

# Strategic Plan

## 2022-2023



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## Overview

This two-year Strategic Plan comes at a time following monumental shifts in the world to which the organization has continued to respond, including deep political division, the continued killing of Black people at the hands of law enforcement, and a worldwide pandemic. All of these have continued to challenge our status quo and required us to react. Notably many of our direct client services were delivered almost exclusively virtually for 18

months beginning in March 2020. This strategic plan is about being not only proactive, but also building in room for flexibility with a focus on our core elements of infrastructure and culture. To start with, it is a two-year rather than our more traditional five-year planning horizon. This structure will require more frequent and intentional planning at intervals that more accurately reflect the pace at which our environment and opportunities are changing.



## Who We Are

Over the past two years, Chrysalis has refreshed our Mission Statement, our Vision & Values, and our Theory of Change, all to better understand and more clearly reflect the organization we are today. Combined, these elements serve as the foundation for this 2022-2023 Strategic Plan.

## Our Mission

Chrysalis serves people navigating barriers to the workforce by offering a job-readiness program, individualized supportive services, and paid transitional employment. We empower our clients on their pathway to stability, security, and fulfillment in their work and lives.

## Our Vision

We envision a community in which everyone has the opportunity to work and thrive.

## Our Values

Values state what is important to us, serve as our guiding principles, and form the foundation for our culture. They tell us who we are and who we aspire to be. At Chrysalis, these values help us identify the specific capabilities needed in our staff and volunteers and how we should serve our community.

### Respect



We treat each other, ourselves, and the organization with dignity, kindness, and empathy.

### Empowerment



We strive to create a culture where clients, staff, volunteers, and the community have opportunities to make decisions and take action to achieve their goals.

### Equity & Inclusion



We seek diversity and prioritize creating access for those who are underrepresented, acknowledging the significant inequities that exist in society.

### Innovation



We are a learning organization, committed to continuous improvement by way of adaptability, initiative, creative problem-solving, and entrepreneurship.

### Integrity



We are committed to honesty, transparency, and accountability in all that we do.

## Who We Serve

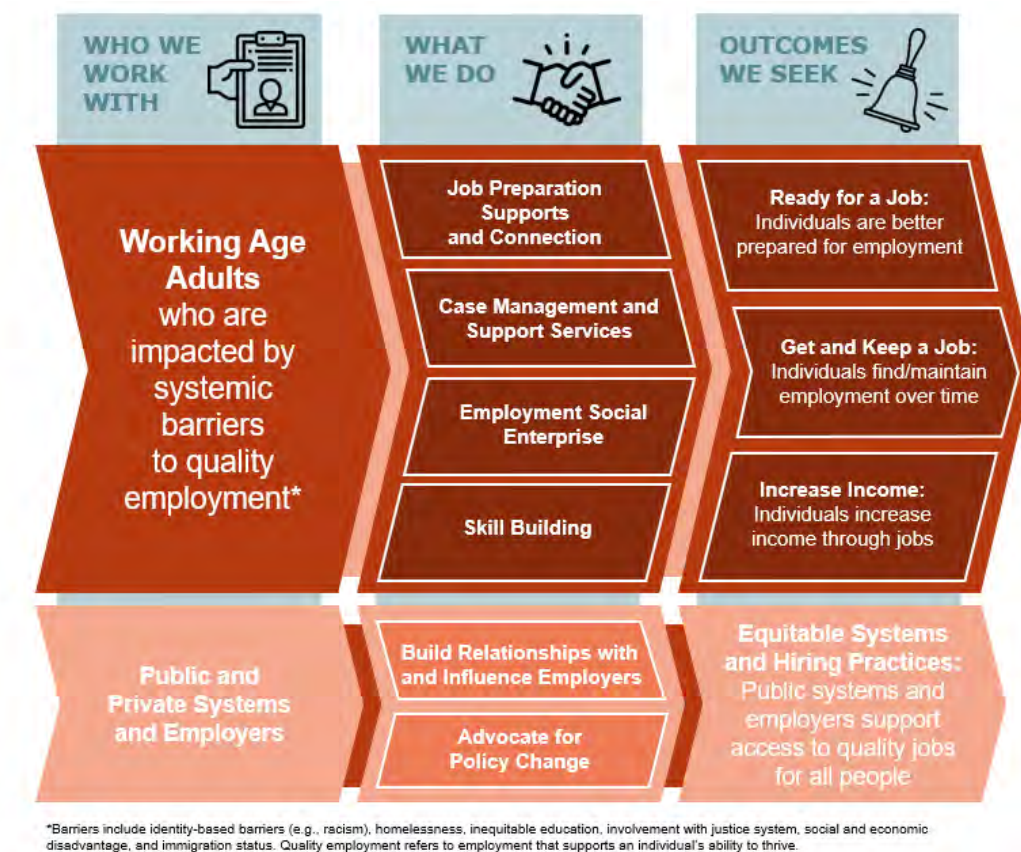
We serve working age adults who are impacted by systemic barriers to quality employment. Barriers include identity-based barriers (e.g., racism), homelessness, inequitable education, involvement with the justice system, social and economic disadvantage, and immigration status. Quality employment refers to employment that supports an individual's ability to thrive.



