



TO: Corey Johnson, Speaker of the City Council

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

DATE: December 15, 2019

SUBJECT: Local Law 44 DVS Services and Performance Annual Report for 2019

---

Attached please find the 2019 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 Jose Gomez at [JoseGomez@veterans.nyc.gov](mailto:JoseGomez@veterans.nyc.gov) or (212) 416-5120. Thank You.

See Attachment

## FISCAL YEAR 2019 REPORT

- I. **DVS Services** – The New York City Department of Veterans' Services (DVS) fosters purpose-driven lives for NYC service members, veterans, and their families, through targeted advocacy at the city, state, and federal levels, community engagement every borough and across the city, and compassionate service that eases access to benefits veterans have earned.

### Transition

- Veterans on Campus: connecting with school administrators and student veterans to ensure successful transitions to civilian life
- Service2Service: a partnership with NYC Service that connects veterans to city employee mentors
- Veteran Career Pledge: engaging with private sector to publicly commit to employing and empowering the veteran workforce

### Social Determinants of Health

- Core4 Whole Health Model: strength-based approach through cultural and the arts, peer connection, community holistic services and clinical care
- Suicide prevention / Columbia Protocol: suicide risk assessment tool that through a series of simple plain language questions can identify whether someone is at imminent risk of suicide
- VeteransCARE Pay for Success Project: Individualized integrated mental health support and job placement services for veterans with service-connected PTSD
- Caregivers / Hidden Heroes: support networks for service member and veteran caregivers

### Housing & Neighborhood Stability for Veterans

- Housing: Providing targeted housing assistance to rapidly re-house homeless veterans and their families.
- Homelessness prevention: Providing aftercare support to formerly homeless veterans and their landlords, and eviction prevention assistance to veterans in need.
- Rental subsidy management: In partnership with the New York City Housing Authority (NYCHA), administering rental subsidies to homeless veterans that are disconnected from the VA.
- VSO Legacy Project: Securing the legacy of Posts in their community through modernization of their space and the development of affordable housing for veterans in need.

### Benefits Navigation

- VetConnectNYC: Free NYC community-based coordinated care network of 150+ service providers, including DVS, to serve as one-stop shop for needs assessment and referrals
- Community outreach: borough-specific sites staffed by outreach coordinators to provide one on one support for veterans in their home borough

### Community Recognition

- Special events honoring service: events throughout the year, especially around Veterans Day / Fleet Week-Memorial Day honoring military service
- Final honors program: DVS-led initiative to ensure eligible indigent, unclaimed veterans are provided dignified burials at a national cemetery

**Engagement and Community Services (ECS)** – In accordance with (IAW) Local Law (LL) 215, Engagement and Community Services Outreach Coordinators staff Veteran Resource Centers in all five boroughs. ECS Outreach coordinators provide a range of services to NYC Service Members, Veterans and their Families (SMVF). These services include, but are not limited to:

- Benefits Counseling (IAW LL 214)
- Referrals to services (IAW LL 216)
- Language Access Services (IAW LL 30)
- Higher Education & Resources (IAW LL 123)
- Housing and Support Services
- VetConnectNYC Services & Referrals

**Housing & Support Services (HSS)** – DVS' Housing and Support Services staff provide direct services to homeless and at-risk veterans. This work includes:

- Engagement and assessment – Veteran Peer Coordinators (VPCs) engage veterans in shelter to assess their housing needs and preferences and enroll them as DVS clients.
- Housing assistance –The staff then assist veterans with the 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 – DVS provides aftercare support to all formerly homeless veterans recently housed by DVS and provides assistance to all veterans that contact DVS requesting help in maintain their housing. This includes landlord mediation, assistance with rent arrears and other income supports, warm referrals to partner organizations, etc.

II. Functional Units & Titles

<b>Business Title</b>	<b># Positions</b>	<b># Filled/Staffed</b>
<b>Agency Leadership</b>	<b>12</b>	<b>10</b>
Assistant Commissioner, Engagement & Community Services	1	1
Assistant Commissioner, Operations and Administrative Services	1	1
Associate Commissioner of Public Affairs	1	1
Associate Commissioner of Public Private Partnerships	1	1
Chief Information Officer	1	0
Chief of Staff	1	1
Commissioner	1	1
Deputy Commissioner	1	1
Employment Attorney	1	1
General Counsel and Strategic Director of Intergovernmental Affairs	1	1
Senior Advisor and Assistant Commissioner, Housing & Support Services	1	1
Special Assistant to the Commissioner	1	0
<b>Agency-wide Operations</b>	<b>14</b>	<b>12</b>
Associate Director of Special Programs	1	1
Budget Manager	1	1
Chauffeur Attendant	1	1
Compliance Officer	1	1
Digital Outreach Manager	1	0
Director of Digital Services	1	1
Director of Events & Special Projects	1	1
Director of Technology Operations	1	1
Director, Audits & Accounts	1	1
Director, Policy & Strategic Initiatives	1	1
Human Resources Generalist	1	0
Office Manager/Administrative Assistant	1	1
Press Secretary	1	1
Systems & Data Manager	1	1
<b>Program Development &amp; Care Coordination</b>	<b>6</b>	<b>4</b>
Deputy Assistant Commissioner of Engagement and Community Services	1	0
Director of Constituent Services	1	1
Director, Veteran Peer Coordinator	1	1
Director of Housing Initiatives	1	1
Executive Director of Community Health & Suicide Prevention	1	1
Senior Policy Analyst	1	0
<b>Community Engagement</b>	<b>16</b>	<b>12</b>
Aftercare & Eviction Prevention Specialist	1	1
Care Coordination Unit Community Outreach	1	0
Engagement & Community Services Coordinator	6	4
Senior Engagement & Community Services Coordinator	1	1
Senior Veteran Peer Coordinator	1	1
Veteran Housing Specialist	1	1
Veteran Peer Coordinator	4	4
Public-Private Partnerships Coordinator	1	0
<b>Total</b>	<b>48</b>	<b>38</b>

