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Housing Works consists of three main entities that enable its mission: Housing Works, Inc., Bailey House, and Housing Works Community Healthcare. This strategic plan is inclusive of all three.

**Housing Works Mission**
Housing Works is a healing community of people living with and affected by HIV/AIDS. Our mission is to end the dual crises of homelessness and AIDS through relentless advocacy, the provision of lifesaving services, and entrepreneurial businesses that sustain our efforts.

**Bailey House Mission**
Bailey House’s mission is to help transform the lives of people with or at risk of HIV/AIDS and other chronic illnesses through housing, health services and community support.

**Housing Works Community Healthcare Mission**
Housing Works Community Healthcare fosters good health and positive social change through empowerment, innovation, and collaboration. We provide high-quality, integrated medical care and other essential services that improve individual and overall community well-being.
We work at the intersection of homelessness and healthcare. Through all it does, Housing Works embodies a culture of radical inclusion: ensuring all members of our community feel welcomed and included, and all voices are heard. We celebrate and value what makes people different and work together in our communities with respect, empathy, candor, bravery, and generosity. Each person’s earnest efforts and participation are valued and essential — from staff, our Boards, volunteers, and clients. We aggressively and ingeniously attack the big issues together: we do what others can’t or won’t. Our vision, creativity and entrepreneurial spirit are what make Housing Works, Housing Works.
Our Values

(Rollover to View)

1. **High Performance**
   - We strive for excellence in all our endeavors.

2. **We’re All In**
   - We’re bold, direct, and relentless as we strive to improve individual and community health.

3. **Stronger Together**
   - We work as one to tackle – and achieve – the impossible.

4. **Membership**
   - We go the extra mile for others every day, and we celebrate and have fun throughout the healing process.
Recent Recap

Despite the pandemic, the last three years have been ones of growth, re-invention, and expansion for Housing Works, reflecting our values and culture. We have learned that to remain viable in a crisis, we need to grow; we can’t succeed by retrenching.

As detailed in our last strategic plan, we have taken steps to increase the diversity of our staff and Boards to reflect the populations we serve, and we have introduced programs to enhance inclusion such as SEED and Class Action, and we will continue to expand and evolve learning opportunities to increase our capacity for inclusion and justice. We invested in new technology to give our employees greater flexibility and make it easier to do their work. We’re taking additional actions to further increase flexibility and foster a culture that prioritizes work/life balance.

Consistent with our goals from our last three-year plan, we accelerated our transition to becoming a healthcare organization and are a growing player in that field. We continue to broaden our ability to deliver long-term wrap-around care for our clients in a whole person care model, including offering more housing, healthcare centers and providers, and harm reduction and healthcare coordination for specialized populations.  

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In addition, we completed a successful merger with Bailey House. Our housing portfolio and our staff have grown. We have expanded to 27 locations in New York City alone to serve our communities. We set up frameworks to support the entire organization as we grow, including training and stronger clinical structures.

As we were acting on our strategic priorities, we also responded successfully to COVID and the needs of our community in several ways:

– We developed new programs like our “COVID hotels,” in conjunction with the Mayor’s Office of Clinical Justice (MOCJ) and the New York Department of Homeless Services (DHS). Our clinics pivoted to provide COVID testing and vaccinations. Our HRA Mobile Unit traveled around the city to test and eventually vaccinate vulnerable populations in congregate settings.

– We reopened our businesses and reimagined our thrifts and bookstore. These businesses provide consistent revenues that enable our advocacy services, so with creativity and imagination, we pivoted from in-person brick and mortar stores to a new set of eShops and online stores. Customers now have 24/7 access to our curated collections of fashion and home décor, and we ship right to their door.

– Our employees, volunteers, and entire community took extra precautions to keep themselves and their colleagues safe.
Overview
OF THE CURRENT ENVIRONMENT

In the face of global, regional, and local challenges, Housing Works has once again not only reacted to the pandemic but have thrown ourselves into emergency response. We continue to successfully adapt to this ever-shifting environment.

Several concerns remain, however. We still face the following headwinds:

• Advocacy remains a critical function. We successfully delayed the reform of 340B, thus helping to protect our life-saving healthcare services for the thousands of patients who trust and rely on us as a community-based healthcare provider. However, this is just a temporary reprieve, and the reform of 340B is still of great concern to the ongoing funding and viability of our organization.

• As we continue to grow, we need to provide flexibility where we can and reinforce our culture in a hybrid work model where some people work from home and others do not. We need to continue to competently and creatively manage the staffing, logistics and complexities as we grow.

• Our labor relations environment is changing, requiring us to adapt and think in new ways.  

continued >
Overview
OF THE CURRENT ENVIRONMENT

• The future of the pandemic remains a big unknown; we must remain agile and adaptable in the ever-changing conditions it brings.