Chrysalis has long held focus on helping individuals experiencing homelessness find and retain employment. However, housing status is but one of several factors impacting our clients' access to quality employment, and therefore one of several barriers that our services are designed to address. To better reflect the population we serve and the services we provide, we will avoid labeling individuals by housing status, or any other demographic indicator, in our planning and communication documents.

We also work with private and public systems and employers to influence change and shape policy resulting in more equitable systems and hiring practices. Our engagement with this stakeholder group has been increasing over recent years and is anticipated to continue as part of this Strategic Plan.

## Our Impact & Theory of Change



In 2021<sup>1</sup>, more than 2,180 individuals found jobs with the support of Chrysalis including both outside jobs as well as transitional jobs through Chrysalis Enterprises. Our program data has shown that among those reached, 74% of clients are still employed six months after landing that first outside job – a benchmark recognized by researchers as a turning point to positively change one's life trajectory.

## Process, Timeline, and Stakeholders

Much of the foundation for this plan was laid over the last two years, engaging a variety of stakeholders including clients, staff, volunteers, and Board members. Below illustrates some of the ways that this input was solicited. As a first-of-its-kind approach, we made the draft of this Strategic Plan available as a Google doc so that all interested staff could provide suggestions, in addition to hosting multiple conversations throughout the process where input was solicited.

<sup>1</sup> 2021 forecast data, as final data won't be available at time of publication

## Input Timeline



## Project Timeline

With the support of Bridgespan Consulting, we began our Strategic Planning work in Fall 2021. Throughout the development of this plan, we prioritized stakeholder engagement and feedback, including providing all staff the opportunity to attend multiple office hours to contribute to an editable version of the Strategic Direction below. Throughout the process, we reviewed progress and key decisions with Bridgespan.





## Strategic Direction



Our theme for the next two years is **Engage**, **Enhance**, and **Expand**. The challenges and opportunities presented by COVID-19 have changed Chrysalis and our community in countless ways. Over the next two years we will **engage** with our clients, staff, volunteers, customers, and donors to respond to their changing needs; **enhance** our programming

and infrastructure to build upon what we've learned; and **expand** by finding new ways to bring our programming to more communities. We will build a Chrysalis that continues to transform lives, as we have done for the past 37 years.

All decisions will be made with an eye toward all Chrysalis values, but especially Equity & Inclusion, an area where additional intentional incorporation is needed over the next two years and beyond. Further, we recognize that achieving our organizational mission and vision will require an enduring commitment to antiracism that must find full expression throughout our organizational culture, values, norms, and behaviors. We strive to create a welcoming, non-judgmental, brave space for all, invest in ongoing learning to cultivate this space, and seek those who share our passion for this work.

We acknowledge that each of these Priority Areas alone is ambitious and, when taken together, audacious. Moreover, much of this work is and will continue to be ongoing, well past the two-year horizon of this plan, given its integral nature to continuous improvement for the organization. We recognize that organizational culture is the backbone to success and that truly living each of our values is the surest way to success.

To help us organize our work, as well as help hold ourselves accountable, the plan that follows is structured into three parts:

- **Priority Areas:** The three main categories of work that the plan addresses
- **Focus Areas:** Themes of work within Priorities that share common characteristics and help subdivide the work
- **Action Items:** Detailed initiatives for each Focus Area that have clear timelines, accountabilities, and success metrics



In addition, we plan to revisit the plan at least every six months to incorporate new information, revisit previous assumptions, and make appropriate plans of action. After this review, and possibly with increased frequency, we will provide progress updates to the Chrysalis staff and Board of Directors.

## Priority A: Engage

We will *engage* with our clients, staff, volunteers, customers, and donors to create a culture that is sustainable and inclusive.