## 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**

Reporting directly to the Commissioner, this role serves as the lead coordinator for agency executive/senior staff and will provide a strategic formulation to plan, assist with the development, and advance DVS' current major programs and new initiatives.

### **Director of Technology Operations**

The Director of Technology Operations oversees the resources for providing connectivity, equipment, and technical support for a highly mobile team. The Director is responsible for the preparation of the operational budget, including staffing and equipment needs, and collaborates with DVS Line of Action, Assistant Commissioners and Senior Managers to determine courses of action for procurement, design, and deployment of equipment, infrastructure, and services.

### **Director of Digital Services**

The Director of Digital Services oversees resources for procuring, fielding, and managing internal digital services and required equipment and connectivity across DVS' six locations and the field. The Director is responsible for the preparation of the DVS budget, including staffing and equipment needs, and will collaborate with DVS Line of Action Assistant Commissioners and Senior Managers to determine courses of action for procurement, design, and deployment of equipment, infrastructure, and services.

### **Director, Policy & Strategic Initiatives**

The Director, Policy & Strategic Initiatives acts as the statistical advisors for high-level agency officials; suggests and implements improvements in statistical methods used by the Agency to control agency operations. The Director is responsible for statistical operations and research studies of inter/intra-agency operations and data, directing major statistical analysis.

### **Systems and Data Manager**

The Systems and Data Manager is responsible for managing databases agency-wide in monitoring, tracking and evaluation of performance. The Systems and Data Manager also provides technical and professional level expertise using various programming tools in supporting, documenting, and monitoring applications for agency-wide routine to complex processes and reports. Serves as the primary onsite technical contact for the CRM infrastructure implementation providing customer visibility, advanced technical troubleshooting support and problem resolution.

### **Associate Commissioner of Public-Private 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 all of the agency's highest priorities. This role cultivates and secures philanthropic support in partnership with the Mayor's Fund to Advance NYC to support strategic agency initiatives. The Associate Commissioner also oversees Veterans Success Network initiatives in addition to representing the agency at public events.

**Associate Director of Special Programs, Public-Private Partnerships**

Reporting to the Associate Commissioner for Public-Private Partnerships, this role manages the day-to-day operations of Veterans Success Network initiatives, including, Service2Service, Veterans on Campus, and the Veterans Career Council. This role also supports the Associate Commissioner of Public-Private Partnerships in identifying, cultivating and managing strategic partners. This role also leads coordination and supports the events for the business unit as they relate to Veterans Success Network initiatives.

**General Counsel and Strategic Director of Intergovernmental Affairs**

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 General Counsel also serves as the Strategic Director of Intergovernmental Affairs and is the government policy liaison for Veteran's issues at city, state and federal levels, and manages relations between the agency and external stakeholders, including but not limited to veterans' advocacy groups, non-profits, government, and private institutions.

**Employment Attorney**

Under the direction of the General Counsel, the Employment Attorney gathers relevant documents and prepares written summaries of investigations and closing memos to the General Counsel, including referrals to appropriate bureaus for action. The Employment Attorney is also responsible for researching legal issues relating to EEO law and conduct investigations of complex Equal Employment Opportunity (EEO) violations. The Staff Attorney's chief responsibility is to ensure departmental compliance with applicable labor relations laws and agreements that are governed through collective bargaining.

**Associate Commissioner of Public Affairs**

The Associate Commissioner is responsible for conceptualizing, recommend, and implement a comprehensive media outreach strategy that brands and promotes agency programs for veterans and their families.

**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; identify, curate, and manage 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.

**Assistant Commissioner, Operations and Administrative Services**

The Assistant Commissioner for the Operations and Administrative Services is responsible for overseeing the functional areas of human resources, payroll, and timekeeping, fiscal business management, facility and office management, citywide compliance, and play a key role in internal procurement, as well as the agency's operations.

