioral Health	0	0	0	0	0	0	0	2	1	1	2	0	6
Education	0	0	0	3	0	0	0	0	0	0	0	0	3
Transportation	0	0	0	0	0	3	0	0	0	0	0	0	3
Entrepreneurship	1	0	0	0	2	0	0	0	0	0	0	0	3
Clothing & Household Goods	0	0	0	0	0	0	0	0	0	0	1	0	1
Utilities	0	0	0	0	0	0	0	1	0	0	0	0	1
Money Management	1	0	0	0	0	0	0	0	0	0	0	0	1
Brooklyn	35	25	10	29	26	34	7	44	34	22	17	32	315
Housing & Shelter	13	5	1	10	9	7	0	11	7	8	4	8	83
Benefits Navigation	4	2	0	5	10	2	5	10	11	7	8	10	74
Employment	8	6	3	6	1	12	1	2	8	2	2	4	55
Legal	0	2	1	4	4	1	0	5	3	1	0	2	23
Income Support	4	6	4	1	1	0	0	3	1	1	0	1	22
Mental/Behavioral Health	2	1	0	0	0	5	0	7	1	2	2	1	21
Food Assistance	0	0	0	0	0	1	0	4	1	1	1	5	13
Undisclosed	2	0	0	1	1	4	0	0	0	0	0	0	8
Money Management	2	2	0	0	0	0	0	0	1	0	0	0	5
Entrepreneurship	0	1	0	1	0	0	1	1	1	0	0	0	5
Education	0	0	1	1	0	0	0	0	0	0	0	1	3
Social Enrichment	0	0	0	0	0	1	0	0	0	0	0	0	1
Utilities	0	0	0	0	0	0	0	1	0	0	0	0	1
Individual & Family Support	0	0	0	0	0	1	0	0	0	0	0	0	1
Manhattan	42	22	12	21	39	20	18	48	27	33	21	26	329
Housing & Shelter	11	8	6	10	6	7	6	14	7	7	2	2	86
Benefits Navigation	5	2	0	3	6	6	1	9	7	11	9	10	69

Employment	10	6	3	5	9	2	5	4	4	6	3	2	59
Legal	8	1	1	1	3	1	1	3	3	4	2	1	29
Mental/Behavioral Health	0	0	0	1	7	2	3	4	3	1	1	2	24
Food Assistance	0	0	0	0	0	0	0	4	2	3	2	4	15
Income Support	4	2	1	0	0	0	0	3	1	1	0	2	14
Undisclosed	4	1	0	1	5	0	0	0	0	0	0	0	11
Clothing & Household Goods	0	0	1	0	2	0	0	3	0	0	0	0	6
Individual & Family Support	0	0	0	0	1	0	0	0	0	0	0	2	3
Physical Health	0	0	0	0	0	0	1	2	0	0	0	0	3
Education	0	1	0	0	0	0	0	0	0	0	2	0	3
Entrepreneurship	0	0	0	0	0	0	1	2	0	0	0	0	3
Substance Use	0	0	0	0	0	1	0	0	0	0	0	1	2
Wellness	0	0	0	0	0	1	0	0	0	0	0	0	1
Money Management	0	1	0	0	0	0	0	0	0	0	0	0	1
Queens	22	30	21	26	20	17	11	22	38	19	21	35	282
Benefits Navigation	2	6	1	2	4	5	4	7	21	6	12	7	77
Housing & Shelter	1	3	3	7	8	5	2	3	6	3	3	8	52
Legal	4	0	0	7	1	4	5	0	5	1	2	13	42
Employment	4	11	10	3	1	1	0	0	4	2	0	4	40
Mental/Behavioral Health	0	4	2	2	1	2	0	0	0	4	1	1	17
Income Support	4	4	3	1	2	0	0	2	0	0	1	0	17
Food Assistance	0	0	0	0	1	0	0	8	2	2	2	0	15
Undisclosed	1	2	1	2	2	0	0	0	0	0	0	0	8
Transportation	4	0	0	0	0	0	0	0	0	0	0	1	5
Entrepreneurship	1	0	0	2	0	0	0	1	0	0	0	0	4
Education	0	0	0	0	0	0	0	0	0	1	0	1	2
Utilities	0	0	0	0	0	0	0	1	0	0	0	0	1
Substance Use	1	0	0	0	0	0	0	0	0	0	0	0	1
Money Management	0	0	1	0	0	0	0	0	0	0	0	0	1
Staten Island	2	3	2	1	8	4	0	9	5	5	9	7	55
Benefits Navigation	0	0	0	1	5	2	0	3	2	2	2	0	17
Employment	1	0	0	0	0	2	0	3	0	0	3	0	9
Housing & Shelter	0	0	0	0	0	0	0	0	1	2	2	3	8
Legal	0	0	0	0	1	0	0	1	0	0	0	3	5
Income Support	0	1	1	0	0	0	0	0	0	0	1	1	4
Mental/Behavioral Health	1	0	0	0	0	0	0	0	1	1	1	0	4
Education	0	2	1	0	0	0	0	0	0	0	0	0	3
Entrepreneurship	0	0	0	0	2	0	0	1	0	0	0	0	3
Food Assistance	0	0	0	0	0	0	0	1	1	0	0	0	2
Outside NYC	2	4	10	5	27	18	3	9	15	9	11	7	120
Housing & Shelter	1	2	2	1	4	0	0	5	4	2	4	2	27
Benefits Navigation	0	0	1	0	0	2	3	3	7	2	3	4	25
Employment	1	1	2	2	6	7	0	0	0	0	0	1	20

