



2017-2021 Strategic Plan

Approved by the Board of Directors, September 19, 2016

NON-JUDGMENTAL **CLIENT**
ACCEPTANCE **CENTERED**
RESPECT ACCOUNTABILITY
FUN SUPPORT
SECOND **DIGNITY**
CHANCES EMPOWERMENT
PROFESSIONALISM **SELF-SUFFICIENCY**



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Overview

This five-year strategic plan sets the direction and priorities for Chrysalis as we build on our proven experience in helping homeless and low-income men and women get ready for, find, and retain employment. Improving the lives of those we serve and setting them on the path to self-sufficiency has always been – and will remain – our core commitment, and thus, with this plan, we dedicate ourselves to **double our client job outcomes by 2021**. With strong Board and staff leadership, we will test and evaluate programmatic improvements, carefully consider expansion opportunities, and invest in human resources and infrastructure to increase impact and change lives.

Chrysalis: Changing Lives Through Jobs

Our Mission

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 Beliefs

We believe every client has the opportunity to succeed, regardless of their past.

We believe that a steady job is a key step in a person's transition out of poverty and onto a pathway to self-sufficiency.

We believe our central focus on employment addresses an unmet need among an underserved population.

We believe Chrysalis staff and clients are accountable to one another. Chrysalis provides structure, guidance, and support to promote client success, while fostering clients' ability to make individual choices in pursuit of their goals.

We believe the benefits of getting and keeping a job are about more than just income and survival. In addition to serving as a catalyst for setting people on the path to self-sufficiency, employment improves housing stability, increases self-esteem and sense of dignity, and creates better physical and mental health, while also setting in motion changes that have positive ripple effects on families, communities, and society.

The Chrysalis Way

Chrysalis is an inclusive, relational, data-driven, learning organization, committed to delivering highly effective programming at every level.

Our expertise is helping homeless and low-income individuals become ready for a job, get a job, and stay employed for six months or longer.



Our Programs & Services

In a professional, dignified, and welcoming environment, Chrysalis offers a core program of job-readiness services, plus transitional employment and additional supports to overcome clients' barriers to employment. Our approach has been refined over three decades of experience and evaluation, and the following elements are central to the Chrysalis model:

- Personal Employment Planning and case management
- Job preparation and computer classes
- Resume preparation and practice interviews
- Job search resources and scholarship funds
- Transitional employment opportunities
- Referrals to support services
- Focus on job retention
- Integration of volunteers into our direct program delivery
- Celebrations of success immediately and publicly
- Reflecting the needs and assets of each community we serve

Who We Serve

We directly serve homeless and low-income individuals who want to and are able to work, with additional positive impacts on their families, friends, and the larger community. We meet clients with different levels of readiness, and we are committed to seeing and supporting the hopefulness in each individual seeking to change their lives through work. Over 55,000 men and women have been served by Chrysalis since our founding in 1984.

Our Impact

In 2015, more than 2,100 individuals found jobs with the support of Chrysalis (1,500+ outside jobs and 600+ transitional jobs through Chrysalis Enterprises). Our program data has shown that among those reached, 75% of clients are still employed six months after landing that first job – a benchmark recognized by researchers as a turning point to positively change one's life trajectory.

Furthermore, as a subgrantee of the Social Innovation Fund, a program of the Corporation for National and Community Service, Chrysalis was part of a first of its kind study conducted by Mathematica Policy Research. Commissioned by REDF and published in 2015, the study provided convincing evidence that our model of transitional jobs is an effective intervention. Among participants:

- housing stability increased by 253%;
- monthly income from work increased by 91%; and,
- dependence on government support decreased by 47%.

Since 1984, we have served more than

55,000

Chrysalis clients.



Strategic Direction

We deliver effective programs – our expertise is in providing the resources and support to help people **find and retain jobs**. Systems change and advocacy are not our core focus, though we strategically support such work through collaborative partnerships.

Our longer-term interest is to leverage our expertise and effective model on a large geographic scale. During the next five years, **we will begin to scale our model across the Southern California region** and will take the learnings from that process to look toward broader expansion thereafter.

We aim to deliver twice as many jobs in 2021 as in 2015.

- This growth will come from a mix of improved program delivery, growth in Chrysalis Enterprises, expanded employer relationships (Direct Hire), and serving people in new communities.
- We project 60% of growth to come from improvements and expansion in our current programs and 40% to be generated by serving clients in new geographic locations.¹

Consistent with our culture, **we emphasize operational excellence through continuous program improvement** as a first step to achieve greater impact – better utilizing our existing resources to reach more people and improve delivery of our program and services.

We will continue to develop our human resources, cultivating and sustaining **an engaged and high-performing workforce**.

Demand for services at each of our current locations varies by center. Our goal is to optimize each office, ensuring that they are operating at their own **maximum capacity and effectiveness**.

Significant need for our services exists in underserved communities throughout Los Angeles County and the surrounding region. **We are choosing to focus our new-site expansion in the immediate area.** Growth beyond Southern California through direct centers or through consulting to other organizations is not anticipated within this plan period and will be evaluated for the future against resource demands and the learnings from our local scaling efforts.

We recognize that **there are many external factors that impact our work**, including economic cycles, market and hiring trends, and funding availability. We will continue to develop processes to **monitor and adapt in a proactive way** to changes in our environment, recognizing, in particular, the increased need for our services when we encounter another economic downturn.