### **Focus Area 1: Build an organizational infrastructure to support the administrative needs of a 900+ employee (permanent & transitional staff) organization**

- **Action Item 1:** Fill all HR and Finance team vacancies and add additional positions to support broader organization operations (1Q22)
- **Action Item 2:** Leverage existing investments in Salesforce to simplify business processes and improve data reporting and analysis (1Q-4Q22)
- **Action Item 3:** Diversify our vendor engagement to prioritize supporting BIPOC -owned, LGBTQIA+ -owned, and women-owned businesses, and create a database of preferred vendors (2Q23)
- **Action Item 4:** Implement recommendations of 2021 IT Strategic Review (1Q-4Q22)

### **Focus Area 2: Develop plan to increase unrestricted funding through both private and public support that allows us to invest in our core operations and further our mission**

- **Action Item 1:** Determine annual targets (increased \$ amount) for unrestricted funding (2Q22)
- **Action Item 2:** Develop & implement a plan that includes appropriate fundraising staff and focuses on Board and community engagement. Include in plan efforts to maintain diverse funding streams that align with our organizational values, community, and target population (2Q22 - 1Q23)

**Focus Area 3: Cultivate an inclusive organizational culture in which Board, staff, and volunteers are committed to, and trained on, the organizational values of Equity & Inclusion**

- **Action Item 1:** Continue Board diversity efforts, with particular emphasis on racial/ethnic, LGBTQIA+, community members with lived experience, and socio-economic diversity (1Q22 - 4Q23)
- **Action Item 2:** Conduct annual Staff Engagement & Demographic Surveys (3Q22; 3Q23), prioritizing the importance of a diverse, equitable, and inclusive organization
- **Action Item 3:** Review organizational systems and processes for staff and volunteers, such as recruitment, hiring and promotion practices, performance reviews, and employee handbooks, to reflect diverse, equitable, and inclusive values (3Q22)
- **Action Item 4:** Develop training calendar with clear commitment to, and funding for, ongoing training on DEI for staff, Board, and volunteers (3Q22)
- **Action Item 5:** Communicate allocated funds and spending policy for DEI initiatives, such as the ERG program, DEI-focused workshops, and other learning opportunities (1Q22 & 1Q23)

**Focus Area 4: Build upon policy and public advocacy work to promote fair-chance hiring and support other initiatives addressing systemic barriers to employment opportunities**

- **Action Item 1:** Diversify partnerships, prioritizing work with organizations led by BIPOC individuals, LGBTQIA+ individuals, women, and those with lived experience (2Q22)
- **Action Item 2:** Provide regular internal and external communication with staff, volunteers, clients, and other stakeholders through Policy Forums and other tools (1Q22-4Q23)
- **Action Item 3:** Work with employers to increase knowledge around fair-chance hiring (4Q22)

## **Priority B: Enhance**

We will *enhance* our programming and infrastructure to build upon what we've learned over the past two years.

**Focus Area 1: Increase client and volunteer voice in program design and advocacy**

- **Action Item 1:** Conduct Client & Volunteer Pre/Post Surveys to capture engagement trends over time (3Q22 & 2Q23)
- **Action Item 2:** Research benefits and best practices to design implementation plan for Client Advisory Board (1Q23)

- **Action Item 3:** Ensure all Client Services teams have recurring method of communication with clients (e.g., newsletter) with input from departments across the organization, program offerings, and DEI-focused community events/announcements (1Q23)

**Focus Area 2: Adapt program through new combinations of in-person, virtual, and remote services**

- **Action Item 1:** Develop standard service offering by team, with both in-person and virtual access points available for clients (1Q22 - 2Q22)
- **Action Item 2:** Re-evaluate current processes (i.e., intake, orientation, enrollment) to reflect hybrid in-person and virtual nature of services, prioritizing client experience (3Q22 – 4Q22)
- **Action Item 3:** Confirm programmatic requirements (class(es)/resume/practice interview), adapting as needed (2Q22 – 3Q22)
- **Action Item 4:** Optimize mix of virtual and in-person processes for Chrysalis Enterprises transitional employees (referrals, onboarding, placements) (1Q22-4Q22)

**Focus Area 3: Codify approach and philosophy of role of transitional jobs within adapted program**

- **Action Item 1:** Define Chrysalis approach and commitment to transitional jobs (including transition dates) and programming, with phased implementation plan (3Q22)
- **Action Item 2:** Identify method to consistently and intentionally incorporate CE Supervisor voice and perspective in Employment Specialist work with clients (1Q23)

**Focus Area 4: Bring focus, both internally and externally, on the primary outcome of total clients getting jobs/total jobs**