Education	0	0	0	1	14	0	0	0	0	0	0	0	15
Income Support	0	1	3	1	2	1	0	0	0	0	0	0	8
Legal	0	0	0	0	0	0	0	0	4	3	0	0	7
Social Enrichment	0	0	0	0	0	6	0	0	0	0	0	0	6
Mental/Behavioral Health	0	0	1	0	0	0	0	1	0	2	2	0	6
Undisclosed	0	0	0	0	1	1	0	0	0	0	0	0	2
Entrepreneurship	0	0	0	0	0	0	0	0	0	0	2	0	2
Individual & Family Support	0	0	0	0	0	1	0	0	0	0	0	0	1
Food Assistance	0	0	1	0	0	0	0	0	0	0	0	0	1
Undisclosed	16	32	49	59	45	110	79	164	408	839	770	1021	3592
Food Assistance	2	5	8	8	15	45	37	74	272	522	507	707	2202
Housing & Shelter	2	3	3	6	2	21	17	38	33	46	52	49	272
Benefits Navigation	3	1	4	15	10	11	4	22	28	62	55	45	260
Income Support	0	0	0	4	0	1	1	7	25	50	50	56	194
Physical Health	1	0	1	1	3	2	1	1	17	56	25	60	168
Wellness	3	9	6	4	3	0	7	5	8	25	21	42	133
Social Enrichment	0	0	1	2	1	1	11	8	7	24	2	5	62
Education	1	1	6	0	1	0	0	0	2	11	14	18	54
Individual & Family Support	1	6	1	0	0	0	0	6	6	23	6	4	53
Mental/Behavioral Health	0	1	2	4	1	4	0	2	2	3	16	14	49
Employment	2	3	12	5	2	10	0	1	1	3	3	1	43
Undisclosed	1	1	4	7	5	12	0	0	0	0	0	0	30
Legal	0	1	0	1	2	3	1	0	3	3	6	7	27
Clothing & Household Goods	0	1	0	1	0	0	0	0	2	5	4	4	17
Utilities	0	0	0	0	0	0	0	0	2	1	3	4	10
Transportation	0	0	0	0	0	0	0	0	0	2	4	0	6
Entrepreneurship	0	0	1	1	0	0	0	0	0	0	0	3	5
Money Management	0	0	0	0	0	0	0	0	0	1	2	1	4
Sports & Recreation	0	0	0	0	0	0	0	0	0	2	0	0	2
Substance Use	0	0	0	0	0	0	0	0	0	0	0	1	1
Grand Total	139	138	127	160	192	228	130	347	551	950	887	1135	4984

IV. The methods by which the department provides information to Veterans and their families, caretakers and active servicemembers and the methods by which Veterans and their families learned about the department.

Community Events & Public Briefings

Events Attended

Location	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Virtual (NYC)	0	0	0	0	22	4	4	5	9	3	1	1	49
Bronx	0	0	0	0	3	0	0	0	0	0	0	0	3
Manhattan	0	0	1	0	3	0	0	0	0	0	0	0	4
Queens	0	0	1	0	0	0	0	0	0	0	0	0	1
Staten Island	0	0	0	0	2	1	0	0	0	0	0	0	3
Grand Total	0	0	2	0	30	5	4	5	9	3	1	1	60

V. A list of the field services provided by the department in each borough, per month.

HSS - Veterans Housed by Borough

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Bronx	5	2	3	3	25	7	1	2	2	2	3	2	57
Manhattan	0	5	3	2	3	5	3	3	0	1	1	1	27
Queens	1	3	1	3	0	3	1	0	1	1	1	1	16
Brooklyn	2	2	0	1	1	2	2	0	1	1	1	1	14
Staten Island	0	0	2	0	0	0	1	0	0	0	0	0	3
Grand Total	8	12	9	9	29	17	8	5	4	5	6	5	117

Newsletter Email Outreach

Campaign	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Monthly Recipients	9,551	9,497	9,457	9,416	9,447	9,416	9,571	9,536	9,413	9,317	9,519	10,119
Monthly Opens (Average)	948	1,025	1,006	1,698	1,078	1,119	1,155	1,101	1,055	1,012	795	1,106

VI. Methods

For the purposes of this report all data points reported correspond to Fiscal Year 2021 (July 1st, 2020 – June 30th, 2021). Data was collected from the following sources: Microsoft Dynamics Client Relationship Manager (CRM), Veteran Peer Coordinator (VPC) Move Tracker, Eviction Prevention Report, 311 Veteran Service Metrics, VetConnectNYC Exports, MailChimp and HR Personnel Records. Based on the data collection from the agency’s various input points, the following key performance indicators were processed and interpreted.

