



TO: The Honorable Eric Adams, Mayor of the City of New York

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

DATE: January 18th, 2023

SUBJECT: Local Law 44 DVS Services and Performance Annual Report for FY 2022

Attached please find the FY22 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 New York City 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 Cassandra Alvarez, Chief of Staff at calvarez@veterans.nyc.gov. Thank you.

See attachment.

FISCAL YEAR 2022 REPORT

- I. **DVS Services** – Created in 2016, the New York City Department of Veterans' Services (DVS) connects, mobilizes, and empowers New York City's 210,000 Veterans, as well as their families and caregivers, to foster purpose-driven lives. DVS fulfills this mission by providing Veterans with access to essential services, such as disability benefit counseling, care coordination, and referrals to social services providers. DVS also offers a host of special initiatives and programs that address housing security, employment, entrepreneurship, health and wellness, education, and culture. Each year, DVS strengthens its core services by improving efficiency and identifying new ways to address service gaps to ensure NYC remains a Veteran-friendly 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 coordinate referrals to quality care from a network of community-based service 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 when there are no other family members present to ensure proper burial.
- VetConnectPro – DVS offers a first-of-its-kind employment tool to assist active servicemembers, Veterans, and their families with career readiness support. The tool provides jobseekers with an array of functions including a military occupation skills translator, a resume generator, and information about benefits and services customized to the user's needs and background.
- 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 through 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 aid 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 DVS, the Mayor's Office of Community Mental Health, New York Cares, and Veteran-serving organizations. Volunteers make supportive check-in calls to Veterans across New York City. These calls provide Veterans with information regarding vital public services, including free meals 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 service member 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 partners with the U.S. Substance Abuse and Mental Health Services Administration (SAMHSA) to establish Crisis Intercept Mapping (CIM) networks. CIM networks are communities of practice that offer resources to first responders and clinicians that provide mental health and suicide prevention services to Veterans.
- Veteran Business Leadership Association – The Veteran Business Leadership Association is an empowerment initiative designed to provide one-on-one assistance to Veteran business owners in pursuit of city and state certifications, contracting opportunities, high-level networking, and business development.
- VetBizMap – An interactive map that provides the location of Veteran-owned businesses across NYC. VetBizMap includes key business contact information as well as a list of a Veteran-owned business's city and state certifications.
- Discharge Upgrade Assistance for Legal Services (DUALS) - A three-year, \$1.5 million dollar program to address the need for Discharge Upgrade services in New York City. This program provides additional funding to legal service providers who have demonstrated a unique expertise in discharge upgrades, while managing the sensitivity of client relations for a powerful, yet vulnerable Veteran population.

Functional Units & Titles

Business Title	# Positions	# Filled/Staffed
Agency Leadership	10	10
Assistant Commissioner, Community Services	1	1
Assistant Commissioner, Community Outreach	1	1
Assistant Commissioner, Operations & Administrative Services	1	1
Assistant Commissioner of Policy & Strategic Partnerships	1	1
Chief Information Officer	1	1
Chief of Staff	1	1
Commissioner	1	1
Deputy Commissioner for Operations	1	1
Deputy Commissioner for External Affairs	1	1
Interim Dep. Cmr., General Counsel & Agency Chief Contracting Officer	1	1
Agency-wide Operations	10	8
Administrative Services Manager	1	1
Budget Director	1	1
Chauffeur Attendant	1	1
Digital Outreach Manager	1	1
Human Resources Generalist	0	0
Network Engineer	1	1
Senior Advisor for Operations	1	1
Senior Policy Analyst	1	1
Policy Analyst	2	1
Press Secretary	1	0
Program Development & Care Coordination	6	6
Burials Care Coordinator	1	0
Constituent Services Manager	1	1
Care Coordinator	3	3
Director of Housing and Support Services	1	1
Community Engagement	15	10
Benefit Claims Manager	1	1
Community Outreach Coordinator	2	1
Executive Director of Community Services	1	1
Senior Veteran Peer Coordinator	2	2
Veteran Benefits Coordinator	5	2
Veteran Housing Specialist	1	1
Veteran Peer Coordinator	3	3
Total	41	34

Summary of Responsibilities

Commissioner

Agency Head.

