



2019 - 2023 Strategic Plan

Our Mission Statement:

Clothes That Work will clothe, educate, and empower individuals to prepare them for employment success.

Our Vision Statement:

Clothes That Work will be viewed as the leading workforce development resource for improving the professional image and lives of our clients.

Our Values:

Integrity and Credibility

Equality

Respect and Compassion

Partnership

Stewardship and Service

Forward-Thinking

Highlights from 2018 SWOT Analysis

Strengths	Weaknesses
Program uniqueness	Location, parking, and security
Strong Board, staff, and volunteers	Expenses / budget deficit
Robust referral network	Maintaining quality inventory
Multiple revenue streams	Limited client service hours
Opportunities	Threats
Outreach and collaboration	Competition leading to decreased donations
Leverage relationships and partnerships	Change in tax laws
20th Anniversary / organization's longevity	Limited pool of funding sources
Positive brand equity	Insufficient marketing budget

2018 PEST Analysis

- **Political:** November elections - new county commissioner, stable climate, no buy-in at city level, no city engagement
- **Economic:** Tax laws, workforce shift, dropping unemployment rate, overall debt, competition for grants
- **Socio-Cultural:** Changing workplace image, millennial driven, non-natives, 5-generation workplace
- **Technological:** Omni-channel communication

Strategic Priorities for Clothes That Work



IMPROVE

Our capacity to serve more people and operate efficiently

PROMOTE

To create and grow organizational awareness

DEVELOP

To increase revenue and resources

EXPAND

To reach clients and stakeholders beyond the Job Center



Goal 1: **IMPROVE**

Our capacity to serve more people and operate efficiently

Clothes That Work will have the capacity to serve 33% more clients over annual projections through increased resources and other required program support. In the event of a surge in need of employment-ready job seekers, we will be prepared to serve clients over and above our annual projected threshold, if necessary.

Organizational infrastructure must be evaluated on a regular basis to ensure that operations are efficient and fiscally sound. Multiple operational systems are in need of upgrades and ongoing improvement.

Objective A: Grow Programs

- Coaching and Clothing Program: Increase number of available, trained volunteers; extend client service hours; increase available inventory; encourage partners to fully utilize purchased referrals; research mobile services.
- Education Program: Research businesses who can provide workshop facilitators; conduct outreach to hold workshops at offsite centers such as additional library branches, YMCAs, and/or Kroc Center; increase funding sources for continued free of charge course offerings.
- The Boutique: Seek seasonal expansion opportunities; sales are currently limited by size of current shop.

Objective B: Grow Infrastructure

- Staffing: Program growth may dictate the need for additional paid staff and volunteers
- Facilities: Need to research options for addressing an increased space deficit
- Mobile Client Services: Research funding options for purchase, maintenance, storage, and insurance of a vehicle

Objective C: Enhance Business Operations

- Improve Security: Office Staff, Volunteers, Clients, Boutique
- Lease Renegotiation: Engage a lease review and negotiation team; review parking opportunities and concerns; and secure a structural engineer to evaluate office deficiencies and concerns
- Capital Equipment Upgrade: Upgrade warehouse lighting and purchase safety ladder; upgrade Point of Sale system for Boutique transactions and purchase tablets for mobile inventory management and tracking; purchase camera and photography equipment for online sales; ongoing CRM upgrades for donor and client relationships management; research office copier and printer contract options for continued or new services.

Goal 2:

PROMOTE



To create and grow organizational awareness

Clothes That Work is one of the Dayton region's best kept secrets. In order to create more brand awareness and to better market our programs and services, we will develop a campaign to broadcast our message throughout the region.

Objective A: Increase Quality Clothing Donations

- Targeted Donation Campaign: Create a media campaign based around the goal of increasing number of quality donations and overall keep rate. Connect with ThinkTV supporters and PBS viewers, our current demographic, for donations; run PSAs through Cox Media Group entities; utilize video on social media; continue to advertise at the Movie Theater
- eNewsletter: Create a regular platform to connect and communicate with stakeholders, clothing donors, Boutique shoppers, and volunteers. Distribute monthly or quarterly, and feature a Vlog series and ongoing video success stories.