**Office Manager/Administrative Assistant**

Reporting to the Assistant Commissioner of Operations and Administrative Services, the Administrative Assistant is responsible for assisting in the efforts of implementing a new administrative system, which will support a series of ambitious initiatives and programs aimed at improving the lives of New York City veterans. Including answering and respond to incoming phone calls, client walk-ins, and other forms of contact to DVS from citizens, businesses, and visitors of NYC.

**Budget Manager**

The Budget Manager is responsible for the supervision of the oversight of DVS' Expense and Revenue Budget; performs difficult and responsible analysis operations including, but not limited to, the following: prepare monthly Financial Reports including PS Budget forecast, OTPS Discretionary OTPS Report, and

Miscellaneous Revenue Report. The Budget Manager is responsible for reviewing analysis prepared by staff members.

**Compliance Officer**

The Compliance Officer manages complex audit projects and analyze internal controls to assess practices; identify areas for improvement and apply new control concepts as required; recommend and facilitate change in DVS policy; determine and evaluate the need for audits; oversee the development and implementation of audit plans, and preparation of written audit programs for each audit assignment.

**Director of Audits and Accounts**

The Director is responsible for managing and overseeing the 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 procurements requirements.

**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.

**Deputy Assistant Commissioner, Engagement and Community Services**

The Deputy Assistant Commissioner oversees the Outreach Coordinators for the ECS line of action. Assists and advises the Assistant Commissioner on projects and initiatives. The Deputy Assistant Commissioner ensures regulatory compliance with applicable Local Laws. The Deputy ensures inter-governmental partnership with veteran employee resource groups and military liaisons in city government. Responsible to representing the agency at public events.

**Executive Director of Community Health & Suicide Prevention**

The Executive Director of Community Health and Suicide Prevention develops and implements plans for new community-based health education programs. Responsible for coordinating and executing Mental Health First-Aid Training and ensuring *VetsThriveNYC* indicators are met quarterly.

**Director of Constituent Services**

The Director leads the management of NYC's Unclaimed Indigent Veteran Burial initiative and provides eviction prevention assistance and other critical supports to veterans and their families that reach out to DVS for help.

**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 NYC311 Call Center, as well as playing a chief role in agency events.

**Engagement & Community Services Coordinator**

The Engagement & Community Service Coordinator supports the *VetsThriveNYC* Whole Health Program through direct city-wide outreach and family engagement; conducts citywide outreach with the New York City veteran population and their families/caregivers to maximize the direct connection to servicers within the Core4 Whole Health Model components of Education and Engagement.

**Senior Advisor and Assistant Commissioner, Housing & Support Services**

The Senior Advisor and Assistant Commissioner oversees all housing and support service programs, special initiatives and staff, and leads the citywide effort to effectively end veteran homelessness and develop a rapid rehousing system to sustainment these efforts in the long run. This involves ongoing resource development, policy and programmatic improvements and continuous coordination with the city, state, federal and private sector partners that provide housing resources to veterans, including the VA, HUD, HPD, NYCHA, DHS and HRA and the CoC Veterans Task Force.

**Director of Housing Initiatives**

The Director of Housing Initiatives reports directly to the Senior Advisor and Assistant Commissioner. The DHI manages new and existing special initiatives that expand access to affordable housing and support services for veterans; manages HSS' data, providing ongoing quality control, analysis and reports for the unit and agency; and provides policy and interagency support to the SA/AC.

**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; working with landlords and governments partners through each step of the housing process including coordinating interviews; 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.

**Director, Veteran Peer Coordinator**

The VPC Director reports directly to the Senior Advisor and Assistant Commissioner and supervises the VPC team and 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 Veteran Peer Coordinator 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.

**Veteran Peer Coordinator**

The Veteran Peer Coordinator 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.

**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.



**Director of Events & Special Projects**

The Director of Events & Special Projects (DESP) oversees all aspects of event planning and management, including internal and external events. Responsibilities for the DESP include meeting with event principals and Point of Contact (POC) to work on event details, plan with the POC, scheduling, budgeting, identifying venues, leveraging city partners and sponsors, identify and book locations, food, entertainment, staff and debriefing and cleanup coordination, etc.

**Chauffeur**

DVS has the responsibility of providing dedicated transportation services to the Commissioner's & DVS staff as well throughout the City. Chauffeur Attendants are always needed to meet the often-changing scheduling demands of DVS. Managing a DVS vehicle consisting of 1. Providing support, personnel, and equipment for special events scheduled by City Hall.

**Special Assistant to the Commissioner**

Reporting to the Commissioner, the Special Assistant to the Commissioner coordinates logistics and scheduling of meetings with internal and external stakeholders for the agency head. The Special Assistant to the Commissioner accompanies and/or represents the Commissioner at select meetings/conferences. S/he vets 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.