Interim Deputy Commissioner for Operations, General Counsel and Agency Chief Contracting Officer

As a direct report to DVS' Commissioner and a member of the agency's executive team, the Interim Deputy Commissioner for Operations and General Counsel has broad latitude for independent judgment, action, and decision making. As Interim Deputy Commissioner, this role oversees the development and implementation of the agency's administrative and operational functions. As General Counsel, this role provides all legal support for DVS including guidance and counsel on the agency's business matters and transactions. As the Agency Chief Contracting Officer ("ACCO"), this role 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.

Deputy Commissioner for External Affairs

The Deputy Commissioner of External Affairs is the governmental and policy liaison for Veteran's issues at the city, state, and federal levels, and manages relations between the agency and intergovernmental stakeholders, including but not limited to veterans' advocacy groups, elected officials, non-profits, and community-based organizations. Under the direction of the Commissioner, the Deputy Commissioner for External Affairs oversees an expansive inter-governmental legislative agenda and other special projects.

Chief of Staff

As a direct report to the DVS Commissioner, and as a member of the agency's executive team, the Chief of Staff possesses oversight on all external and internal agency functions to ensure the agency operates efficiently and in accordance with the Mayor and Commissioner's vision. The Chief of Staff acts on behalf of the Commissioner to manage high profile projects and coordinates the outputs of senior-level staff members. In addition to serving as the primary liaison to City Hall, the Chief of Staff also oversees the agency's marketing and communications strategy by providing supervision and guidance to press and communications staff. In addition, the Chief of Staff also serves as the agency's Chief Diversity Officer. As Chief Diversity Officer, the Chief of Staff oversees the agency's MWBE spending, engages with MWBE vendors, and attends required seminars, trainings, and events related to the CDO function.

Deputy Commissioner for Operations

The Deputy Commissioner for Operations is responsible for leading the agency's operational functions. The Deputy Commissioner for Operations 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.

Assistant Commissioner for Policy & Strategic Partnerships

As a member of the senior leadership team, the Assistant Commissioner for Policy and Strategic Partnerships structures and leads partnerships, working across city government and with external partners to support the Commissioner's highest priorities. The Assistant 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 Assistant Commissioner oversees the Senior Policy Analysts and grant administration functions.

Assistant Commissioner for Community Services

The Assistant Commissioner for Community Services is responsible for overseeing all aspects of the agency's direct services programs. This includes Housing & Support Services (HSS), Benefits and Claims Services, burials, and Care Coordination Services. The Assistant Commissioner for Community Services ensures the agency is informing, engaging, assisting, and referring New York City's 210,000 Veterans to benefits and resources that address economic empowerment, housing security, benefits, health, wellness, culture, and more. The Assistant Commissioner also maintains relationships with community-based organizations and service providers to foster the growth of a robust Veteran service delivery network in NYC.

Assistant Commissioner for Community Outreach

The Assistant Commissioner for Outreach oversees all agency outreach and community event-related projects. The Assistant Commissioner provides strategic guidance and representation, ensuring the community is engaged and connected to agency services through various means, including; community boards, Community Education Councils, mutual aid groups, community-based organizations, faith-based organizations, constituent services teams for elected officials and city agencies, and Veteran service organizations, including VA medical facilities and Vet Centers.

Assistant Commissioner for Operations and Administrative Services

The Assistant Commissioner of Operations and Administrative Services is responsible for overseeing the agency's administrative and human resources functions. The Assistant Commissioner leads payroll operations, develops, and implements the agency's administrative strategic plan, provides budget guidance, and oversees key administrative projects including the agency's compliance with citywide personnel policy.

Chief Information Officer

The Chief Information Officer (CIO) develops and manages advanced internal and external technology projects for DVS, including designing and implementing innovative solutions to identify, track, and strategically leverage large datasets. The CIO also oversees the agency's reporting, and all IT operations, policies, procedures, and technology hardware management. In addition, the CIO serves as the agency's official records management liaison, overseeing agency facilities and storage operations to and ensure compliance with citywide record retention policies.