We will continue to adjust to changes in the world – but we will never change our mission, our passion and purpose to fight for social and racial justice. We will always stand up for the unhoused and those who face a disproportionate burden of disease, including COVID-19, and advocate for equal access to the quality healthcare that every New Yorker deserves.

Our overall goal in this new strategic plan is to plant a flag for the future, building off our prior plans and successes. We want to define the model for caring for unhoused people, including our stabilization and overdose prevention centers, while strengthening our core businesses and approaches: our clinics, harm reduction, and reducing isolation.
Focus Areas

FOR THIS THREE-YEAR STRATEGIC PLAN *(Rollover to View)*

**People**

including Board members, staff, and volunteers. We will focus on staff recruitment and retention, using tools like engagement, flexibility, and remote work.

**Programs**

focusing on expanded short-term housing services and new, integrated care models for this underserved population.

**Innovation**

including new and expanded entrepreneurial efforts leading to business and revenue growth.
Focus Area 1: People
STAFF & BOARD RECRUITMENT, RETENTION & FLEXIBILITY

Ensure that Housing Works is the employer and Board home of choice for the next generation of innovators interested in making an impact at the intersection of homelessness and healthcare.

Objectives:

• Implement new, data-driven ways to identify and recruit staff, taking advantage of both internal and external sources.

• Focus on Board member recruitment, communications and onboarding for retention and development.

• Develop a streamlined interview process that determines fit with our mission, as well as behavioral questions to assess candidates' traits that will help them succeed at Housing Works.

• Promote “ladders to success” to prospective employees to show that working at Housing Works is not just a job, it’s a career – and a mission.

• Include our diversity and inclusion goals in our recruitment processes, building on the baselines already established. continued >
Focusing on the employee experience, retain current staff while preparing for the next generation of employees and board members by providing authentic experiences in a culture of inclusion, appreciation, acknowledgement, and connection.

Objectives:

• Offer training and development to support managers in leading staff to boost retention.

• Offer training and development to Board members to strengthen and support performance.

• Onboard new employees with a comprehensive immersion in the history and culture of the agency to ground them in the realities of working at Housing Works and increase retention.

• Explore new models of collaboration that provide additional and meaningful opportunities for employee-manager feedback.

• Develop new tools for “pulse checks,” to provide two-way communication to measure and track employee engagement with our agency and mission.

• Explore new scenarios for compensation and benefits to meet the needs of the 21st century workforce, to enhance teamwork, agency values and culture, in addition to client outcomes.

continued >
Focus Area 1: People
STAFF & BOARD RECRUITMENT, RETENTION & FLEXIBILITY

GOAL 3

Design and initiate a model for the new flexible workplace that balances staff preferences with the realities of our various business lines and client services.

Objectives:

• Define and clearly communicate the balance between working remotely and working on site, including job descriptions; strive for equitable work environments across roles and businesses.

• Redefine office space as a gathering, learning and collaboration center, to retain and strengthen our culture in these new models of work.

• Use technology to support, impact and increase flexibility; ensure that all workers are trained for and equipped with technology that allows them to be productive in any location.
Focus Area 2: Programs
NEW MODELS OF HOUSING & INTEGRATED CARE

GOAL 1

Pilot and document the effectiveness of innovative models of holistic care for unhoused New Yorkers and transform the way New York City addresses homelessness. Continue building the network of supportive housing that honors Bailey House and Housing Works’ pioneering legacy.

Objectives:

• Launch the Housing Works “whole person” care model for unhoused New Yorkers, with a team of experts that understands evidence-based interventions and modalities of care.

• Further our organizational learning, skill development and cultural competency in working with the unhoused, those with persistent mental illnesses, the justice-involved, and other high-risk populations.

• Develop a housing and harm reduction model that is consistent with our values of open, low-threshold measures with minimal personal intrusion, while providing high-quality health services to all unhoused New Yorkers.

• Build robust safety structures while ensuring a homelike environment that honors the dignity and autonomy of all residents.  
  
  continued >
Focus Area 2: Programs
NEW MODELS OF HOUSING & INTEGRATED CARE

GOAL 2

Bring truly integrated care with wrap-around services to all Housing Works locations, by meeting patients’ needs in a one-stop shop suite of services.

Objectives:

• Develop and deploy the blueprint for “model client service locations” using the integrated care model (at left) – with the patient at the center surrounded by clinicians, case managers and supportive services – focused on patient outcomes vs. the patient process.

• Work with industry leaders to ensure a high standard of care leveraging technology and teamwork that is efficient and effective for both staff and clients.

• Explore innovative and sustainable ways to expand integrated “care from anywhere” using technology and tools like telemedicine.
Focus Area 3: Innovation
NEW STREAMS OF REVENUE LEADING TO BUSINESS GROWTH

GOAL 1

Double-down on our social enterprise model with experimentation, risk-taking and creativity that shake up the industry with new ideas, to increase our reach and impact; actively foster a culture of entrepreneurship across the agency.