Our agency budget will continue to be funded primarily by contributed (non-government) revenue and earned income, although government funding will continue to be evaluated and accepted on a case-by-case basis.

Appropriate investments in infrastructure (finance, administration, data analytics, technology, and human resources) will be made to support the programmatic change and growth outlined in this plan.

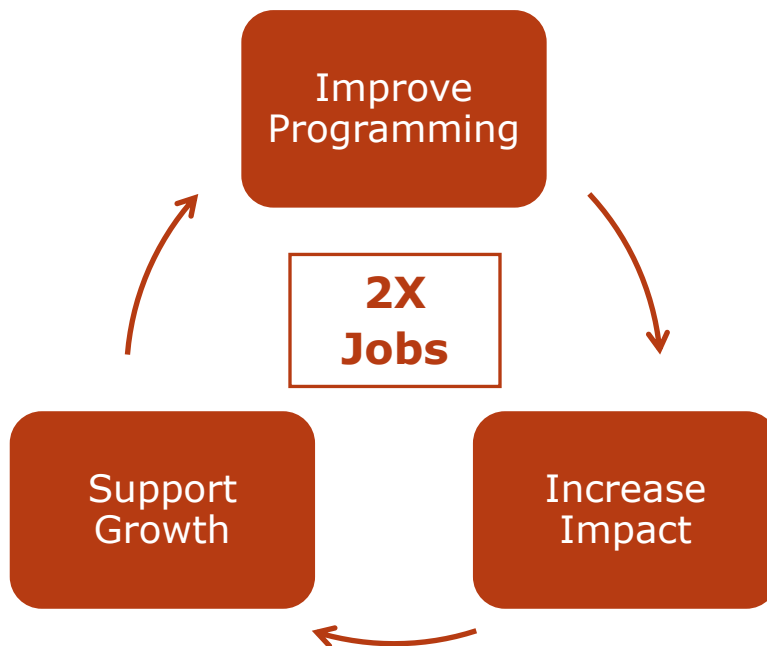
Board diversity—in particular, gender and racial/ethnic diversity—will be a focus area.

¹ For the purposes of our financial and growth models, we projected the opening of three centers in the later years of this plan; this is an aspirational goal made for planning purposes and is subject to change based on program needs and financial sustainability.



2017-2021 Strategic Priorities, Goals, and Objectives

Chrysalis has identified three inter-related strategic priorities for the next five years that all drive toward the over-arching goal of doubling the number of people we help find and keep jobs. In shorthand, the priorities are to:



For each priority, this plan articulates sub-goals and objectives to guide us through 2021. Based on this direction, staff will develop an **implementation plan** that includes more specific activities, timelines, and staff/Board responsibilities.

A series of **strategic metrics** have also been developed as a foundation of the strategic program improvements and increased impact outlined in the priorities, goals, and objectives on the following pages. These include improving the **rate** of clients' progress; **consistency** of service outcomes across staff, volunteers, and centers; **equity** across client demographic groups; **speed** of completing the program components and gaining employment; and **effectiveness**, to ensure that each element of the program has its desired, targeted impact.

Please note that the "e.g." lists within several of the objectives identify the leading ideas that emerged from the strategic planning process; they are meant to be illustrative, not limiting. Additional examples and details are captured in supporting documents.



Priority 1: Improve Programming

1. Enhance the quality and delivery of our program and services to help clients get ready for a job, get a job, and keep a job
 - 1.1. Invest in and effectively mobilize our staff, volunteer, and client **human resources**
 - 1.1.1. **Structure** staff roles to focus and best utilize resources, *e.g.* specialization for outreach, groundwork, program navigation, job search, job development, retention
 - 1.1.2. Articulate, assess, and achieve clear **performance expectations** for staff and volunteers through hiring, training, and professional development
 - 1.1.3. Maintain a fair and competitive **staff compensation plan** incorporating the broader impact of minimum wage increases
 - 1.1.4. **Engage clients** to help design, implement, and sustain our program and services
 - 1.2. Continuously **improve the program and services** content, structure, and delivery
 - 1.2.1. Develop a more **proactive, intensive, and timely** approach to employment service delivery
 - 1.2.2. Establish and communicate clear **expectations** for both clients and employees throughout the client life-cycle and further develop a culture of mutual accountability
 - 1.2.3. Ensure that clients leave classes with **tangible job search tools**, *e.g.* networking pitch, completed master application, completed practice interview answers
 - 1.2.4. Expand and standardize **tools and resources in the job search phase** to enable the tailoring of services to individual clients and career paths
 - 1.2.5. Identify and reach **underserved populations** through existing offices, *e.g.* targeted outreach, Spanish services at all centers
 - 1.2.6. Increase the number of clients who engage in Chrysalis Enterprises **transitional jobs**
 - 1.2.7. Reconsider at which point in the program clients gain **access** to Chrysalis Enterprises (Works, Staffing, Direct Hire)
 - 1.2.8. Provide **more equal access** to Chrysalis Enterprises job opportunities for all populations across all Chrysalis centers
 - 1.2.9. Actively **monitor economic and employment trends** to integrate appropriately into our work
 - 1.3. Build and strengthen **partnerships** for supportive service delivery
 - 1.3.1. Partner with organizations with quality **groundwork services** that meet our clients' needs, *e.g.* housing, health, mental health, child care
 - 1.3.2. Explore and forge partnerships with **vocational** programs and other employment social enterprises to meet clients' employment goals, *e.g.* HVAC, food services, home healthcare
 - 1.3.3. Engage **employers** as a resource to inform programming, build more permanent employment opportunities and develop long-term, mutually beneficial partnerships