**Chief Information Officer**

The CIO is a key decision-maker from concept to launch and remains continually involved in analyzing end-user feedback for implementing product improvements. Specific responsibilities include but are not limited to; *VetConnectNYC*, leading the management of a city-owned digital portal that connects approximately 225,000 veterans and their families with a full range of care, services, and resources from a network of public, private, and non-profit partners.

**Senior Policy Analyst**

Under the direction of the General Counsel, the Senior Policy Analyst acts as a liaison between DVS, the Mayor's Office, governmental agency, non-profit and private veteran advocate stakeholders. The Sr. Policy Analyst also provides project management, and analytical assistance for planning, coordinating and implementing interagency and agency-specific projects. These projects represent critical initiatives, directed by the Commissioner to improve efficiency, effectiveness, coordination, and accessibility of key City, non-profit, and private veteran services.

**Digital Outreach Manager**

The Digital Outreach Manager will work with the Press Secretary to create and edit multimedia content highlighting agency initiatives. Coordinate with DVS staff for content updates; identify, curate and manage content – written and multimedia – for current DVS social media accounts; and identify new opportunities to engage online. Creation and management of communication materials for outreach events (e.g. flyers, posters, infographics, video clips).

**Human Resources Generalist**

The Human Resources Generalist is responsible for the day to day personnel operations for DVS, including, but not limited to, implementing personnel actions, including appointments, promotions, separations, background investigations, and NYCAPS transactions.

**Public-Private Partnerships Coordinator**

Reporting directly to the Associate Commissioner, Public-Private Partnerships and with the support of the Associate Director, Special Programs and Initiatives coordinate program administration to meet deliverables defined by senior leadership, and in some cases, local law. Coordinate administrative logistics for key stakeholder meetings, convenings, and events.

**Care Coordination Unit Community Outreach Specialist**

Under general supervision with latitude for independent judgement, the Care Coordination Unit (“CCU”) Community Outreach Specialist will perform care coordination at DVS’ main Veteran Resource Center (“VRC”). The CCU Community Outreach 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.

- 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.

**Event Metrics**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
<b>Veterans Reached</b>	<b>1,086</b>	<b>1,370</b>	<b>1,676</b>	<b>2,041</b>	<b>27,626</b>	<b>774</b>	<b>594</b>	<b>167</b>	<b>289</b>	<b>298</b>	<b>760</b>	<b>139</b>	<b>36,820</b>
Bronx	102	402	395	223	446	378	70	25	65	25	55	18	2,204
Brooklyn	145	420	46	205	276	76	105	55	29	25	230	6	1,618
Manhattan	742	508	1,105	1,252	26,038	190	409	87	109	—	405	—	30,845
Queens	50	40	130	161	666	130	10	—	—	248	70	115	1,620
Staten Island	47	—	—	—	200	—	—	—	86	—	—	—	333
Outside of NYC	—	—	—	200	—	—	—	—	—	—	—	—	200
<b>Veterans Engaged</b>	<b>411</b>	<b>238</b>	<b>541</b>	<b>787</b>	<b>9,519</b>	<b>299</b>	<b>296</b>	<b>63</b>	<b>164</b>	<b>128</b>	<b>403</b>	<b>47</b>	<b>12,896</b>
Bronx	68	89	44	68	105	113	25	8	30	4	40	18	612
Brooklyn	75	68	25	58	132	41	60	15	29	10	80	6	599
Manhattan	216	67	429	430	8,722	65	209	40	81	—	233	—	10,492
Queens	15	14	43	81	360	80	2	—	—	114	50	23	782
Staten Island	37	—	—	—	200	—	—	—	24	—	—	—	261
Outside of NYC	—	—	—	150	—	—	—	—	—	—	—	—	150

**HSS – Housing Assistance (Field Services)**

HSS	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Client Intakes	44	22	16	18	29	33	33	16	26	37	22	17	<b>313</b>

- V. 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>Agency Closed</i>	12	11	12	11	16	9	11	17	11	9	9	15	143
	<i>Information Provided</i>	19	26	23	17	28	18	27	26	23	22	17	21	267
	<i>Transfer to City Agency</i>	62	44	48	44	51	43	43	50	36	50	44	45	560
Crisis Intervention Support and Trauma Counseling for Veterans	<i>Information Provided</i>	2	4	5	0	2	0	2	0	4	2	0	3	24
	<i>Transfer to City Agency</i>	4	5	5	2	4	3	2	1	4	1	6	3	40
Healthcare Information for Veterans	<i>Agency Closed</i>	0	0	0	0	0	2	0	2	0	1	0	0	5
	<i>Information Provided</i>	13	11	12	9	14	3	9	8	7	14	14	11	125