- **Action Item 1:** Communicate “Total Jobs” & “Total Clients Getting Jobs” framework and goals (1Q22)
- **Action Item 2:** Revise external communications to leverage “Total Clients Getting Jobs” framework, ensuring transitional jobs continue to be seen as a vehicle to part- and full-time employment (2Q22)
- **Action Item 3:** Evaluate metrics and framework based on 2022 experience (1Q23)

#### **Focus Area 5: Increase Income of Chrysalis clients**

- **Action Item 1:** Implement phased rollout of wage increase to CE transitional workforce (2Q22 – anticipated 2024)
- **Action Item 2:** Learning from SECTOR and UpSkill Orange County, implement training and/or apprenticeship opportunities for clients, working closely with employers to identify upskilling opportunities and career path partners (1Q23)
- **Action Item 3:** Provide targeted employment-focused enrichment opportunities for clients to learn skills through scholarships and in-house trainings (2Q23)

#### **Focus Area 6: Promote staff retention and wellbeing through hiring, recruiting, training, and recognition**

- **Action Item 1:** Implement Compensation Study recommendations, including broader plan for increased salary transparency (1Q22 - 2Q22)
- **Action Item 2:** Recognize and retain staff through annual performance evaluations that are aligned with Chrysalis values and DEI principles (3Q22)
- **Action Item 3:** Commit to staff development through org-wide, department-wide, team-wide, and individualized training plans (3Q22)
- **Action Item 4:** Better communicate wellness offerings and promote a healthful work-life wellbeing (2Q22)
- **Action Item 5:** Identify targeted ways to continue to support staff now and in the future, such as exploring the feasibility of 403(b) Employer Match and increasing tuition reimbursement (4Q22).

### **Priority C: Expand**

We will *expand* by finding new ways to bring our programming to new audiences and communities.

#### **Focus Area 1: Develop comprehensive approach to Roads expansion opportunity, recognizing necessary contributions of all departments**

- **Action Item 1:** Review & respond to Caltrans/BCOE/City of LA RFPs, in Los Angeles and Orange Counties, as well as communities not currently served by Chrysalis in Central and Southern California (1Q22 - 2Q22)

- **Action Item 2:** Develop a business, programmatic, and operating model in partnership with all Chrysalis departments (1Q22)
- **Action Item 3:** Develop a network of new partners and strengthen current partnerships (1Q22 - 3Q22)
- **Action Item 4:** Evaluate model and impact on broader organization quarterly, adjusting as needed (Ongoing)



*Photo Credit: Matthew Fahey, ROADS Supervisor*

**Focus Area 2: Targeted expansion of client resources through the development and strengthening of partnerships with priorities towards BIPOC-led, LGBTQIA+ -led, women led, and persons with lived experience-led organizations.**

- **Action Item 1:** Establish referral partners within new geographies (1Q22 - 3Q22)
- **Action Item 2:** Build partnerships with other organizations that offer more groundwork resources so that clients can better navigate the barriers they have that keep them from obtaining higher paid employment. i.e. housing, mental health, benefits enrollment, child care etc. (Ongoing)
- **Action Item 3:** Build new methods of sharing partner resources internally, utilizing Salesforce capabilities (3Q22)
- **Action Item 4:** Continue to identify opportunities, through grant funding and in-kind partnerships, to bring critical resources needed by clients (Ongoing)

**Focus Area 3: Develop long-term facilities master plan (2Q23)**

- **Action Item 1:** Reimagine facility needs for clients, staff, and volunteers in current (and new) geographies (3Q22)
- **Action Item 2:** Make appropriate adjustments to leases – entering or ending – as deemed necessary by needs (4Q22 – 4Q23)
- **Action Item 3:** Develop replicable model for expansion of collocated spaces (1Q23)

## Success Metrics

| Total Jobs & Total Clients Getting Jobs<br>(including anticipated expansion) |   | Baseline (2021) | 2022         | 2023       |
|--|---|-----------------|--------------|------------|
| Clients  | We will help ____ <b>total clients</b> get an <b>outside and/or CE job</b>                                  | 2,181           | 2,510        | TBD (4Q22) |
|  | • This includes ____ <b>clients</b> getting outside jobs; <u>and</u>  | 1,566           | 1,800        | TBD (4Q22) |
|  | • ____ <b>clients</b> getting <b>CE jobs</b> , through<br>____ <b>clients</b> getting <b>referred to CE</b> | 772<br>1,570    | 870<br>1,750 | TBD (4Q22) |
| Jobs   | Clients will secure ____ <b>total jobs (outside &amp; CE)</b>   | 2,799           | 3,160        | TBD (4Q22) |