Priority 1 Measures	2015 Baseline	2021 Target	Change
a. Clients served	5,900	8,078	37%
b. Clients assessed	3,253	5,010	54%
c. Program completion - of clients assessed	48%	70%	46%
d. Get ready for a job	TBD	TBD	TBD
e. Get an outside job - of clients served	26%	39%	50%
f. Keep an outside job - at 6 months	76%	80%	5%
g. Mean days to program completion	59	35	-41%
h. Median days to program completion	38	21	-45%
i. Mean days to hire (Works, Staffing, or outside)	59	42	-29%
j. Median days to hire (Works, Staffing, or outside)	48	35	-27%
k. Clients participating in Chrysalis Enterprises	625	856	37%

Priority 2: Increase Impact

2. Double the number of individuals who secure and retain outside jobs
 - 2.1. Increase the number of clients who secure and retain outside employment through **existing Chrysalis centers**
 - 2.2. Increase the number of clients with employment through **Direct Hire**
 - 2.3. Expand service delivery through **additional center(s)** in Los Angeles and/or surrounding counties
 - 2.3.1. Develop **decision-making framework** for new site selection process
 - 2.3.2. Research and prioritize **communities** that could be a fit for the Chrysalis program
 - 2.3.3. Develop **relationships** with community leaders in selected communities
 - 2.3.4. Develop a **funding plan** to support the opening and ongoing operations of new center(s)

Priority 2 Measures	2015 Baseline	2021 Target	Change
a. Clients securing outside employment	1,526	3,118	104%
b. Keep an outside job - at 6 months	76%	80%	5%
c. Clients connected to employment via Direct Hire	113	467	313%



Priority 3: Support Growth

3. Provide the resources and systems to position Chrysalis for lasting impact
 - 3.1. **Communications:** Expand our role and recognition as a thought-leader in assisting individuals with high barriers to employment
 - 3.1.1. Engage in **active brand-building** efforts through traditional media, social media, public speaking opportunities, and conferences promoting Chrysalis as “the solution”
 - 3.1.2. **Streamline messaging and communications** efforts across print and web to attract and retain a **committed network** of donors, volunteers, advocates, and online followers
 - 3.1.3. Proactively embrace **evolving media tools**
 - 3.1.4. Continue to **build cross-sector partnerships and participate in coalitions** through which partner agencies take the lead on targeted case-by-case policy issues
 - 3.2. **Fund Development:** Ensure reliable, sustainable revenue streams
 - 3.2.1. Expand the number of gifts, average gift size, and total amount contributed through **major gifts**
 - 3.2.2. Secure new **private institutional funding on a national level**, tied to our expansion and collaboration in systems change efforts
 - 3.2.3. Create an active **pipeline of new donors** through grassroots campaigns and online engagement
 - 3.2.4. Promote **connectivity** for business development and philanthropic support with strategic marketing and communications
 - 3.2.5. Develop **sustainability** plan with defined benchmarks to match revenue growth to scaling efforts
 - 3.2.6. **Scale financial reserves** with organizational growth
 - 3.2.7. Pursue a **public funding model** similar to current City of Santa Monica grant where possible when entering new communities
 - 3.3. **Board Development:** Build a Board that better reflects the clients Chrysalis serves and the broader Southern California community
 - 3.3.1. Continue to expand the **diversity** of the Chrysalis Board to be more representative of the communities we serve
 - 3.3.2. Explore options to engage **earlier-career leaders** in a Board pipeline
 - 3.4. **Infrastructure:** Scale all administrative functions and systems to support an expanded staff and client impact
 - 3.4.1. Scale **human resources** to support our engaged and high-performing staff, with a focus on maintaining Chrysalis culture
 - 3.4.2. Provide **leadership training, guidance, and support** to staff who supervise others
 - 3.4.3. Invest in the **maintenance and development** of our facilities while continuing to provide a safe and welcoming environment for clients, staff, and volunteers
 - 3.4.4. Invest in the continued evolution of the Program Data function from data collection to **data analytics and decision support**



Priority 3 Measures		2015 Baseline	2021 Target	Change
a.	Contributed Revenue	\$4.40 million	\$9.2 million	109%
b.	Government Revenue	\$1.04 million	\$1.8 million	73%
c.	Chrysalis Enterprises Margin	\$1.36 million	\$1.5 million	10%
d.	Employee Satisfaction (measured by Gallop Engagement Survey)	4.4	4.4	--
e.	Board Diversity			
	Gender Diversity - % Women	33%	at least 40%	21%
	Racial/Ethnic Diversity - % Individuals of Color	0%	at least 20%	--





Financial Overview

Steady State Operations

In order to simply continue steady state operations with equivalent outcomes and impact, Chrysalis will need to grow our annual operating budget from \$6.4 million in 2015 to \$8.4 million in 2021 to maintain current staffing, locations, and operations.