	<i>Transfer to City Agency</i>	6	4	3	3	5	7	2	0	4	3	2	1	40
Legal Assistance for Veterans	<i>Information Provided</i>	6	3	13	8	6	6	7	12	9	5	1	6	82
	<i>Transfer to City Agency</i>	13	6	9	6	8	14	9	12	7	11	7	2	104
Request for Military Discharge or Separation Documents	<i>Information Provided</i>	8	7	6	8	8	5	7	6	6	3	10	4	78
VetConnectNYC	<i>Agency Closed</i>	0	0	0	0	1	1	2	4	0	1	4	1	14
	<i>Information Provided</i>	0	0	0	0	2	3	1	3	2	1	3	3	18
	<i>Transfer to City Agency</i>	0	0	0	0	5	2	5	3	4	1	5	2	27
Homeless Veteran Rental Program	<i>Information Provided</i>	9	9	14	9	16	6	3	4	7	1	5	6	89
Veteran Housing Incentives for Landlords	<i>Information Provided</i>	—	—	—	—	—	—	—	—	—	—	—	—	0
Mission Home - Information for Landlords	<i>Information Provided</i>	2	3	5	8	6	0	2	3	3	1	2	3	38
Employment Assistance for Veterans	<i>Information Provided</i>	5	4	6	7	3	9	3	3	1	5	2	3	51
<b>Resolution Totals</b>	<b><i>Agency Closed</i></b>	<b>12</b>	<b>11</b>	<b>12</b>	<b>11</b>	<b>17</b>	<b>12</b>	<b>13</b>	<b>23</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>16</b>	<b>162</b>
	<b><i>Information Provided</i></b>	<b>64</b>	<b>67</b>	<b>84</b>	<b>66</b>	<b>85</b>	<b>50</b>	<b>61</b>	<b>65</b>	<b>62</b>	<b>54</b>	<b>54</b>	<b>60</b>	<b>772</b>
	<b><i>Transfer to City Agency</i></b>	<b>85</b>	<b>59</b>	<b>65</b>	<b>55</b>	<b>73</b>	<b>69</b>	<b>61</b>	<b>66</b>	<b>55</b>	<b>66</b>	<b>64</b>	<b>53</b>	<b>771</b>

**HSS – Eviction Prevention (DVS HQ)**

Source Method	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Agency Correspondence	—	—	—	—	—	—	—	—	—	—	—	—	—
Appointment	—	—	—	—	—	—	—	—	—	—	—	—	—
Direct Referral	3	2	0	4	3	0	1	1	2	3	0	2	21
Email	1	1	2	1	1	1	1	1	2	7	11	2	31
Event	—	—	—	—	—	—	—	—	—	—	—	—	—
Mail	—	—	—	—	—	—	—	—	—	—	—	—	—
Mayoral Correspondence	—	—	—	—	—	1	1	—	—	—	1	—	3
Phone	34	36	23	39	10	33	25	20	30	11	22	20	303
VetConnectNYC	—	—	—	—	—	—	—	—	—	—	—	—	—
Walk-in	3	2	1	1	2	4	0	1	0	3	6	1	24
Undisclosed	3	3	1	1	1	0	1	0	0	0	1	0	11
<b>Grand Total</b>	<b>44</b>	<b>44</b>	<b>27</b>	<b>46</b>	<b>17</b>	<b>39</b>	<b>29</b>	<b>23</b>	<b>34</b>	<b>24</b>	<b>41</b>	<b>25</b>	<b>393</b>

**Client Inquires by Borough Veteran Resource Center (VRC) and Issue Category**

Inquiry Categories	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
<b>DVS HQ</b>	<b>135</b>	<b>78</b>	<b>47</b>	<b>79</b>	<b>52</b>	<b>85</b>	<b>104</b>	<b>82</b>	<b>64</b>	<b>44</b>	<b>37</b>	<b>36</b>	<b>843</b>
Agency Information	3	2	—	2	1	2	1	—	—	—	—	—	11
At Risk for Eviction	—	—	—	—	—	1	1	—	1	—	—	—	3
Burial Assistance	9	6	6	1	1	6	8	6	2	5	1	—	51
City - Complaint	1	—	—	—	—	3	—	—	—	—	—	—	4