Senior Advisor of Operations

The Senior Advisor of Operations/EEO Officer collaborates with senior and executive management in setting organizational vision, operational planning, oversight of Other than Personnel Services budget procedures, ensuring coordination between administrative units to resolve operational issues and provide timely and responsive support for the agency's mission and goals. As the EEO officer, the Senior Advisor continue to monitor and evaluate compliance with equal opportunity laws, guidelines, and policies to ensure that equal opportunity laws and best practices are adhered.

Senior Policy Analyst

The Senior Policy Analyst 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 Senior Policy Analyst manages relations between the agency and external stakeholders, including but not limited to Veterans' advocacy groups, non-profits, government, and private institutions.

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.

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.

Network Engineer

The Network Engineer reports directly to the Chief Information Officer and plays a key role on the agency's Information Technology team. The Network Engineer provides technical assistance to agency staff, enter, update, and record technical support tickets into DVS IT Support Tracker system, diagnosing system errors. The Network Engineer also supports the IT inventory management, and effectively communicate agency-wide IT policies and procedures.

Administrative Services Manager

The Administrative Services Manager provides support to the agency's core administrative functions, including payroll and compliance. The Administrative Services Manager is responsible for certifying agency payroll to ensure that all DVS receive their pay in a timely manner and with appropriate deductions.

Human Resources Generalist

The Human Resources Generalist is responsible for executing the agency's day-to-day operations of human resources, that supports a diverse workforce. This individual will be primarily responsible for the processing of personnel transactions for new hires, promotions, terminations, suspensions, reassignments, and other related transactions.

Policy Analyst

Policy Analysts manage a series of special projects and initiatives to support the mission goals and priorities of the agency. Policy Analysts work directly with the Assistant Commissioner for Policy and Strategic Partnerships to propose, plan, execute, and assess the effectiveness of policy related projects and initiatives to advance the agency's mission.

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).

Chauffeur Attendant

DVS has the responsibility of providing dedicated transportation services to the Commissioner for official city business. The Chauffeur Attendant meets the often-changing scheduling demands of DVS, provides transportation support for personnel, and equipment to and from meetings, conferences, and special events.

Director of Housing & Support Services

The Director of Housing and Support Services reports directly to the Assistant 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.

Senior Veteran Peer Coordinator

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.

Constituent Services Manager

The Constituent Services Manager 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 Constituent Services Manager is also tasked with supervising the Care Coordinators as well as building and implementing mental health procedures and programming throughout the agency and forecasting the community’s needs and works with community partners to rapidly fill service gaps as they emerge in real time.

Benefit Claims Manager

The Benefit Claims Manager oversees all Benefits Claim Coordinators in the accredited unit to assist 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 Manager is responsible for engaging, developing, educating, and mentoring VBC's with the skills and knowledge that will produce outstanding claims handling results and drive exceptional customer experiences.

Care Coordinator

Care Coordinators are responsible for the constituent services; primarily receiving and completing intake of new constituents. Care Coordinators manage a caseload of constituents who are seeking services, assess the needs and provide information on resources and benefits and make referrals to network service providers.

Burials Care Coordinator

The Burials Care Coordinator supports the agency’s Funeral Honors Program. The Burials Care Coordinator executes the administrative responsibilities to provide proper burial services for unclaimed veterans.

Veteran Benefits Coordinator

Veteran Benefit Coordinators work with Veterans to determine the eligibility for federal, State, and local Veteran Affairs (VA) benefits. Veteran Benefits Coordinators provide support, prepare claim submissions, submit claims, and monitor client progress and follow-up with the veteran for resolution.

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

Veteran Housing Coordinators manage a caseload of clients at a designated homeless shelter(s). Veteran Housing Coordinators work directly in support of the 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 provided at the department's main office, a Veteran resource center, or in the field, broken down by borough.