1. Implement increased staff minimum wages
2. Anticipate 3% annual increase in benefits costs
3. Anticipate 3% annual increase in facilities and other operating expenses

Increased Impact

To achieve the doubling of our impact as proposed in this strategic plan, Chrysalis will require an additional \$12.8 million to be phased in over the next five years.

1. Program Improvements
 - a. Expenses will be identified in the implementation plan for Goals 1.1 and 1.2
 - b. We will pilot and test program modifications to evaluate for large-scale replication
 - c. We will add staff positions to work on Direct Hire efforts
2. Infrastructure
 - a. We will add staff to our Human Resources, Facilities, IT, Data, and Development & Communications teams as needed to support our growth
3. New centers
 - a. Board, staff, and stakeholders will identify, evaluate, and select new sites – in line with our decision-making framework – to ensure both programmatic impact and fiscal prudence
 - b. There will be capital, program, and infrastructure expenses related to any new Chrysalis centers

Funding Strategy

Over the past three years, Chrysalis has significantly increased our capacity, growing staff and renovating existing centers, in order to meet client demand. We have been able to do this by successfully growing our contributed revenue budget and increasing the margins produced by our social enterprise. Since 2013, our annual budget has grown from \$10 million to over \$12 million and has produced consistent surpluses, which have enabled us to build a reserve fund of \$1.2 million. In addition, Chrysalis has no debt and has access to a \$1 million line of credit that remains untapped. Chrysalis' Board of Directors works with the Senior Staff team to develop annual budgets that are aggressive, yet sustainable for the long-term. We will build upon this history by establishing a sustainable funding strategy for the implementation of this plan.

1. We will launch a Strategic Growth Campaign to raise funds for both the capital costs of any new centers plus expanded operating expenses tied to increased impact
2. We will ensure that our growth is sustainable for the long-term, through the consistent development of our private donations, government support (while maintaining the majority of our funding through private sources, see *Appendix*), and Chrysalis Enterprises margin



Implementation and Monitoring

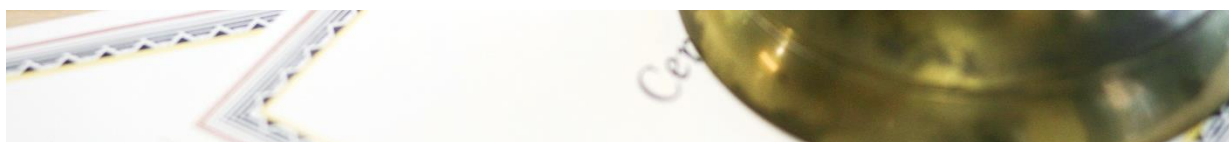
Based on the direction and priorities set in this strategic plan, staff will develop annual operating plans. These documents will establish activities, timelines, and responsibility for work that will contribute to the set priorities. The Senior Staff team will share highlights of these plans with the Board for information, not approval. The Board, as a whole and within their Committees (currently comprised of but not limited to Executive, Audit, Development, Finance, Governance, and Program), will be involved in advancing the goals for which they are identified as lead or support.

As part of the 2017 budgeting process, staff will project five-year strategic plan implementation costs. Implementation of some activities will be phased based on available funding and human resources.

Throughout the year, the Board, staff, and Committees will incorporate the content of the strategic plan into discussions and decision making. For example, Committee reports to the Board will reference strategic priorities, goals, and objectives, and Board Members will build the habit of asking, "How does this align with our strategic direction?" when considering new opportunities.

Twice each year, in February and September, the Executive Committee will lead a review of progress toward the priorities, goals, and objectives established in the plan using a combination of existing and new measures and dashboards. Staff and Committees will prepare high-level updates for Executive Committee review, which will then be shared with the Board, as needed. Discussion will focus on generative questions and changes in the environment that may impact the plan's underlying assumptions, identify ways to reduce barriers to progress, and consider re-distribution of resources to deliver the desired impact.