City - IDNYC	1	—	—	—	—	1	1	—	1	—	—	—	4
City - Other Benefits & Services	—	—	1	—	—	—	—	—	1	1	—	—	3
City - Vendor License	1	—	—	—	1	1	3	1	—	—	—	—	7
City - Veteran Tax Exemption	3	—	—	1	1	1	4	—	5	—	—	—	15
Donation Information	1	—	—	1	1	2	—	—	—	—	—	—	5
Education/Vocational Rehabilitation	1	2	2	—	—	—	1	—	—	1	—	—	7
Employment Assistance	—	2	1	5	2	—	3	5	4	1	2	—	25
Entrepreneurship	4	1	—	—	—	—	2	—	2	1	—	—	10
Healthcare (Non-VA)	—	—	1	—	—	1	1	—	—	—	—	—	3
Housing	11	5	10	16	15	23	28	22	9	9	4	—	152
Legal Assistance	2	12	3	4	2	2	2	1	—	—	2	—	30
Other	3	3	—	8	4	9	9	7	5	4	—	—	52
Undisclosed	83	38	20	25	19	25	25	26	26	18	27	36	368
VA Benefits	5	2	2	15	2	8	7	10	5	3	—	—	59
VA DD-214 Assistance	3	4	1	—	2	—	3	1	2	1	1	—	18
VA Disability Claims & Comp	2	—	—	—	—	—	1	—	—	—	—	—	3
VA Medical	2	1	—	1	1	—	4	3	1	—	—	—	13
<b>Bronx VRC</b>	<b>40</b>	<b>52</b>	<b>38</b>	<b>51</b>	<b>39</b>	<b>23</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>9</b>	<b>7</b>	<b>10</b>	<b>287</b>
Agency Information	—	—	—	—	—	—	—	1	—	1	—	—	2
At Risk for Eviction	—	1	1	3	1	1	—	—	1	—	2	—	10
Burial Assistance	—	—	1	—	—	—	—	—	—	—	—	—	1
City - Complaint	—	—	1	—	—	1	1	—	—	—	1	—	4
City - IDNYC	1	—	—	—	—	—	—	—	—	—	—	—	1
City - Other Benefits & Services	—	—	—	1	—	—	—	—	—	—	—	1	2
Education/Vocational Rehabilitation	—	1	1	1	—	1	—	—	—	1	1	—	6
Employment Assistance	4	5	1	4	3	—	2	—	2	1	—	2	24
Entrepreneurship	—	1	—	1	1	1	—	—	1	—	—	—	5
Healthcare (Non-VA)	—	—	—	—	—	1	1	—	—	—	—	—	2
Housing	19	25	16	9	11	6	4	2	—	2	—	—	94
Legal Assistance	5	3	7	3	5	1	—	—	—	—	—	—	24
Other	—	—	—	2	—	1	—	—	—	1	—	—	4
Survivor Benefits	—	—	—	—	1	1	—	—	—	—	—	—	2
Undisclosed	—	1	4	18	14	6	—	1	—	3	3	6	56
VA Benefits	11	13	4	6	2	2	1	—	—	—	—	1	40
VA DD-214 Assistance	—	2	—	2	—	—	1	—	—	—	—	—	5
VA Disability Claims & Comp	—	—	1	1	1	1	—	—	—	—	—	—	4
VA Medical	—	—	1	—	—	—	—	—	—	—	—	—	1
<b>Brooklyn VRC</b>	<b>12</b>	<b>28</b>	<b>10</b>	<b>8</b>	<b>25</b>	<b>49</b>	<b>48</b>	<b>25</b>	<b>40</b>	<b>3</b>	<b>16</b>	<b>28</b>	<b>292</b>
Agency Information	1	6	—	—	2	16	3	—	20	—	1	—	49
At Risk for Eviction	—	—	—	—	1	—	—	—	—	—	—	—	1

City - Complaint	—	—	—	—	1	—	—	—	—	—	—	—	1
City - Other Benefits & Services	—	—	—	—	3	6	8	2	3	1	1	2	26
City - Vendor License	—	—	1	—	—	—	—	3	—	—	1	—	5
City - Veteran Tax Exemption	—	—	—	—	—	—	—	1	2	—	—	—	3
Education/Vocational Rehabilitation	—	1	—	—	2	—	—	—	1	—	—	—	4
Employment Assistance	1	1	—	—	1	2	1	1	1	—	—	—	8
Healthcare (Non-VA)	—	—	1	—	—	—	—	—	1	—	—	—	2
Housing	7	4	2	3	4	2	18	4	3	—	—	3	50
Legal Assistance	1	2	—	—	2	—	1	1	—	1	—	—	8
Other	—	—	—	—	—	—	2	6	2	—	—	—	10
Survivor Benefits	—	1	—	1	—	—	—	—	1	—	—	—	3
Undisclosed	—	11	4	—	9	22	13	—	—	—	12	21	92
VA Benefits	2	1	1	2	—	1	2	4	4	—	—	2	19
VA DD-214 Assistance	—	—	—	1	—	—	—	1	1	—	—	—	3
VA Disability Claims & Comp	—	1	1	1	—	—	—	1	1	—	—	—	5
VA Medical	—	—	—	—	—	—	—	1	—	1	1	—	3
<b>Manhattan VRC</b>	<b>33</b>	<b>59</b>	<b>39</b>	<b>41</b>	<b>27</b>	<b>6</b>	<b>5</b>	<b>18</b>	<b>36</b>	<b>40</b>	<b>23</b>	<b>4</b>	<b>331</b>
Agency Information	1	—	—	1	3	—	2	—	5	—	—	—	12
At Risk for Eviction	—	—	—	1	—	1	—	—	1	—	—	1	4
Burial Assistance	2	2	—	—	—	—	—	—	—	—	—	—	4
City - IDNYC	2	—	—	1	—	—	—	—	—	—	—	—	3
City - Other Benefits & Services	—	1	—	1	—	—	—	2	2	2	1	—	9
City - Vendor License	—	—	—	—	—	—	—	—	—	—	1	—	1
Education/Vocational Rehabilitation	1	1	1	1	—	—	—	—	—	—	—	—	4
Employment Assistance	1	15	1	5	1	2	1	1	4	1	4	—	36
Entrepreneurship	—	—	—	1	1	—	—	—	—	—	—	—	2
Healthcare (Non-VA)	1	1	4	8	6	—	—	1	1	—	2	—	24
Housing	3	14	13	10	3	1	—	6	1	2	5	—	58
Legal Assistance	1	9	7	5	4	1	1	3	—	3	—	—	34
Other	—	—	2	—	—	1	—	3	7	1	3	—	17
Undisclosed	17	12	8	—	1	—	1	1	10	18	2	2	72
VA Benefits	4	3	2	5	8	—	—	1	1	3	—	—	27
VA DD-214 Assistance	—	—	—	—	—	—	—	—	3	4	4	—	11
VA Disability Claims & Comp	—	—	—	2	—	—	—	—	1	6	1	1	11
VA Medical	—	1	1	—	—	—	—	—	—	—	—	—	2
<b>Queens VRC</b>	<b>129</b>	<b>36</b>	<b>43</b>	<b>36</b>	<b>39</b>	<b>69</b>	<b>13</b>	<b>21</b>	<b>12</b>	<b>127</b>	<b>1</b>	<b>31</b>	<b>557</b>
Agency Information	68	11	8	9	2	16	—	3	—	3	—	5	125
At Risk for Eviction	—	—	—	—	—	—	1	—	—	—	—	—	1
Burial Assistance	—	—	—	—	—	1	—	—	—	—	—	—	1
City - Complaint	—	—	—	—	—	—	1	—	1	—	—	—	2