Engagement Metrics

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
Bronx	16	14	19	17	25	21	29	38	31	25	37	56	328
Brooklyn	22	29	22	19	27	34	38	48	32	28	52	54	405
Manhattan	22	35	25	34	30	23	26	25	34	39	38	32	363
Queens	5	25	26	21	27	35	39	37	38	46	49	71	419
Staten Island	2	9	7	2	5	2	8	6	4	1	3	7	56
Outside NYC	11	4	6	10	12	7	3	1	9	4	5	4	76
Total	78	116	105	103	126	122	143	155	148	143	184	224	1,647

Unique Clients – Per Borough

	Bronx	Brooklyn	Manhattan	Queens	Staten Island	Outside NYC	Total
Number of Unique Clients Served	212	282	242	255	40	61	1092

*Engagements reflect when clients received in-person service from DVS; whereas the “Cases Managed by Issue Category” (Section 3b) includes all modalities through which cases were managed except for 311, which is separately tracked. Examples of modalities tracked include: VetConnectNYC, social media, telephone, and email.

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

a. 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	Information Provided	36	39	42	37	37	35	47	38	45	49	31	41	477
	Transfer to City Agency	17	13	11	15	15	9	17	16	21	14	17	18	183
Crisis Support for Veterans	Information Provided	2	7	4	1	5	4	4	9	7	8	9	6	66
	Transfer to City Agency	0	5	1	2	2	1	4	2	4	2	4	0	27
Veteran Healthcare Information	Information Provided	4	10	11	6	8	8	14	6	5	12	11	5	100
	Transfer to City Agency	1	0	1	1	0	0	4	1	2	1	3	0	14
Legal Assistance	Information Provided	0	0	0	6	10	12	10	15	10	9	12	7	91
	Transfer to City Agency	1	1	2	3	3	7	2	6	5	2	5	5	42
Military Discharge or Separation Documents	Information Provided	3	3	4	4	6	6	2	2	1	4	3	3	41
	Transfer to City Agency	0	0	0	0	0	0	0	0	0	0	0	0	0
Resolution Totals	Information Provided	45	59	61	54	66	65	77	70	68	82	66	62	775
	Transfer to City Agency	19	19	15	21	20	17	27	25	32	19	29	23	266

b. Client Cases Managed by Issue Category*

Client Inquiry Categories	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Bronx	4	6	10	11	26	63	25	36	41	16	32	46	316
Benefits Navigation	1	2	2	2	3	2	2	8	4	2	5	5	38
Housing & Shelter	2	3	5	6	19	52	13	19	24	10	17	27	197
Employment	1	0	3	0	0	1	0	4	6	0	1	3	19
Legal	0	1	0	1	2	2	3	1	1	1	5	5	22
Mental/Behavioral Health	0	0	0	2	0	3	4	3	6	3	4	3	28
Income Support	0	0	0	0	2	3	2	1	0	0	0	2	10
Food Assistance	0	0	0	0	0	0	1	0	0	0	0	1	2
Brooklyn	10	28	19	7	42	92	47	40	37	34	31	57	444
Benefits Navigation	1	3	3	2	0	1	4	6	3	0	3	12	38
Housing & Shelter	7	15	10	4	35	83	25	22	21	21	17	33	293
Employment	0	2	3	1	0	4	1	2	4	4	7	2	30
Legal	1	3	1	0	2	2	5	0	2	2	3	4	25
Mental/Behavioral Health	0	4	1	0	4	1	8	8	5	4	0	4	39
Income Support	0	1	1	0	0	1	4	1	2	2	1	1	14
Utilities	1	0	0	0	0	0	0	0	0	0	0	0	1
Money Management	0	0	0	0	1	0	0	1	0	0	0	1	3
Sports & Recreation	0	0	0	0	0	0	0	0	0	1	0	0	1
Manhattan	16	30	22	12	30	33	24	26	31	38	45	54	361
Benefits Navigation	2	4	3	1	4	3	6	3	3	7	7	16	59
Housing & Shelter	10	18	12	8	18	17	13	14	17	20	27	29	203
Employment	1	1	3	0	0	1	1	3	7	4	3	4	28
Legal	1	4	3	0	4	0	1	2	0	0	4	4	23
Mental/Behavioral Health	2	3	1	2	3	2	2	4	3	6	3	1	32
Income Support	0	0	0	1	1	0	1	0	1	1	0	0	5
Individual & Family Support	0	0	0	0	0	0	0	0	0	0	1	0	1
Queens	12	21	22	19	36	44	38	31	41	54	32	78	428
Benefits Navigation	3	1	4	1	3	3	4	10	7	8	4	22	70
Housing & Shelter	6	15	12	11	23	31	24	17	22	36	16	46	259
Employment	3	1	0	1	1	3	0	1	0	1	2	5	18
Legal	0	3	3	4	5	1	0	1	3	4	5	0	29