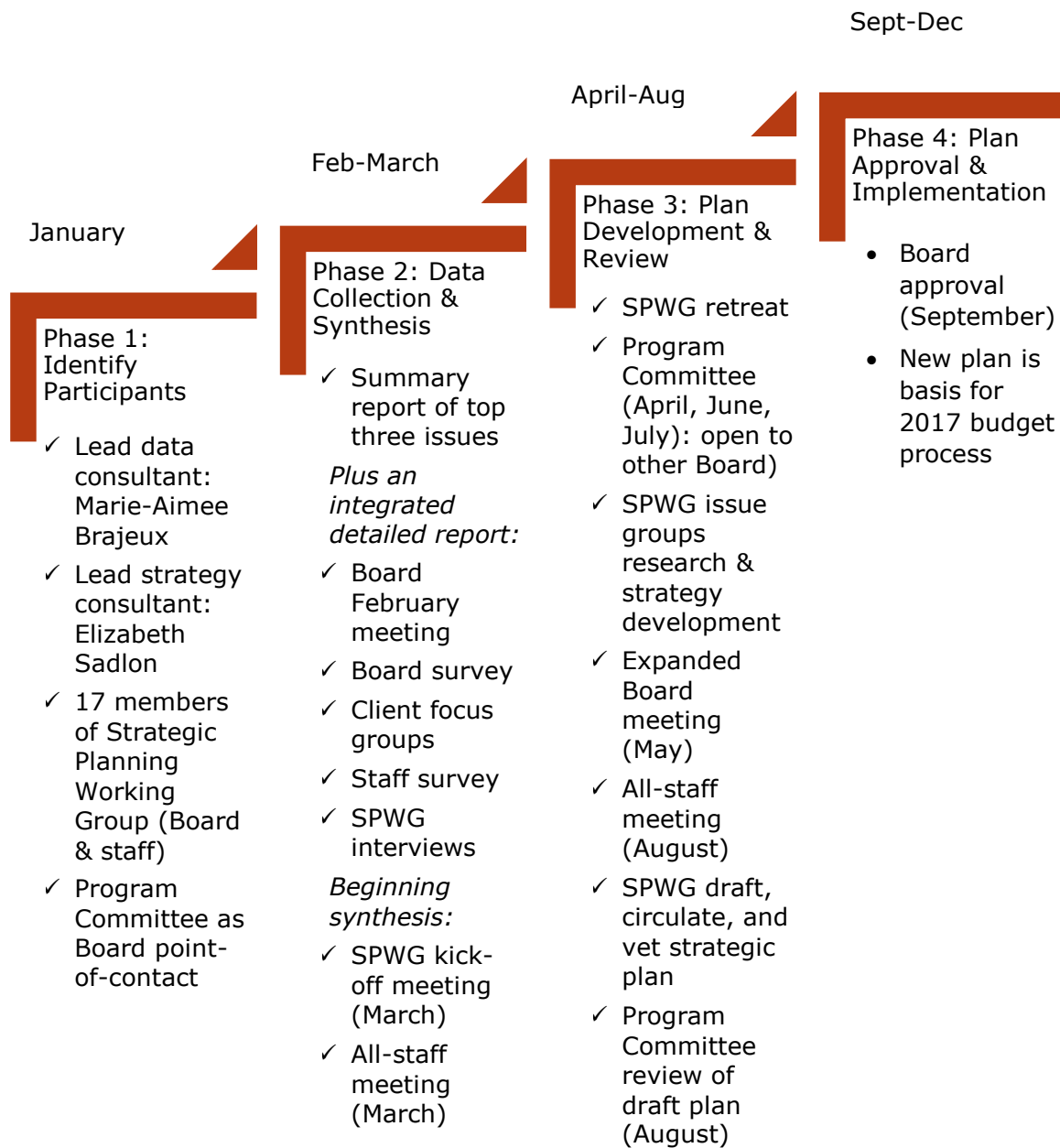
At the staff level, strategic plan goals and objectives will be linked to individual employee performance goals. During the annual performance review process, employees' performance will be measured against their accomplishment of these outcomes.





Strategic Planning Process Recap

The Strategic Planning Working Group (SPWG) guided a comprehensive planning process from January through September 2016.