City - Other Benefits & Services	—	1	1	9	4	18	—	3	—	—	—	—	36
City - Veteran Tax Exemption	—	—	—	1	—	19	—	—	1	—	—	—	21
Education/Vocational Rehabilitation	—	—	2	—	—	—	—	—	—	—	—	1	3
Employment Assistance	1	3	—	—	—	1	—	—	—	1	1	2	9
Entrepreneurship	1	—	—	1	—	1	—	—	—	—	—	—	3
Housing	8	11	9	9	2	2	4	3	—	2	—	2	52
Legal Assistance	2	1	1	1	—	3	3	1	—	4	—	1	17
Other	—	—	1	—	2	1	1	1	3	4	—	7	20
Survivor Benefits	2	—	2	4	2	—	—	5	2	1	—	1	19
Undisclosed	42	3	15	1	25	—	—	1	4	109	—	11	211
VA Benefits	5	2	2	1	1	5	2	3	—	2	—	—	23
VA Disability Claims & Comp	—	3	1	—	—	1	1	1	1	1	—	1	10
VA Medical	—	1	1	—	1	1	—	—	—	—	—	—	4
<b>Staten Island VRC</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>8</b>	<b>3</b>	<b>21</b>	—	—	—	—	—	<b>51</b>
Agency Information	2	1	1	—	—	—	—	—	—	—	—	—	4
City - Complaint	1	1	—	—	1	—	—	—	—	—	—	—	3
City - IDNYC	—	—	—	—	—	1	—	—	—	—	—	—	1
City - Other Benefits & Services	—	—	—	—	—	1	—	—	—	—	—	—	1
City - Veteran Tax Exemption	3	—	—	—	1	—	3	—	—	—	—	—	7
Education/Vocational Rehabilitation	—	1	—	1	—	—	2	—	—	—	—	—	4
Employment Assistance	1	—	—	—	—	—	1	—	—	—	—	—	2
Entrepreneurship	—	—	—	1	—	—	2	—	—	—	—	—	3
Housing	—	—	—	3	1	1	—	—	—	—	—	—	5
Legal Assistance	—	—	—	—	—	—	2	—	—	—	—	—	2
Other	—	—	2	—	1	—	1	—	—	—	—	—	4
Undisclosed	—	—	—	—	2	—	3	—	—	—	—	—	5
VA Benefits	—	—	—	—	2	—	5	—	—	—	—	—	7
VA DD-214 Assistance	—	—	—	—	—	—	2	—	—	—	—	—	2
VA Disability Claims & Comp	1	—	—	—	—	—	—	—	—	—	—	—	1
<b>Grand Total</b>	<b>357</b>	<b>256</b>	<b>180</b>	<b>220</b>	<b>190</b>	<b>235</b>	<b>201</b>	<b>150</b>	<b>156</b>	<b>223</b>	<b>84</b>	<b>109</b>	<b>2,361</b>

