



Housing Works

FY 2026-2028



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Our Mission, Culture & Values



OUR MISSION

Housing Works consists of multiple entities that enable its mission. Housing Works Inc includes Housing Works social enterprises, housing (Bailey House), programs, legal, and advocacy. Housing Works Community Healthcare is our Federally Qualified Healthcare Centers. This strategic plan is inclusive of all Housing Works entities.

In 2025, we underwent a process to update Housing Works' mission statement to better reflect who we are and where we are going as an organization. We are pleased to share our new, updated mission:

Housing Works Mission

Born out of the AIDS crisis in New York City, Housing Works is a healing community that fights for inclusive care, social justice, and an end to homelessness. Our integrated healthcare, life-changing services, relentless advocacy, and social enterprises break barriers and involve the whole community in building a more compassionate and equitable world.

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, a client-centered approach to substance use support which is grounded in harm reduction, and other essential services that improve individual and overall community well-being.

Introducing Housing Works Cannabis Co

Housing Works Cannabis Co, a social enterprise dispensary licensed by New York State, opened its doors in 2022. All proceeds from Housing Works Cannabis Co support Housing Works services and advocacy. Housing Works Inc, with its decades of retail experience, also provides technical assistance to other social equity dispensary license holders in service of the organization's mission to uplift communities impacted by drug criminalization.

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Our Mission, Culture & Values

OUR CULTURE

Our vision, creativity, and entrepreneurial spirit are what make Housing Works, Housing Works. We aggressively and ingeniously attack the big issues together: we do what others can't or won't. We embody a culture of radical inclusion to address systemic barriers, and we work together in our communities with respect, empathy, candor, and generosity. Each person's earnest efforts and participation are valued and essential—from our staff, Boards, volunteers, and clients.

OUR VALUES



High Performance: We strive for excellence in all our endeavors by acting with purpose.



Stronger Together: We work as one to tackle – and achieve – the impossible.



All In: We're bold, direct, and relentless as we strive to improve individual and community health.



Membership: We go the extra mile for others every day, and we celebrate and have fun.

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High-Level Recap

2022-2025

AS DETAILED IN OUR PREVIOUS STRATEGIC PLAN, WE IDENTIFIED THREE FOCUS AREAS FOR OUR WORK: PEOPLE, PROGRAMS, AND INNOVATION.

1.

People: Building a diverse and engaged leadership base

- We committed to have Housing Works be an Employer of Choice and to focus on the employee experience.
- We expanded our People Ops team and invested in ongoing staff engagement through trainings, wellness programming and social opportunities.
- We pay close attention to metrics related to turnover and retention.
- We continue to move to a hybrid work model, have flexible booking for workspaces, with additional new and renovated spaces coming soon.



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High-Level Recap

2022-2025

2.

Programs: Expanding our services to meet client needs and realize scale

- We closed on financing and began construction of The Lirio, a 112 unit affordable and supportive housing residence in Hell's Kitchen, closed on financing and began construction of The Pitkin Ave. Residence, a 39 unit affordable and supportive housing residence in East New York and opened MOCJ and Asylum transitional housing residences.
- We committed to meeting patient needs in a one-stop suite of services, to provide a true integrated care model.
- We opened new health centers, expanded pediatrics and women's health services, developed processes to facilitate teamwork for our own providers, and improved our online user experience.
- We led successful advocacy campaigns in support of policy and funding to uplift our clients and strengthen our programs.



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High-Level Recap

2022-2025

3.

Innovation; Using our proven model of entrepreneurship and experimentation to diversify revenue and expand our footprint

- We committed to creating a new social enterprise opportunity and investing in new fundraising opportunities.
- In December of 2022, we opened Housing Works Cannabis Co, the first legal dispensary in New York City, and have since launched a second location.
- We created a partner dispensary program, opening 5 more dispensaries.
- In partnership with MOCJ and Cannabis NYC, we created an Employee Assistance and Training program to help people enter the legal cannabis industry.
- We hired a new VP Development, created a corporate brand department, migrated to a new software platform for enhanced customer data, and now hold regular receptions for major donors.



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Overview

OF THE CURRENT ENVIRONMENT & LANDSCAPE

In the face of changes in the current federal, state and local landscape, Housing Works continues to adapt to the ever-shifting environment. We foresee several challenges and opportunities.

The Federal landscape is changing rapidly, exposing various programs to heightened risk. Proposed changes to Medicaid, including work requirements, may reduce coverage for vulnerable populations. Changes to federal grants could impact programs for DEI, harm reduction and asylum support, affect international aid programs (e.g. PEPFAR), cause delays in payments and increase risks to transgender policies and services. We will continue to advocate to fill any gaps from federal cuts.