Objective B: Drive Business to the Boutique to Grow Customer Base

- Targeted Boutique Campaign: Create and launch a "Stitch Fix" campaign on social media; utilize direct mail to target local shoppers; create a "Selfie Frame" and feature it in the shop, encouraging shoppers to share pictures of their purchases on social media; target CEO Society members for quality, high-end clothing donations; schedule monthly shopping parties.

Objective C: Increase Awareness of Programs and Services

- Workplace Image Institute: Draw more participants by broadening media coverage about the program, building on the current relationship with Dayton Metro Library, and expand to additional locations such as the Kroc Center.
- Referral Network: Grow network and participation; work with Chamber, BBB, and DBJ for program awareness; hold quarterly partner coffee sessions; develop partnerships with local colleges and universities.
- Coaching and Clothing Program: Develop dedicated posters and brochures for program; educate clients and partners through program about additional service, such as second appointments and workshops.
- Inventory and Donations: Create visuals for donated items needed - posters, brochures, and flyers; market donation needs through all media platforms.



Goal 3: **DEVELOP**

To increase revenue and resources

Fiscal health and organizational sustainability is crucial to the long-term success of Clothes That Work. A strong plan to grown earned income is only made possible by having solid revenue streams and adequate resources.

Objective A: Maintain and Grow Core Revenue Streams

- Individual Giving: Utilize board member engagement for CEO renewal campaign; host quarterly lunch and learn “friend”raisers; include before and after pictures in direct mail campaigns; run an annual LYBUNT campaign for donors who contributed last year but not this year.
- Sponsorships and Grants: Set revenue goal at (base –5% +10%) for an aggressive result; secure funding for Tier II Workshops; leverage board members and relationships for gifts; target best prospects; utilize new funder options with regional expansion objective.
- Events: Attract new sponsors and create new opportunities for luncheon; research price increase for tickets to Men at Work and the Fashioning Futures Luncheon.
- Contracts: Price increase for partners, and review annually; convert granted partners to paying partners.
- Boutique Sales: Develop more successful eBay presence to increase Luxe Boutique sales

Objective B: Ensure Adequate and Necessary Resources Are Available

- Clothing Donations: Campaign for CEO and VIP donors to donate clothing; launch mobile clothing drives that target businesses (ex., law firms, banks); reconnect with stores for donations (Lorelei, Joseph Banks, Avenue); run a Twitter and LinkedIn targeted campaign for Boutique, use Amazon Wish Lists.

Goal 4:

EXPAND



Outreach to clients and stakeholders beyond the Job Center

In order to increase the awareness of Clothes That Work and to grow our programs and services to meet the needs of the community, the organization needs to broaden its reach through offsite interaction with job seekers and program participants. Outreach makes the programs and services of the organization available beyond the scope of the dedicated facility by taking these resources directly to our clients.

Additionally, to be seen as a valued resource for the entire Dayton region and not just Montgomery County, Clothes That Work will need to have a physical presence outside of the Job Center on a consistent basis.

Objective A: Take Existing Programs Offsite

- Offsite Workshops: Sustain current partners and look for additional hosts; recruit additional facilitators; increase funding for stipends; review and evaluate fee structure for closed workshops; pursue partnerships with DACC and BBB for member opportunities and certifications; launch and market high school pilot, Tier II, and entry level workshops.
- Corporate Mobile Clothing Drives: Set up hotspots to collect clothing—business parks, corporate headquarters, etc. Function like a food truck rally but seek clothing donations instead. Include remote radio marketing, such as Kim Farris or K99

Objective B: Develop New Programs

- Satellite Boutique: South of town, seasonal from Thanksgiving to January; secure funding for space, volunteers plan, marketing, logistics and transportation plan; work with economic development directors in Kettering, Oakwood, Centerville to leverage resources and needs
- Veterans Services: New program to collect suits, process suits, have a Dressing Day event at Clothes That Work; need secure marketing and media partners for event.

Objective C: New Locations

- Anchored Locations: Follow jobs and population for strategic growth; target satellite in WPAFB area with client services and education.

Objective D: Mobile Service Opportunities

- Mobility and Transportation: Secure a Mobile Boutique / Mobile Clients Service Vehicle; secure additional drop off locations with committed driver pick-ups.

Objective E: Partnerships beyond Montgomery County

- Collaboration with Strategic Entities: Greenworks; WPAFB; Clark State, Central State, and Wilberforce; Dayton Development Coalition / Fairground Development (onMain) for future opportunities.