**VetConnectNYC Client Inquires by Issue Category**

Assistance Request Categories	Jul*	Aug*	Sep*	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Benefits Navigation				8	5	5	13	11	9	13	14	<b>96</b>
Clothing & Household Goods				0	0	0	0	1	0	0	0	<b>2</b>
Education				9	5	2	3	6	3	2	2	<b>34</b>
Employment				27	11	17	17	15	15	14	24	<b>157</b>
Entrepreneurship				2	3	1	3	5	4	0	5	<b>25</b>
Food Assistance				0	0	0	0	0	0	1	1	<b>4</b>

Health				0	0	0	0	0	0	0	0	0	0
Housing & Shelter				12	9	14	11	17	24	30	47	192	
Income Support				14	3	10	10	5	10	9	14	96	
Individual & Family Support				3	2	7	7	5	7	0	2	33	
Legal				12	6	9	11	7	10	12	12	89	
Mental/Behavioral Health				7	7	4	3	7	5	2	6	44	
Money Management				0	1	2	1	1	0	1	2	12	
Physical Health				5	1	2	6	2	3	1	2	23	
Social Enrichment				0	0	0	0	0	0	4	1	5	
Sports & Recreation				0	0	0	1	1	0	0	0	2	
Substance Use				0	0	0	0	0	0	1	0	1	
Transportation				0	0	0	0	2	0	0	0	2	
Utilities				0	0	0	1	0	0	0	0	1	
Wellness				0	0	1	0	1	2	0	1	5	
<b>Grand Total</b>				99	53	74	87	86	92	90	133	823	

<sup>1</sup> \*VetConnectNYC was not launched until November 2019.

- V. 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

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Bronx	2	3	7	4	7	5	2	1	1	1	2	1	36
Brooklyn	3	5	3	2	6	1	5	3	6	1	4	1	40
Manhattan	8	6	17	12	12	2	10	3	6	—	5	—	81
Queens	1	2	3	4	8	3	1	—	—	4	1	2	29
Staten Island	2	—	—	—	1	—	—	—	1	—	—	—	4
Outside of NYC	—	—	—	1	—	—	—	—	—	—	—	—	1
<b>Grand Total</b>	<b>16</b>	<b>16</b>	<b>30</b>	<b>23</b>	<b>34</b>	<b>11</b>	<b>18</b>	<b>7</b>	<b>14</b>	<b>6</b>	<b>12</b>	<b>4</b>	<b>191</b>

- /I. 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	3	5	4	5	2	4	4	1	4	4	4	2	41
Brooklyn	4	3	—	7	1	3	2	—	3	—	4	4	31
Manhattan	1	7	3	5	—	—	3	1	3	2	4	3	32
Queens	3	2	1	2	—	1	1	12	9	2	—	5	38
Staten Island	1	2	—	1	1	1	—	1	—	—	1	—	8
Outside NYC	—	—	—	—	—	1	1	—	2	—	2	—	6
<b>Grand Total</b>	<b>12</b>	<b>19</b>	<b>8</b>	<b>20</b>	<b>4</b>	<b>10</b>	<b>11</b>	<b>15</b>	<b>21</b>	<b>8</b>	<b>15</b>	<b>14</b>	<b>157</b>

**E-mail Outreach by Type**

Campaign	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Announcements	—	—	1,591	—	—	2,351	4,780	2,337	2,352	—	2,696	—	16,107
Newsletter	1,426	1,434	1,523	2,447	2,342	2,350	2,336	2,339	—	2,366	—	2,686	21,249
Press Release	—	—	—	—	4,677	—	—	—	—	—	—	—	4,677
<b>Grand Total</b>	<b>1,426</b>	<b>1,434</b>	<b>3,114</b>	<b>2,447</b>	<b>7,019</b>	<b>4,701</b>	<b>7,116</b>	<b>4,676</b>	<b>2,352</b>	<b>2,366</b>	<b>2,696</b>	<b>2,686</b>	<b>42,033</b>

II. Methods

For the purposes of this report all data points reported correspond to Fiscal Year 2019 (July 1<sup>st</sup>, 2018 – June 30<sup>th</sup>, 2019). Data was collected from the following sources: DVS Constituent Tracker, Microsoft Dynamics Client Relationship Manager (CRM), Veteran Peer Coordinator (VPC) Move Tracker, Eviction Prevention Report, 311 Veteran Service Metrics, VetConnectNYC Monthly Report, 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. **DVS Constituent Tracker** – A compilation of the agency’s client interactions and Assistance Requests that was formerly collected through various spreadsheets and managed by various unit leads and supporting analysts. Legacy data collection was extracted and analyzed through spreadsheet pivot tables and reviewed by the DVS data management team.
- b. **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.
- 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. **VetConnectNYC Monthly Report** – The data is collected by UniteUS platform and processed by IVMF data management team and delivered to the agency monthly via email.
- g. **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.
- h. **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.



### III. 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:** The term “engagements” means 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.

**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.