Mental/Behavioral Health	0	1	3	1	3	3	6	2	9	4	5	3	40
Income Support	0	0	0	1	1	2	3	0	0	1	0	2	10
Food Assistance	0	0	0	0	0	1	0	0	0	0	0	0	1
Sports & Recreation	0	0	0	0	0	0	1	0	0	0	0	0	1
Staten Island	1	4	10	0	4	11	8	14	6	4	2	6	70
Benefits Navigation	0	0	2	0	0	0	2	5	2	0	1	1	13
Housing & Shelter	1	3	5	0	3	11	4	7	3	2	1	3	43
Employment	0	0	0	0	0	0	1	0	1	1	0	0	3
Legal	0	1	1	0	0	0	0	1	0	0	0	1	4
Mental/Behavioral Health	0	0	2	0	1	0	0	1	0	1	0	0	5
Income Support	0	0	0	0	0	0	1	0	0	0	0	1	2
Outside NYC	17	35	22	11	29	22	40	39	40	45	43	55	398
Benefits Navigation	3	9	6	3	4	4	11	10	8	8	11	30	107
Housing & Shelter	7	8	2	4	7	7	4	5	7	9	9	4	73
Employment	1	3	6	1	0	5	2	6	12	10	10	6	62
Legal	2	7	4	0	7	2	6	2	2	4	8	8	52
Mental/Behavioral Health	2	7	2	2	9	3	10	12	8	10	4	5	74
Income Support	1	1	2	1	1	1	6	3	3	3	1	1	24
Sports & Recreation	0	0	0	0	0	0	0	0	0	1	0	0	1
Money Management	0	0	0	0	1	0	0	1	0	0	0	1	3
Individual & Family Support	0	0	0	0	0	0	0	0	0	0	1	0	1
Education	0	0	0	0	0	0	1	0	0	0	0	0	1
Utilities	1	0	0	0	0	0	0	0	0	0	0	0	1
Overall Total	60	104	105	60	167	265	182	186	196	191	185	296	1997

**Cases Managed by Issue Category (Section 3b) includes all modalities through which cases were managed except for 311, which is separately tracked. Examples of modalities tracked include: VetConnect NYC, social media, telephone, and email.*

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
Bronx	1	0	0	0	2	2	0	0	0	0	3	2	10
Brooklyn	0	1	1	2	2	1	0	0	0	3	7	5	22
Manhattan	0	1	6	3	4	1	0	2	5	3	15	12	52
Queens	0	1	2	1	0	0	0	0	2	1	14	1	22
Staten Island	0	1	1	1	1	0	0	0	2	2	5	1	14
Virtual	5	0	0	1	7	1	1	1	2	2	3	0	23
Outside of NYC	0	0	1	0	1	0	0	0	0	1	1	1	5
Grand Total	6	4	11	8	17	5	1	3	11	12	48	22	148

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	1	4	0	2	2	1	3	0	1	6	27
Manhattan	1	0	1	2	0	0	0	0	1	0	0	0	5
Queens	0	1	1	1	0	0	1	0	0	2	3	3	12
Brooklyn	0	0	1	0	2	1	0	0	2	0	0	0	6
Staten Island	0	0	0	0	0	1	0	0	0	0	1	0	2
Grand Total	6	3	4	7	2	4	3	1	6	2	5	9	52

VI. Digital Outreach - Total number of views, impressions and users reached for agency website, email newsletter, and social media.