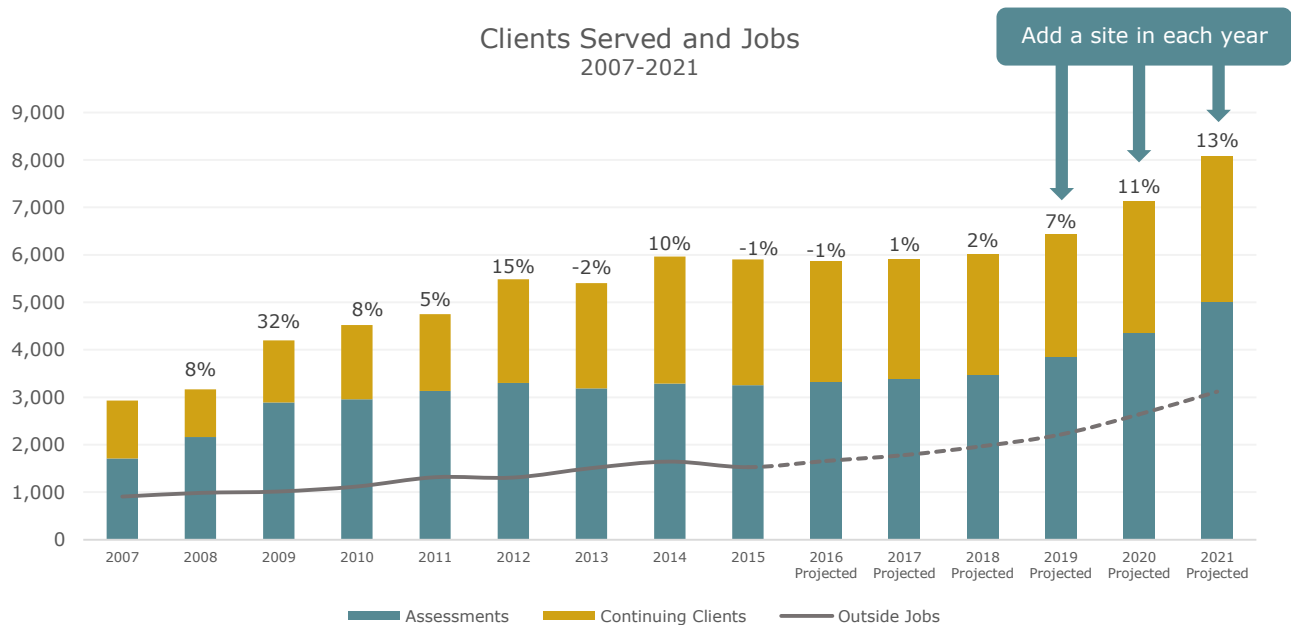
Appendix A: Financial Projections

Updated 7/15/16	Actual Historical					Forecast	Strategic Plan					Total
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
Outside Jobs	1,315	1,308	1,507	1,644	1,526	1,657	1,781	1,969	2,215	2,638	3,118	11,721
<u>Steady State OpEx</u>												
Staff	3,030,011	3,420,260	3,610,477	3,974,470	4,477,184	4,938,679	5,258,981	5,546,354	5,819,370	6,037,092	6,227,120	28,888,917
Facilities	501,454	497,920	618,531	663,626	775,145	816,170	839,967	864,470	889,686	915,637	942,343	4,452,103
Other	741,886	849,572	892,601	1,068,031	1,196,218	1,019,737	1,050,329	1,081,839	1,114,294	1,147,723	1,182,155	5,576,340
Total Steady State OpEx	4,273,350	4,767,752	5,121,609	5,706,126	6,448,548	6,774,586	7,149,277	7,492,663	7,823,351	8,100,452	8,351,618	38,917,361
<u>Strategic Plan</u>												
Program Improvements							122,991	216,729	286,438	379,693	423,937	1,429,789
Direct Hire								60,000	62,953	130,618	134,729	388,300
<u>Expansion</u>												
Consultants							50,000	50,000				100,000
New center #1									900,000	933,672	963,061	2,796,733
New center #2										933,672	963,061	1,896,733
New center #3											963,061	963,061
<i>Capital Investment (T.I.)</i>									1,000,000	1,000,000	1,000,000	3,000,000
Subtotal Expansion							50,000	50,000	1,900,000	2,867,344	3,889,183	8,756,527
Infrastructure							103,970	365,751	498,303	596,435	622,032	2,186,490
Total Strategic Plan							276,961	692,480	2,747,695	3,974,089	5,069,881	12,761,106
Total Operating Expenses	4,273,350	4,767,752	5,121,609	5,706,126	6,448,548	6,774,586	7,426,237	8,185,143	9,571,046	11,074,541	12,421,499	48,678,466
Private Funding	2,581,245	2,883,047	3,495,502	3,601,126	4,404,750	4,485,435	4,926,237	5,535,143	6,771,046	7,924,541	9,221,499	34,378,466
<i>Capital Campaign</i>	<i>1,165,000</i>	<i>510,000</i>	<i>1,306,558</i>			<i>150,000</i>		<i>1,000,000</i>	<i>1,000,000</i>	<i>1,000,000</i>		<i>3,000,000</i>
<i>Total Fundraising</i>	<i>3,746,245</i>	<i>3,393,047</i>	<i>4,802,060</i>	<i>3,601,126</i>	<i>4,404,750</i>	<i>4,635,435</i>	<i>4,926,237</i>	<i>6,535,143</i>	<i>7,771,046</i>	<i>8,924,541</i>	<i>9,221,499</i>	<i>37,378,466</i>
Government Funding	1,019,492	935,264	819,783	1,068,161	1,040,316	1,217,244	1,300,000	1,400,000	1,500,000	1,800,000	1,800,000	7,800,000
CE Margin	902,058	1,078,913	1,200,219	1,444,151	1,358,303	1,287,839	1,300,000	1,350,000	1,400,000	1,450,000	1,500,000	7,000,000
Total Funding	4,502,795	4,897,224	5,515,505	6,113,438	6,803,368	6,990,518	7,526,237	8,285,143	9,671,046	11,174,541	12,521,499	49,178,466
Surplus	229,445	129,472	393,896	407,312	354,821	215,932	100,000	100,000	100,000	100,000	100,000	500,000
<u>Steady State Growth Rates</u>												
Staff		12.9%	5.6%	10.1%	12.6%	10.3%	6.5%	5.5%	4.9%	3.7%	3.1%	
Facilities		-0.7%	24.2%	7.3%	16.8%	5.3%	3.0%	3.0%	3.0%	3.0%	3.0%	
Other		14.5%	5.1%	19.7%	12.0%	-14.8%	3.0%	3.0%	3.0%	3.0%	3.0%	
Total		11.6%	7.4%	11.4%	13.0%	5.1%	6.0%	5.0%	4.0%	4.0%	3.0%	