Meanwhile, the Department of Justice has recommended rescheduling cannabis from Schedule 1 to Schedule 3. Implementation is unclear but if successful, could alleviate tax burdens for cannabis businesses.



At the state level, we expect stable funding for 2025 but anticipate that the 2026 budget cycle will be more challenging. We will monitor developments in the 340B Drug Pricing Program and State Pool. We will also push for higher state Medicaid rates to ensure continued access to our services, and Medicaid rules that provide telehealth payment parity.

Locally, we expect continued support for programs like MOCJ, asylum hotels, and opioid treatment. We will monitor changes in cannabis regulation to ensure our local market remains stable and growing.

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Challenges & Opportunities

IN ADDITION TO THE EXTERNAL PRESSURES, WE FACE SEVERAL INTERNAL CHALLENGES RELATED TO THE SUCCESSFUL OPERATION OF OUR BUSINESSES.

Rising operational costs require adaptive strategies for us to remain financially healthy and successful. We continue our efforts to improve efficiency and explore new revenue streams, including additional cannabis ventures, fundraising events, and development. We are looking to AI and automation technologies to improve efficiency and service delivery and enhance overall care for our clients. Strategies for recruitment, retention, and union contract negotiations will be critical in maintaining a diverse and skilled workforce.



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 justice. We will always stand up for those experiencing homelessness and healthcare disparities and advocate for equal access to the quality care that every New Yorker deserves—while strengthening our core businesses and approaches: our clinics, harm reduction, and reducing isolation.

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Focus Areas

2026-2028

THIS THREE-YEAR PLAN WILL FOCUS ON THREE AREAS:



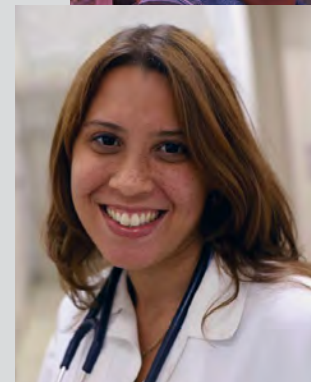
People: fostering a sense of connection and belonging, recruiting talent that represents the diversity of the communities we serve, and creating a strong staff and Board development pipeline.



Programs: focusing on expanding the development and operation of affordable and supportive housing, improving healthcare and program access with improved reimbursement models, and expanded harm reduction programs.



Innovation: using technology and automation to improve access and enhance fundraising and retail operations, as well as implementing an agency-wide external communications strategy to boost brand presence and engagement.



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Focus Area 1: People

CONNECTION & COMMUNITY, RECRUITMENT & RETENTION, DEVELOPMENT PIPELINE



PEOPLE GOAL 1:

Reimagine Employee Empowerment and Community Connection

Foster an inclusive, purpose-driven community by integrating cross-department collaboration, employee-led innovation, and collective impact through employee empowerment, connection, and community.

OBJECTIVES:

- Develop employee-driven cross-functional teams focused on inclusion, sustainability, and participant/patient experience.
- Create opportunities for meaningful in-person social engagement for staff, clients, and board members.
- Engage the whole community in advocacy through improved communication, as well as virtual and in-person trainings and actions.
- Refine hybrid work strategies to optimize time spent in-person to include more time with leadership, and more time actively collaborating with teams.

MEASURES FOR SUCCESS:

- Achieve 60% staff, board, and volunteer participation in a defined community event per year.
- Engage 50% of employees in at least one peer-to-peer learning activity or networking event per year.
- Gather 50 employee (and/or client) submitted ideas per year, and convert at least 5 into cross-department projects through innovation labs.
- Engage at least 25 non-senior leadership individuals to lead intra-organization learning.
- Achieve and sustain a 4+ average score for sense of belonging on the Employee Experience (EX) Survey.
- Achieve a 4+ score in leader confidence and trust on the EX Survey.

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Focus Area 1: People

CONNECTION & COMMUNITY, RECRUITMENT & RETENTION, DEVELOPMENT PIPELINE



→ PEOPLE GOAL 2:

Launch a Mission-Driven Talent Development Strategy

Implement a dynamic workforce development strategy that recognizes and cultivates high-potential staff, equips our teams with cutting-edge technical skills and industry knowledge, and fosters a diverse, internal talent pipeline.

OBJECTIVES:

- Center organization-specific Diversity, Equity, Inclusion, and Belonging (DEIB) goals and align all recruitment and talent development efforts to build a staff that reflects the communities we serve.
- Identify and develop high-potential talent by establishing a structured approach to recognition, support, and targeted development opportunities.
- Implement continuous learning programs that equip staff with the latest technological tools and sector-specific knowledge to drive innovation and efficiency (ex. AI, Public Health knowledge).
- Create clear career progression pathways, individualized career planning, and targeted programs to develop and retain talent reflective of the communities we serve.
- Reinvigorate Housing Works' volunteer program.