### ASSUMPTIONS:

- 2021 Baseline Data is forecast, as final won't be available at time of publication
- 2022 is first year of model use. Between learning the new model and anticipated exponential growth, prudent to revisit 2023 targets in 4Q22.

| Programmatic Metrics   | Baseline (2021) | 2022        | 2023        |
|--|-----------------|-------------|-------------|
| Client Avg. Outside Job Hourly Wages                                     | \$17.08/hr.     | \$18.07/hr. | \$19.11/hr. |
| Volunteer Retention  | 70%             | 75%         | 80%         |
| Volunteer Acquisition (New Volunteer Applications)                       | 116             | 146         | 196         |
| Volunteer Service Hours as % of Total Service Hours (staff & volunteers) | 83%             | 86%         | 90%         |
| Minimum CE Pay Rate  | \$15            | \$16        | \$17        |

### ASSUMPTIONS:

- **Client Average Hourly Wages:** Maintain 5-year average of 5.8% increase for both 2022 and 2023, recognizing that minimum wage is not anticipated to increase as reflected in past 5 year averages.
- **Volunteer Retention:** Baseline of 120 Active Volunteers & 160 Total Volunteers
- **Volunteer Service Hours:** Represents Class, Resume and Practice Interview services. 273 hours monthly average of Volunteer Service hours and 57 staff service hours in 2021. 283 (2022) and 298 (2023) Volunteer Service Hours.
- **Minimum CE Pay Rate:** Increasing \$3 over three years at a rate of \$1 per year. In 2024, anticipate paying \$18/hour. If there are changes in advance to minimum wage requirements, we will adjust as needed to abide by new guidelines, and exceed where possible.



| Internal, Cultural & Operational Metrics | Baseline (2021)                            | 2022                                       | 2023                                       |
|--|--|--|--|
| <b>Staff Engagement</b>                  | 43% (engaged)                              | 48% (engaged)                              | 50% (engaged)                              |
| <b>Staff Retention</b>                   | 77%  | 79%  | 82%  |
| <b>Staff Vacancy</b>                     | 9%   | 4%   | 4%   |
| <b>Board Demographics</b>                | Racial/ethnic diversity: 24%<br>Women: 44% | Racial/ethnic diversity: 30%<br>Women: 50% | Racial/ethnic diversity: 35%<br>Women: 50% |
| <b>Diversify Vendor Engagement</b>       | Establish in 2022                          | Establish Baseline                         | TBD (4Q22)                                 |
| <b>Unrestricted Funds</b>                | TBD (per plan above)                       | TBD (per plan above)                       | TBD (per plan above)                       |
| <b>Donor Retention</b>                   | 58%  | 60%  | 60%  |
| <b>Donor Acquisition</b>                 | 587  | 645  | 710  |

#### ASSUMPTIONS:

- **Staff Engagement:** Using the Gallup Staff Engagement Survey methodology, increase the Engagement Index metric from 43% (2021 survey) to 48% in 2022 and 50% in 2023. Per Gallup, the average US organization has a 50% Engagement Index.
- **Staff Retention:** Employee retention is measured by the percentage of staff employed as of January 1st of a given year, and still with Chrysalis at the end of that year. Current baseline 77% - focus on increasing in 2022 by 2% and in 2023 by 3% despite current US average of The Great Resignation – Compensation Adjustments/Pay for Performance, engagement survey focus areas in action planning and focus areas management training to increase retention.
- **Staff Vacancy:** Decreasing vacancy rate from 2021 – 2022 by 5% with HR being fully staffed – targeted recruiting strategy per role, reducing time to fill each position.
- **Board Demographics:** In 2022, work with Board to explore LGBTQIA+ and lived experience targets for 2023 and beyond.
- **Diversity Vendor Engagement:** Need to establish baseline in 2022 and set target for 2023.

## Risks

There are some risks that can be anticipated and others that we will need to address as time progresses. Below are some that we have considered.

