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Master Digital Strategy—Public Summary

CONTEXT AND TRAJECTORY

DVS has strengthened its digital delivery while keeping multiple, non-digital paths open. Year over year we have: increased the number of veterans and families served, improved request-fulfillment rates, expanded public engagement, and grown website, social, and newsletter reach. These gains reflect disciplined execution and a closed-loop approach to feedback and follow-through.

PURPOSE

Use digital tools to make it easier for veterans, families, and caregivers to reach DVS, understand next steps, and be connected to the right service—while preserving phone, mail, and in-person options for those who prefer them.

GUIDING PRINCIPLES

- **Veteran-first clarity:** plain language, minimal steps, clear timelines and expectations.
- **Hybrid by design:** every digital path is matched by assisted options (phone, mail, in-person, partner referrals).
- **Accessibility and privacy:** adhere to City accessibility requirements and protect only the data needed to deliver service.
- **Measure and refine:** rely on established agency metrics and reviews to guide incremental improvements.

OUR DIGITAL ECOSYSTEM

- **VetConnectNYC:** single front door for service requests and warm hand-offs; confirmations set expectations for follow-up.
- nyc.gov/vets: task-oriented pages for housing, benefits/claims, employment, education, wellness, and events.
- **Email (and limited SMS) notifications:** appointment, deadline, and program information.
- **Social media:** targeted awareness that routes users to service pages and forms.
- **Direct mail and inbound/outbound calls (e.g., Mission VetCheck, 311):** essential reach for older adults and low-tech users.

IMPLEMENTATION & FUNDING

- **Quarterly work plans:** program leads (Housing; Benefits/Claims; Employment; Education; Community Wellness) set a short list of digital fixes that reduce steps for the user and effort for staff.

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- **Incremental releases:** changes are shipped on a regular cadence (copy updates, simplified forms, clearer confirmations, improved routing).
- **Budgeting:** digital work is planned and executed through existing operating funds, discretionary allocations, and defined program budgets; requests for additional resources, when warranted, are tied to documented workload and performance gains.

PERFORMANCE ASSESSMENT

DVS already conducts routine assessments through established reporting and operating reviews. Internally, we monitor:

- **Speed to acknowledgment and first contact** after a digital request;
- **Completion/abandonment** on priority forms and pages;
- **Successful linkages** to core services and case closure;
- **Channel performance** (website, VetConnectNYC, social, newsletter) to prioritize content and fixes. Findings inform the next round of improvements; we do not publish metrics in real time.

CONTINUOUS IMPROVEMENT & FEEDBACK

- **Monthly tune-ups:** clarify copy and headings; shorten steps on frequently used forms; re-order links/navigation so high-demand items are easiest to find.
- **Lightweight feedback points** (e.g., page-level analytics, post-service satisfaction surveys) and curated inbox monitoring.
- **Straight-through routing** of feedback to responsible program staff.
- **Documentation updates** (page copy, FAQs, confirmations) to close the loop and reduce repeat questions.

ACCESSIBILITY, PRIVACY, AND SECURITY

- **Accessibility:** releases meet City accessibility standards.
- **Privacy:** collect the minimum necessary information, limit access to business need, and protect data in line with City policy.

WHAT VETERANS AND PARTNERS CAN EXPECT

Clear paths in, prompt acknowledgments, realistic timelines, and warm hand-offs to the right service—delivered through a hybrid model that continues to improve based on the performance we track and the feedback we receive.