- a) **Microsoft Dynamics (CRM)** – This platform is a customer relationship management application that primarily stores all client records and assistance requests regarding the assistance provided to them. Client records were extracted and merged with existing DVS Constituent Tracker data. Combined data was extracted and analyzed through spreadsheet pivot tables and reviewed by the DVS data management team. DVS no longer utilizes the Microsoft Dynamic CRM as a method to enter and manage clients and client requests.
- b) **VetConnectNYC (Unite Us)** – Unite Us is a veteran-led technology platform that builds coordinated care networks connecting health and social service providers together. Providers across the continuum and community are able to externally refer and track every patient’s total health journey while reporting on all tangible outcomes. Starting January 2021, VetConnectNYC became the sole application system to enter and track client information and requests.
- c) **VPC Move Tracker** – This tracker is a client workflow tracker of the processes entailed in *intake > eligibility > searching/viewings > matched > successfully housing Veterans*. Move data was extracted and analyzed through spreadsheet pivot tables and reviewed by the DVS data management team.
- d) **Eviction Prevention Report** – This report consists of call logs, email communications, and client inquiries, and is collected by the HSS Aftercare Specialist. Eviction prevention data was extracted and analyzed through spreadsheet pivot tables and reviewed by the DVS data management team.
- e) **311 Veteran Service Metrics** – The data is collected through the DoITT 311 Contact Center Siebel system and the reports are delivered to the agency monthly via email.
- f) **MailChimp** – Data is collected through various intake and interest forms and compiled and processed through MailChimp distribution list platform. Email campaign data was extracted and analyzed through spreadsheet pivot tables and reviewed by the DVS data management team.
- g) **HR Personnel Records** – Data was provided by the Assistant Commissioner of Operations & Administrative Services. Titles, staffing levels, and functional units were compiled and analyzed through spreadsheet pivot tables and reviewed by the DVS data management team.

VII. Terms & Definitions

Aftercare & Eviction Prevention: The number of Veterans and their families that received homelessness prevention assistance by DVS. Prevention assistance includes landlord mediation, assistance with paying rent arrears, and connecting Veterans and their families to the social services and other supports needed to remain stably housed.

Assistance Requests: Inquiries or requests for services, care, or resources supported via phone, in-person, postal mail or electronic mail. Assistance and support involve connecting City Veterans and their families to a coordinated network of public, private and non-profit organizations.

Assisted: The number of unique assistance requests received from Veterans and their families supported via phone, in-person, postal mail, electronic mail or VetConnectNYC. Support involves connecting Veterans and their families to a coordinated network of public, private and non-profit organizations.

Client: A person or individual seeking information or services pertaining to Veterans, service members, reservists, and their families or caregivers.

Engagements: Any interactions for the purposes of providing services to Veterans, caretakers, active servicemembers and their families, including those interactions in resource centers, the department's office, or in the field.

Field services: Any service performed in communities throughout the boroughs, as opposed to at DVS main headquarters or Veteran Resource Centers. Field services typically involve providing information or literature at community events, helping to find affordable housing, identifying apartments, providing transportation to and from apartment viewings to eligible Veterans, or coordinating with interagency and housing partners.

Housed: The number of Veterans and Veteran families that find housing with the assistance of the DVS Veteran Peer Coordinator program. The program provides peer-to-peer housing assistance to Veterans and their families, helping them navigate the process of finding, applying for and moving into an affordable apartment that meets their needs.

Intake: The process of collecting client information and requested or needed services for the strict and limited purposes of providing or coordinating services, resources, benefits to service members, Veterans, and/or members their household

Veterans Resource Center: DVS maintains a presence in each of the five boroughs providing Veterans and their families with up-to-date information, at no cost; regarding housing, social services offered by public agencies and charitable and private organizations, financial assistance and tax exemptions available to Veterans, discharge upgrade resources and benefits counseling services along with a hard copy of the resource guide.

Services: The term "services" means any activity or resource provided by the department to help Veterans, including, but not limited to, providing information, offering referrals, connecting Veterans with internal and external resources and any direct action taken for or on behalf of Veterans.