- **COVID-19:** The continuing impact of COVID-19 on the economy, the job market, and our operations is unknown. In order to be successful, this plan assumes that COVID-19 will shift from a Pandemic to an Endemic, with modest impacts, by mid-2022.
- **Fund Development:** Our ability to implement the plan's compensation changes for both permanent and transitional staff are dependent upon securing significant philanthropic support to fund the initiatives. We have had commitments from some major funders already, and conversations with others that are interested. Continued cultivation and stewardship of donors are key to adequately funding the plan.
- **Staff Recruitment & Retention:** This ambitious plan requires adequate staffing. During the past two years, our retention, vacancy, and recruitments efforts have not kept pace with our needs. We are not unique in this regard; most other social service agencies in our region are in a similar position. We will need to solve for this problem in order to move forward.
- **Political Uncertainty:** The City of Los Angeles will elect a new Mayor in 2022, and the Federal political landscape may shift significantly with the 2022 midterm elections. While we are confident in our ability to maintain, and grow, our government contracts, a sudden shift in priorities or direction could impact this portion of our revenue structure.

## Appendix

- **Mission Statement Revision**
- **Policy Strategy Filter**
- **Mission, Vision & Values**
- **Chrysalis Expansion Beyond LA/OC via Roads**

## What is a Mission Statement?

A mission statement is a clear, concise, action-oriented description of our organization's purpose – who we serve, what we do, and why we do it. It defines what is important to us and guides our decisions and activities.

## Current Mission Statement

Chrysalis is a nonprofit organization dedicated to creating a pathway to self-sufficiency for homeless and low-income individuals by providing the resources and support needed to find and retain employment.

## Our Intent

Modernize our language to more accurately reflect our clients and our services.

## Our Process

- Formed Working Group of staff and Board in June 2021
- Discussed purpose of an organizational Mission Statement, reviewed sample Statements, and mapped out inclusive process to develop our new Statement
- Surveyed staff, volunteers, Board members, and clients to gather information on key Chrysalis messages
- Used those key messages to develop several drafts
- Shared drafts in open Listening Sessions to gather feedback and refine

## New Mission Statement\*

Chrysalis serves people navigating barriers to the workforce by offering a job-readiness program, individualized supportive services, and paid transitional employment.

We empower our clients on their pathway to stability, security, and fulfillment in their work and lives.

\*Approved by the Chrysalis Board of Directors on September 20, 2021

## Policy Strategy Filter

Chrysalis serves people navigating barriers to the workforce by offering a job readiness program, individualized supportive services, and paid transitional employment. We empower clients on their pathway to stability, security, and fulfillment in their work and lives. Chrysalis' core values include: Respect, Empowerment, Equity & Inclusion, Innovation, and Integrity. In addition, Chrysalis strives to be an anti-racist organization. Our policy positions reflect both our values and our efforts to dismantle racism.

Chrysalis makes public statements or takes public policy positions on important news and issues that affect the individuals, families, and communities we serve. When evaluating opportunities to produce a statement or other public commentary and/or to participate in formative conversations, we review the following criteria\* in consultation with the Board of Directors and Senior Staff:

### Key Considerations

1. The issue aligns with Chrysalis' organizational mission, vision, and values
2. The statement/position will center the lives, hopes, and dreams of residents in Southern California who experience systemic barriers to employment, including:
  - homelessness or are unstable housing;
  - inequitable education;
  - involvement with the justice system;
  - immigration status;
  - veteran status;
  - racism or other identity-based barriers; and/or
  - living with a mental health and/or substance use disorder
3. The statement/position would add to the local conversation about the issue by:
  - Providing an employment or Employment Social Enterprise (ESE) lens to an issue not being discussed as such;
  - Showing solidarity with a community of people about whom we care deeply; OR
  - Bringing attention to an issue that needs elevation
4. There is a clear understanding of the audience we want to see the statement/position, as well as strategic call to action for them to take
5. We have the capacity, issue expertise, and resources to produce a timely, inclusive, and solution-oriented statement/position
6. Our statement would not duplicate existing, high-quality statements that we could just share from our own channels
7. Issuing a statement or taking a position would help solidify or advance Chrysalis' position as a leader in our field
8. It is the right political moment to engage in this issue or conversation

\*Even if these criteria are met, Chrysalis may still make the decision not to issue a public statement or position on an issue, depending upon other mitigating factors.

# MISSION, VISION & VALUES

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**MISSION:** Chrysalis serves people navigating barriers to the workforce by offering a job-readiness program, individualized supportive services, and paid transitional employment. We empower our clients on their pathway to stability, security, and fulfillment in their work and lives.

**VISION:** We envision a community in which everyone has the opportunity to work and thrive.

**VALUES:** **RESPECT:** We treat each other, ourselves, and the organization with dignity, kindness, and empathy.

**EMPOWERMENT:** We strive to create a culture where clients, staff, volunteers, and the community have opportunities to make decisions and take action to achieve their goals.