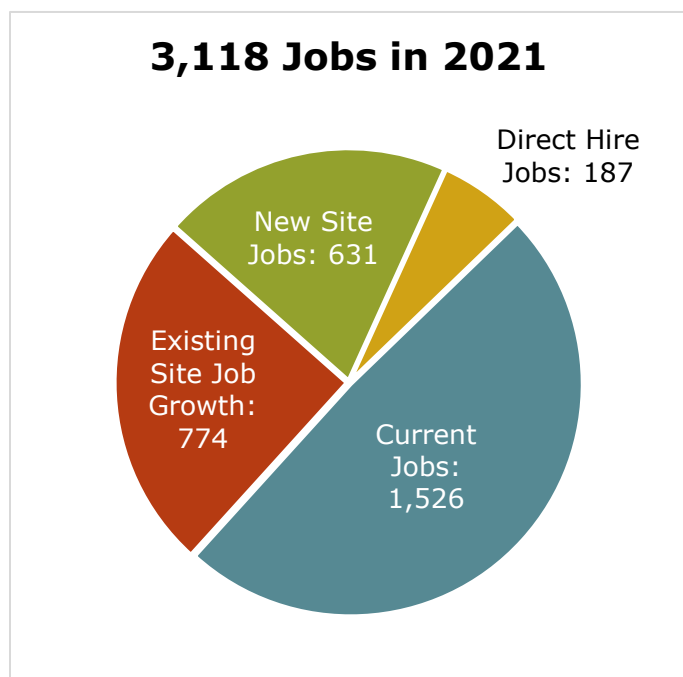


Appendix B: Growth Assumptions – 2X Jobs

The doubling growth target embedded in this plan was developed using a detailed five-year model that considers the numbers of assessments, continuing clients, and outside jobs each year. When considered historically, we see variable rates of growth in numbers of clients served and number of jobs; however, overall, both the number of clients served and the number of jobs increased over the past five years (31% and 36% growth, respectively). During this five-year strategic plan, Chrysalis is projected to help **11,721 clients obtain employment**.



This plan calls for growth by both **reaching more clients** and **improving the job rate**. Over the five years of the plan, expanded opportunities through **Direct Hire** contribute about 10% of the growth; **new sites** generate about 40%; and the inter-related efforts of outreach, Rapid Re-Housing/special projects, performance management, and other overall program and system improvements at **existing sites** generate 50% of incremental outside jobs.





Appendix C: Strategic Metrics

Metric	Importance	Why	Measures
Rates of clients' progress	Increased job and retention rates indicate that we are improving our desired organizational impact. This metric is the highest indicator of success in achieving our mission.	We are constantly striving to improve our rates of clients' progress in getting ready for a job, getting a job, and remaining employed.	<ul style="list-style-type: none"> Program completion - % of clients Get ready for a job (measure TBD) Get a job - % of clients Keep a job – % at 6 mos.
Consistency across staff, volunteers, and centers	It is important that each client who walks through our doors receives the same level of service across client services personnel (staff/volunteers) and centers. We will continue to reevaluate the delivery/ implementation of the various elements of our services, and consider methods to minimize discrepancies across the organization.	Data indicates inconsistencies in program completion and employment outcomes across the organization.	Measures by person & location: <ul style="list-style-type: none"> Program completion - % of clients Get ready for a job (measure TBD) Get a job - % of clients Keep a job – % at 6 mos. Median & mean days to completion Median & mean days to hire
Equity across client demographic groups	We are committed to ensuring that all of our clients can successfully complete the program and overcome demographic-specific barriers to employment. Some aspects of equity (e.g. hiring discrimination) are outside of our control; we do our best to minimize differences in outcomes between client groups.	Data indicates inconsistencies in program completion and employment outcomes among demographic groups.	<ul style="list-style-type: none"> Enrollment rates (orientation & assessment) Program completion - % of clients Get ready for a job (measure TBD) Get a job - % of clients Keep a job – % at 6 mos.
Speed of completing core program and gaining employment	We want to get clients to work as quickly as possible, understanding that a job is a key step toward their self-sufficiency. We also understand that our clients may need help with learning how to retain a job, which may require further time investment that delays the attainment of employment.	Data indicates the mean and median days to program completion are longer than we have intended. Future work will include investigation into length of time to employment.	<ul style="list-style-type: none"> Median days to program completion Mean days to program completion Median days to hire Mean days to hire
Effectiveness of the program; each element has its desired, targeted impact	We want to ensure that each element of our program has its desired, targeted impact. Each of the other four metrics are partial indicators of effectiveness; that is, by improving any of the other metrics, Chrysalis inherently improves effectiveness.	We currently do not measure the impact of any core program activity, which is a data gap we want to address.	<ul style="list-style-type: none"> Program use of PEP Pre-post surveys Client surveys & focus groups

Metrics Guiding Principles:

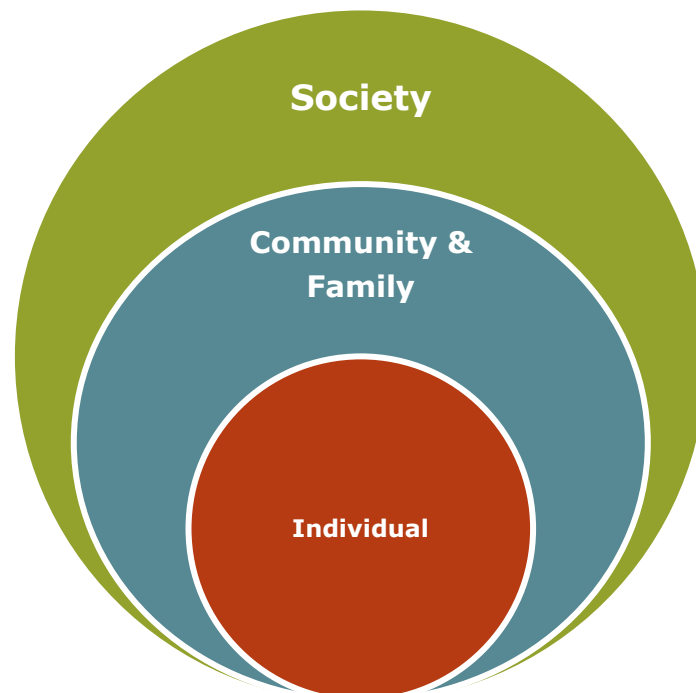
- All of these metrics are rooted in our desire to improve **jobs and retention**.
- Address metrics with eye to improving/maintaining our **environment/culture**.
- Consider and balance the financial **cost** of delivering services, though no decision will be made purely to minimize costs.
- Acknowledge that many efforts to improve one metric may involve **tradeoffs** with a negative impact on another metric.