MEASURES FOR SUCCESS:

- 50% growth in volunteer program by the end of three-year term.
- 70% of identified high-potential employees engaged in training, mentorship, or skill-building initiatives to enhance their growth and career potential.
- 50% or more of internal leadership positions filled through internal promotions with a focus on ensuring all levels of leadership reflect the population we serve.
- 100 or more employees participating in mentorship programs or cross-training opportunities per year.
- Offer at least 5 meaningful technical + industry specific learning opportunities per year related to desired workforce skills.
- Increase number of volunteers by 30% by end of plan.

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Focus Area 1: People

CONNECTION & COMMUNITY, RECRUITMENT & RETENTION, DEVELOPMENT PIPELINE



→ PEOPLE GOAL 3:

Develop High-Impact Leaders for Lasting Resilience

Cultivate a powerhouse of internal leaders who drive innovation and organizational resilience.

OBJECTIVES:

- Articulate and implement processes that focus on identifying, training, and retaining highly skilled leaders across all levels of the organization with a special focus on frontline supervisors.
- Define and adopt leadership strategies that prioritize agility, mission-alignment, innovation, crisis management, and DEIB for growth and succession planning.
- Foster a culture of visible, engaged, and accessible leadership across the organization.
- Initiate a culture of continuous assessment and action to ensure top levels of leadership are cohesive and highly competent.
- Introduce updated models of in-person leadership connection to build communication, connection, and facilitation skills (i.e. Town Halls, Focus Groups, etc.).

MEASURES FOR SUCCESS:

- Ensure that 100% of Executive Team, VP, and other mission-critical roles have internal candidates with defined career development plans, tracking career progression, promotion readiness, and alignment with mission, to be reviewed annually.
- Continue to define level-specific leadership competencies and incorporate within all recruitment and development strategies.
- Establish a cycle of continuous, multi-directional feedback for supervisors to encourage ongoing growth.
- 100% of Senior Leaders engage in at least one cross-department learning or community event.
- Define personalized development plans for high potential leaders.

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Focus Area 2: Programs

NEW MODELS OF HOUSING AND INTEGRATED CARE, HARM REDUCTION



→ PROGRAM GOAL 1:

Expand the development and operation of affordable and supportive housing.

Support the housing needs of more New Yorkers by developing more units of housing, integrating care, and piloting new ways to achieve "housing first" for key populations. Increase number of projects in the pipeline and accelerate the pace with which we execute our vision.

OBJECTIVES:

- Continue to understand the needs of clients through a comprehensive assessment.
- Expand development through rigorous pursuit of RFPs that align with Housing Works' mission, while continuing to build upon our network of existing housing development partners.
- Connect with novel sources of funding for construction projects by further developing relationships with private and public funders.
- Implement advocacy and lead coalitions around funding streams and changing definitions of "housing" for key populations.

MEASURES FOR SUCCESS:

- 100% of Housing Projects completed on time and on budget (not to exceed budget by more than 10%).
- Complete assessment of client needs.
- Identify and connect with new potential Development Partners, Consultants, and architects each quarter to ensure the ability to respond to varied development opportunities.
- Increase overall government and private funding by 10% by securing a variety of sources for capital, operating, and services.
- Apply to 100% of City RFPs that align with Housing Works' mission.
- 260 additional clients housed.
- 10 new projects in development (which includes construction and pre-development) by end of 3-year period.
- Participate in or convene a city-wide housing related coalition.

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Focus Area 2: Programs

NEW MODELS OF HOUSING AND INTEGRATED CARE, HARM REDUCTION



→ PROGRAM GOAL 2:

Improve access to healthcare

Focus on quality services, program offerings, and patient experience. (Note that the current political climate is causing rapid changes in the environment that may affect these objectives and measures.)

OBJECTIVES:

- Prioritize the patient experience by ensuring our services are tailored to meet the linguistic and cultural differences of the communities we serve.
 - Conduct a clinical needs assessment.
 - Expand specialty care programs for new audiences including pediatrics, young adults, families, transgender community, and neighborhoods we don't currently serve.
 - Offer extended hours and days of services.
 - Standardize consumer feedback.
- Attract and retain new clients through expanded Community Partnerships, use of digital marketing, and improved referral process.
- Advocate for improved reimbursement models.
- Expand access to vocational training for special populations, including justice-involved individuals and high-risk young adults.

MEASURES FOR SUCCESS:

- Increase in new patients by 20% by end of plan.
- Increase in visits by 20% by end of plan.
- Increase extended hours by 50% by end of plan.
- Increase new Community Partner accounts by 30% by end of plan.
- Increase use of long-acting injectables by 50% by end of plan.