**EQUITY & INCLUSION:** We seek diversity and prioritize creating access for those who are underrepresented, acknowledging the significant inequities that exist in society.

**INNOVATION:** We are a learning organization, committed to continuous improvement by way of adaptability, initiative, creative problem-solving, and entrepreneurship.

**INTEGRITY:** We are committed to honesty, transparency, and accountability in all that we do.

# ORGANIZATIONAL VISION

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An effective vision reflects an actualization of an organization's mission. It is inspirational, memorable, clear, and concise. It provides a foundational sense of purpose and commitment for our staff, Board, and supporters by clarifying decision-making, effective action, and how everyone can contribute.



# ORGANIZATIONAL VISION

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We envision a community in which everyone has the opportunity to work and thrive.

# ORGANIZATIONAL VALUES

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Values state what is important to us. They serve as our guiding principles and form the foundation of our culture. They tell us who we are and who we aspire to be. At Chrysalis, these values help us identify the specific capabilities needed in our staff and how we should serve our clients and community. We apply our values to our program design and business processes, including the hiring, evaluation, and compensation of staff.

# ORGANIZATIONAL VALUES

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RESPECT

EMPOWERMENT

EQUITY & INCLUSION

INNOVATION

INTEGRITY

# RESPECT

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**At Chrysalis, we strive to show a deep respect for all people and their life experiences. We treat each other, ourselves, and the organization with dignity and honor the diversity and unique qualities in each of us. Our centers aim to be welcoming, safe, healthy, and free from discrimination or judgement.**

- We deliver excellent customer service to all – clients, coworkers, customers, donors, partners, volunteers, and anyone else with whom we come into contact.
- We approach our work through a trauma-informed lens and seek to build trusting relationships with all who come through our doors. We learn from each other, including those with lived experience. Our commitment includes respect for self, and we encourage our clients, staff, and volunteers to practice wellness.
- If one is willing and able to work, we are here to help make that a reality. We approach situations with kindness and empathy, and we provide benefit-of-the-doubt thinking in all our dealings.
- We respect each other's time. Meetings and classes start on time and end on time; we arrive prepared to engage. We respond in a timely manner, with a sense of urgency befitting the importance of the work we do.
- The atmosphere of our centers demonstrates our respect for each other and the work we do. We keep our centers and workspaces clean and welcoming.

# EMPOWERMENT

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**At Chrysalis, we believe that everyone deserves the opportunity to succeed, regardless of their past. We navigate barriers and provide the space for clients, staff, volunteers, and the community to become empowered to achieve their goals.**

- Our program is voluntary. We provide support in navigating barriers and facilitate opportunity, providing structure, guidance, and support to promote client success, while fostering clients' ability to set their own goals, make their own decisions, and create their own opportunities.
- We aim to create a brave space, one in which everyone is supported in sharing their experiences, being vulnerable and authentic, and able to speak their truth.
- We treat all clients with the same fresh start perspective and give second, third, and fourth chances (and sometimes more, if needed). Mistakes are human and shouldn't hold one back indefinitely. We help each other learn from and how to overcome mistakes.
- Clients, staff, volunteers, and community members play active roles in shaping our programming and organizational policies and procedures. We encourage the sharing of opinions, ideas, and perspectives, and we consistently evaluate our decision-making and goal-setting processes to improve participation that leads to transformative action.
- Chrysalis offers professional development and advancement for staff via regular trainings, educational support, and opportunities to engage in work outside of their routine responsibilities. We also provide ongoing training for volunteers.

# EQUITY & INCLUSION

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**At Chrysalis, we acknowledge that significant inequities exist in the systems with which we interact and are a part, and thus, we prioritize creating access for those who are underrepresented in service of our mission.**

- Chrysalis has and continues to devote resources, staff time, and training to ensure that diversity, equity, and inclusion become embedded in the day-to-day operations of the organization.
- We seek to promote involvement and belonging among our clients, staff, volunteers, and other community members. We value and respect diversity of backgrounds, beliefs, experience, and talent.
- We design programming with systemic barriers in mind and equip clients with the tools they need to navigate those barriers. In doing so, we aim to create a more equitable playing field.
- Believing that an inclusive environment fosters equity, we focus on inclusion in our hiring practices for both staff and volunteers, including prioritizing hiring for lived experience.
- We strive to create a welcoming, non-judgmental, brave space for all and invest in ongoing learning to cultivate this space.
- We are committed to inclusive decision-making throughout the organization. Decisions are made with staff, client, volunteer, and other community member input and with the betterment of the whole organization in mind.