Appendix D: Key Term Definitions

Impact

At Chrysalis, we focus on individual impact: *we prepare individuals to find and retain employment*. A job provides much more than just a source of income; it's a catalyst for improving housing stability, increasing self-esteem and sense of dignity, and creating better physical and mental health. We also recognize the ripple effects of that individual change on families, communities, and society as a whole, from family reunification to lower rates of unemployment, homelessness, and recidivism.



Self-Sufficiency The self-awareness and ability to anticipate one's short- and long-term needs, advocate to meet those needs, and thrive as a part of a community.

Pathway An individual's unique journey, with employment providing the resources and opportunity to overcome barriers and move forward.

Job-Ready The motivation, stability, resources, job-search, and soft skills necessary to successfully find and retain employment.



Appendix E: Public Funding Policy Statement

Public funding has always played an important, but never dominating, role in the Chrysalis funding picture. Over the last 16 years, public funding has hovered around \$1 million per year, while private funding has increased from \$2 million to just over \$5 million per year. Of the \$1 million, 25% has come from the City of Santa Monica to fund the Chrysalis program there. The rest has come from a variety of sources, fluctuating over time. In earlier years, the bulk of public funding came from the Department of HUD through LAHSA and the State of California (WIA program). The Department of Justice funded an “earmark” grant for a few years, and the Department of Commerce funded a technology-oriented grant as part of the economic stimulus following the 2008 financial crisis. None of those sources fund Chrysalis today. Today’s main public funders are the Social Innovation Fund (REDF), the Department of Labor (LA:RISE), the City of LA (CRA), and the City of Santa Monica.

There are some ancillary benefits that can come with public funding, such as political relationships, community visibility, and independent evaluations of program effectiveness. It can lead to new partnerships with other service providers, as in the Rapid Rehousing and LA:RISE initiatives. Public funding is somewhat counter-cyclical, with more opportunities during economic downturns. And as we consider new communities for Chrysalis, funding like we receive from the City of Santa Monica will certainly be a compelling factor.

The Chrysalis VP of Programs & Government Relations surveys the public funding landscape and investigates opportunities that might be a good fit for Chrysalis. Promising opportunities are brought to the Senior Staff for consideration where a decision is made on whether or not to proceed.

The main criterion used to determine fit is consistency with the Chrysalis mission and operating model. Chrysalis has no interest in re-defining our mission, greatly changing our program operation, or compromising any of our other organizational values in pursuit of a particular funder. Consideration is also given to the expected administrative burden and demands on management resources.

All of these factors are weighed by the Senior Staff to make the decision to pursue a particular public funding opportunity. Most such decisions are also brought before the Board of Directors, particularly if they are large and/or present any change with past practice.





Appendix F: Advocacy Policy Statement

Chrysalis has advocated on behalf of our brand, our program, and our clients for years. This advocacy has taken different shapes over the years and has been done for different reasons – general brand-building, publicity, fundraising, and to a lesser extent, policy impact.

In this context, Chrysalis uses the following definition of advocacy, which would include:

- The act of pleading for, supporting, or recommending; active espousal
- Creating circumstances that allow our organization's mission to be achieved; using the voices of Board, staff, and clients as committed and informed champions of our cause
- Advocacy does not have to mean lobbying, impacting legislation, or partisan politics

Chrysalis' approach to advocacy follows an approach that varies across three categories of advocacy: 1) communications and brand-building, 2) policy and legislative change, and 3) client-centered or programmatic approaches.

With respect to a communications and brand-building perspective, as Chrysalis has done in the past, staff and Board advocate through various communications methods on behalf of our clients, our agency, and issues aligned with our mission. Advocacy in this category can lead to greater public education, awareness, as well as financial and other support for our organization. Through methods including media, public speaking, and social media, staff will make ongoing strategic decisions about devoting resources to advocacy in this category.

Advocacy involving issues of policy and legislative change can fit into two sub-categories – a) public funding and b) legislative or policy issues change. In the area of public funding, staff advocates for public funding that could potentially support our work in line with the considerations of our strategic objectives guiding government funding. In the area of legislative or issues change, staff works with partner agencies, who take the lead. (These advocacy partners focus on conducting this kind of policy and legislative advocacy.) In addition, Chrysalis is a member of various provider coalitions which occasionally take on policy advocacy. When asked for support letters on issues closely aligned with our mission, staff provides support for these collective efforts. However, staff does not devote resources to *leading* policy change efforts. The reasons for this include the fact that policy advocacy work is not our core competency and that the risks and potential downsides are too great.

Finally, there is the category of advocacy that is more client-centered or programmatic in nature. This category of advocacy involves efforts to provide training, support, and programming to clients aimed at empowering them to become advocates for themselves and for issues they care about. While there is value to this approach, Chrysalis staff provides these opportunities through referrals to other partner organizations who specialize in this type of programming, rather than taking the lead on this type of programmatic advocacy.