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Focus Area 2: Programs

NEW MODELS OF HOUSING AND INTEGRATED CARE, HARM REDUCTION



→ PROGRAM GOAL 3:

Expand harm reduction services

Expand on our services to reach more clients and innovate new ways to approach drug user health.

OBJECTIVES:

- Create an environment and culture throughout Housing Works dedicated to understanding and providing low-threshold harm reduction services.
- Expand medication assisted treatment.
- Address linguistic barriers through expanded partnerships and addition of multi-lingual staff.
- Expand service offerings including overdose prevention centers and esketamine therapy.
- Improve billing and maximize contracts.

MEASURES FOR SUCCESS:

- Increase total number of patients receiving Medication Assisted Treatment for Substance Use Disorder by 30% by end of plan.
- Increase Medication Assisted Treatment 50% by end of plan.
- Increase number of clients served in harm reduction programs by 30%.
- Increase number of clients on PrEP by 50% by end of plan.
- 100% of staff trained in harm reduction and overdose prevention.
- 100% of senior-level staff participate in new harm reduction training.

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Focus Area 3: Innovation

TECHNOLOGY & AUTOMATION, COMMUNICATION, NEW STREAMS OF REVENUE



INNOVATION GOAL 1:

Build efficiency through technology

Be on the forefront of new technology and trends to improve day-to-day operations.

OBJECTIVES:

- Improve access to programs and services through the development of an app or web-based platform to improve referral process for clients and staff.
- Automate the running and delivery of key admin and operations information (budget, staffing reports, training utilization, etc.) to enable data-driven decision making and improved productivity for program managers.
- Utilize customer/consumer data to improve conversion and retention across all business areas.

MEASURES FOR SUCCESS:

- Implement policies for AI use.
- Conduct audit of existing systems and identify best and approved use of AI by department.
- Create list of approved software as well as trainings for best practices.
- Create an AI taskforce to vet and initiate six AI projects with best ROI.

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Focus Area 3: Innovation

TECHNOLOGY & AUTOMATION, COMMUNICATION, NEW STREAMS OF REVENUE



→ INNOVATION GOAL 2:

Create and sustain a consistent, impactful brand presence

Engage and leverage relationships with clients and supporters through impactful campaigns.

OBJECTIVES:

- Implement a cohesive agency-wide communication strategy that utilizes all available channels and reinforces Housing Works' mission to our diverse audiences while supporting individual business goals.
- Analyze and leverage audience overlap in current/new strategies.
- Improve storytelling across all channels to amplify Housing Works' history and mission.
- Engage all staff in upholding the Housing Works brand via values and customer service in addition to language and visual brand identity.
- Amplify Housing Works' advocacy and service delivery in the face of the shifting political landscape.

MEASURES FOR SUCCESS:

- Launch high-impact brand awareness marketing campaign with consistent messaging.
- Increase social media following 100% by end of Strategic Plan period.
- Improve social engagement metrics (likes/comments/shares) by 20%.
- Increase email open and conversion rates by 30% by end of plan.
- Identify a roster of senior-level staff as issue experts and train them as media spokespeople.
- Increase number of advocacy subscribers by 50% through social media and rapid-response fundraising.

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Focus Area 3: Innovation

TECHNOLOGY & AUTOMATION, COMMUNICATION, NEW STREAMS OF REVENUE



→ INNOVATION GOAL 3:

Expand Housing Works' fundraising and businesses

Continue to improve our revenue-generating activities through improved operations, marketing, and expanded agency-wide loyalty programs.

OBJECTIVES:

- Grow our digital presence through e-commerce, online fundraising tools, and enhanced digital marketing tactics.
- Improve retail operations to maximize revenue through use of technology and by building and improving membership and loyalty programs.
- Expand cannabis ventures to bring on additional partners, expand delivery, maximize current storefronts, and open additional Housing Works Cannabis Co locations.
- Disrupt the online consignment space by launching a mission-driven online consignment option.

MEASURES FOR SUCCESS:

- Increase e-commerce traffic and conversions by 20%.
- Launch omni-channel loyalty program across Housing Works Retail.
- Increase social enterprises profitability by 25% by end of plan.
- Increase participation in donor programs:
 - Increase membership by 20%.
 - Increase major gifts by 10%.

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What's Next?

This Strategic Plan was developed over six months through a series of focus groups and working meetings consisting of staff and board members. We're grateful for their thoughtful input and guidance. Detailed notes and suggestions from our planning meetings will be made available to staff.

Housing Works leadership will continue to meet to review the plan, measure outcomes, revise as needed, celebrate successes, and learn from each other. There will be regular updates about progress shared with the public over the next three years.

Thank you for your investment in Housing Works!