# INNOVATION

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Chrysalis is a learning organization committed to continuous improvement and new approaches, so that we can deliver highly effective services at every level and adapt to evolving community needs and opportunities. We embrace and encourage adaptability, initiative, creative problem-solving, entrepreneurship, and a commitment to excellence.

- We problem-solve and find solutions when confronted with challenges. We are enterprising and hardworking, devoted to always getting better and learning as we grow – from small daily operations to participation in big-picture systemic changes.
- We value the story data tells and measure ourselves against goals to which we hold ourselves accountable. We strive to be the best.
- We encourage boldness, hopefulness, and resourcefulness among clients and staff – doing whatever it takes for as long as it takes to achieve success. We foster an environment where taking chances is welcome and accept failure when the effort and learning are there.
- We evaluate risks in real time as they develop and adapt our resources in a way to mitigate the impact of those risks.
- We operate our social enterprises in a business-like fashion, addressing the needs of our community with the unique approach – and reason for our businesses' existence – of transitional job opportunities that prepare our clients for the workforce.

# INTEGRITY

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**At Chrysalis, we are committed to honesty, transparency, and accountability in all that we do. We do not take for granted the trust we have earned from clients and our community, and we strive to be good stewards of the organization and its legacy.**

- We strive to create strong, effective, and trusting relationships with those we encounter at Chrysalis. We are all accountable to each other – clients, customers, donors, staff, and volunteers – and teamwork is essential to our success.
- We do what we say we are going to do; we provide clear expectations; and we welcome and offer constructive, actionable feedback. We always strive to deliver on our mission to help our clients successfully reenter the workforce.
- We invest in data collection and analysis, so that we may back up all of our actions and policies with data and evidence, and deliver the most effective services to clients.
- We are committed to transparency and open communication, including sharing governance and financial information for review.
- We are responsible stewards of donor funds and compliant with government regulations and customer contracts.
- We recognize our role as a leader in the field, and we deliver our services and operate our organization with an understanding of that responsibility.

### **CHRYsalis EXPANSION BEYOND LA/OC VIA ROADS**

Chrysalis has an immediate opportunity to enter new markets via expansion of Roads as part of the State of California's "Clean CA" program. The program is funded for 3 years to expand the number of crews in California from about 50 to over 130. While there will be some opportunity in Los Angeles County and Orange County, the majority of the new crews will be in other Caltrans regions where we do not currently operate. We are interested in testing a new regional model of expansion that focuses on immediate enrollment in transitional employment and leverages our experience with remote program services as a means of expanding our impact. Our current customer, the Butte County Office of Education (BCOE), will be the contractor for all new crews. We have an exemplary reputation and relationship with BCOE staff; they are quick to pay invoices and are excellent partners.

### **PROGRAM CONSIDERATIONS**

#### **Target Population**

While Roads began as a program exclusively for justice involved clients on active supervision, BCOE has since expanded eligibility to essentially include all Chrysalis clients. Traditionally, Roads employs about 50 clients per crew per year and has approximately 15 employees active per crew at any one time. Exits to outside employment are typically between 60-65%.

#### **Staffing Structure**

Leadership – **Jillian Smith**, current Director of Operations for Roads, has been promoted to oversee strategic partnerships, local hiring, the client pipeline, Caltrans relationships, equipment procurement, etc. She will be in charge of launching all sites and will report to Trevor Kale.

Remote site staffing – this will potentially vary based on number of crews that we apply for and are awarded. Each site will require at least the following: **Regional Manager, Job Coach, Operations Manager & Operations Coordinator**. Each crew will need a dedicated **Crew Supervisor**, and we will want to consider additional supervisor coverage for sites with more than 2 crews.

Infrastructure support – We will need to consider staff support for Client Services, HR, Finance & Admin (particularly in IT), Strategy & External Relations and Development & Communications – discussion point around what number of crews/sites would trigger various support positions are considered in the budget.

### **TIME & CAPACITY CONSIDERATIONS**

We imagine responding to 2-4 new regions in early 2022. Based on geography and existing relationships, we are particularly interested in San Luis Obispo, San Bernadino, and San Diego, but actual locations will depend on several factors. While we would prefer these crews to ramp up over time, there will be customer pressure to get crews operating as soon as possible.

### **FINANCIAL CONSIDERATIONS**

Roads crews typically generate a 30% net margin, allowing us to enter these new markets fully covering costs via the CE contract. We are currently designing budgets based on the addition of 3, 5, 7 and 10 new crews and the required infrastructure support for each scenario.