Objectives:

• Building on our retail success, plan and initiate one or more new business ventures with positive net revenue.

• Identify and initiate new, scalable partnerships within our existing revenue-generating programs.

• Increase our digital presence via web traffic optimization, lead generation, and new eCommerce opportunities.  

continued >
Focus Area 3: Innovation
NEW STREAMS OF REVENUE LEADING TO BUSINESS GROWTH

GOAL 2
Invest, plan, and scale transformational fundraising opportunities.

Objectives:
• Develop new donor audiences (e.g., younger, digital, and major/leadership donors) using social media and targeted fundraising campaigns.
• Maximize use of digital tools to communicate with and cultivate current and future donors.
• Recruit new leadership; adapt staffing structures to support board and other volunteer-led efforts.
• Use advocacy efforts to inform fundraising, including “rapid response” campaigns.
The COVID-19 pandemic radically altered retail business. Housing Works responded by reimagining our thrifts and bookstore with creativity and imagination.

We successfully pivoted from in-person brick and mortar stores to a new set of eShops and online stores. Customers now have 24/7 access to our curated collections of fashion and home décor, and we ship right to their door. In addition, our employees, volunteers, and entire community took extra precautions to keep themselves and their colleagues safe.

The overall goal for this next three-year plan is to identify and operationalize the structural, operational, and financial changes we must make to ready our retail businesses for success post-pandemic. We need to develop a retail strategy for thrift shops and the bookstore that focuses on upcycling and sustainability, while enhancing and strengthening the thrift shop and bookstore leadership, volunteer cohort, and social media presence. continued >
Retail Business

FOCUS AREAS FOR THIS THREE-YEAR STRATEGIC PLAN *(Rollover to View)*

- **Leadership**
  Identify volunteer leadership/board members to launch the next phase of our retail business operations.

- **Funding**
  Leverage current in-kind and cash donations and build new robust funding streams.

- **Volunteers**
  Develop a scalable volunteerism model that adds needed expertise and ensures the safety of our community.

- **Digital Models**
  Study new/expanded digital business models for future growth to enable our businesses to transition from traditional store-front merchants to digital marketers.

*continued*
Retail Business

FOCUS AREA 1: LEADERSHIP

GOAL

Right-size and refigure Board membership and structure to help us launch the next phase of our retail operations.

Objectives:

• Investigate strategies to integrate Thrifts and Bookstore Boards, taking best practices from both to review/refine management positions, committee structures, term limits and bylaws.

• Identify, recruit, and retain Board members with access to industry and resources to support fundraising.

continued >
Retail Business
FOCUS AREA 2: FUNDING

GOAL

Leverage current in-kind and cash donations and build new robust funding streams.

Objectives:
- Fully engage Board(s) in diverse aspects of fundraising.
- Enhance corporate partnerships, in-kind donations, and co-branded product opportunities.
- Develop donor “lifecycles” over time by cultivating emerging, younger demographics and creating a community of young patrons who donate regularly.

continued >
Retail Business

FOCUS AREA 3: VOLUNTEERS

GOAL

Re-engage existing volunteers, recruit new volunteers, and increase volunteer retention.

Objectives:

• Create a culture of inclusion, appreciation, acknowledgement, and connection for current volunteers; develop a supportive community that celebrates volunteer contributions.

• Develop a program for volunteer engagement to recruit, expand and retain the volunteer base, including recruiting for specific skills, training, course credits, educational/interesting developmental programs, etc.

• As a draw for volunteers, tap into the “green” trend by emphasizing the recycling/upcycling aspects of Housing Works’ businesses.

continued >
Retail Business

FOCUS AREA 4: DIGITAL MODELS

GOAL

Goal: Implement digital marketing/sales models to supplement traditional in-store revenues.

Objectives:

• Evaluate social media channels, ensuring digital platforms are consistent in messaging and branding, including leveraging advocacy and weaving in the history and legacy of Housing Works.

• Enhance Bookstore and Thrift events with new content (interviews, “how-to” videos, etc.) to expand reach and engagement.

• Grow the revenue of eShop, auction, and online bookstore sites with partnerships with influencers.

• Experiment and improve upon paid strategies to expand digital reach.

• Evolve our Instagram into a more interactive experience with celebrity/chef/designer take-overs, QVC-type energy, etc.
This Strategic Plan was developed over six months through a series of planning meetings and working groups, consisting of staff and board members. We’re grateful for their thoughtful input and guidance. The Strategic Planning Committee of the Board will continue to work with staff to develop metrics for each objective and track progress against goals. We will meet quarterly to review the plan, measure outcomes, revise as needed, celebrate successes, and learn from each other. This group will also publish a dashboard that we will share with stakeholders and the public. For reference, a separate, detailed appendix is available where all the planning notes and ideation are captured.