Website & Social Media

Platform	FY 22 Total
DVS Website	92,700 page views
DVS Website	71,4000 unique views
Twitter	470,900 impressions
Facebook	182,200 reached
Instagram	8,000 reached

Newsletter Email Outreach

Campaign	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Monthly Recipients	10,171	10,020	10,129	9,830	9,809	10,706	10,355	9,777	10,256	10,496	9,911	9,920
Monthly Opens (Average)	906	814	857	859	1276	2,009	1,630	1,861	2,099	1979	1,668	1,956

VII. Methods

For the purposes of this report all data points reported correspond to Fiscal Year 2021 (July 1st, 2021 – June 30th, 2022). Data was collected from the following sources: Veteran Peer Coordinator (VPC) Move Tracker, Eviction Prevention Report, 311 Veteran Service Metrics, VetConnectNYC Exports, MailChimp, Events Calendar, 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) **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.
- b) **Digital Outreach** – This report includes data collected from the DVS website and social media platforms (Twitter, Facebook, Instagram) using the analytics and reporting functions on each respective platform. Data collected represents the summation of total page views, unique page views, users reached and impressions, where indicated.
- c) **DVS Events Calendar Activity**– This tracker is based on Community Events and Public Briefings. Data is collected from public events attended by DVS staff including metrics for Veterans who were reached and engaged.
- 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) **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.
- 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) **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.
- h) **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.

VIII. 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.

Discharge Upgrade: A discharge upgrade changes the “character of service” shown on a veteran’s DD Form 214 (Certificate of Release or Discharge from Active Duty). Simultaneously, a veteran may request their “narrative reason for separation” and “re-entry code” be changed. This results in the actual military record being changed. Types of Discharges include:

- a) **Honorable:** The servicemember met or exceeded the conduct and performance standards of the military and is now eligible for all veteran (and military) benefits. Some benefits require an honorable discharge such as the Post 9/11 GI Bill education benefit.
- b) **General:** The servicemembers performance was considered satisfactory and like an honorable discharge, they’re eligible for most veteran and military benefits, except for the GI Bill. Benefits include Survivors Pension, VA Healthcare, and TRICARE’s Continued Health Care Benefit Program.
- c) **Other-Than-Honorable:** The servicemember had some serious departure from the conduct and performance expected of their service. They’re not likely to be eligible for any veteran or military benefits but the VA will examine the circumstances of the OTH discharge to determine whether they’re eligible or not. Examples of when someone would receive this discharge include:
 - I. Security violations
 - II. Serious misconduct that endangers other members of the military, or
 - III. Use of deliberate force to seriously hurt another person.
- d) **Bad Conduct:** This discharge can be imposed by a special court or general court. It is given as part of a court punishment to enlisted personnel only. Officers cannot receive this discharge. It is often given for conviction of:
 - I. absent without leave
 - II. drunk on duty
 - III. driving while under the influence
 - IV. adultery
 - V. disorderly conduct

- e) **Dishonorable:** A dishonorable discharge is given in the most serious circumstances. It is another type of punitive discharge, meaning that it is the result of misconduct of the military member. Examples of crimes that warrant a dishonorable discharge include:
 - I. Murder
 - II. Fraud
 - III. Desertion
 - IV. Treason
 - V. Espionage
 - VI. Sexual assault
- f) **Entry-Level Separation:** This form of discharge has no characterization. It is not honorable or general. It can be granted by a commander for members who were in the military for less than 180 days. In other words it is for those who tried but could not make it during basic training and immediately after.
- g) **Medical Separation:** A medical separation is a type of military discharge that stems from a soldier, sailor, or Marine having a physical or mental condition that affects their ability to serve. This discharge is determined via the 2 medical review boards: Medical Evaluation Board (or MEB) and Physical Evaluation Board (PEB).
- h) **Separation for Convenience of the Government:** This particular type of military discharge is very rare, accounting for less than 1% of all discharges. It's so rare that we almost decided to not even include it. With that said, we figured it would be prudent to at least mention the very basics of it. According to the US Army, Separation for Convenience of the Government happens when none of the other discharges above are suitable.

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.

Impressions: The number of times any content from the DVS page entered a person's screen.

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

Page Views: Page views is the total number of instances when a page is loaded in a browser. Repeated views of a single page are counted.

Reach: The sum of users who have viewed DVS content from the agency's page.

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.

Unique Views: Unique page views shows how many users visited a specific page, whereas the page views display the total number of times any pages were visited, including multiple views from the same user.

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.