

# Strategic Plan

Executive Summary

2024 - 2028



## Plan Summary

The following strategic plan, completed as Chrysalis celebrates its 40<sup>th</sup> anniversary, reflects our commitment to ensuring Chrysalis will continue to serve clients and communities for the next 40 years and beyond. It also reflects lessons learned during a time of explosive organizational growth and the challenge of safely delivering our programs and services without interruption during a global pandemic, which tested both our resources and ingenuity to meet unexpected and unprecedented challenges. This plan is designed to ensure organizational sustainability, consistent and impactful service delivery, and an ability to meet new opportunities with a nimble and entrepreneurial spirit.

## Process Overview

This strategic plan's process included two major phases: Assessment and a Consensus Building Group Process. The Assessment phase aimed to generate a deeper understanding of Chrysalis' context, main accomplishments, and potential areas of future strategic focus. Between February and April 2023, key data was collected and analyzed through the following approaches: key document review, interviews, focus groups, and a landscape analysis. In April 2023, topline themes and subsequent strategic questions were presented to the Strategic Planning Committee (SPC).

For the Consensus Building, Group Process phase, the 16-member SPC was assembled to reflect Chrysalis' board and staff, including demographics, departments, and/or positions. This group met 6 times for a total of 12 hours between April 2023 and January 2024 to generate priorities, outcomes, and goals under the following four identified areas of strategic focus: Client Services and Impact; Operations; People and Culture; and Financial and Organizational Sustainability.

The SPC and its committees developed detailed priorities, outcomes, and goals with 100 total partners (board members, staff, and external partners) providing input on this plan as follows: 11 board members; 87 staff representing all departments; and 2 external partners.

# Organizational Overview

## Vision

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

## 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.

## Values

Values state what is important, serve as guiding principles, and form the foundation of culture. They say who we are and who we aspire to be. At Chrysalis, the following values identify the specific capabilities needed in staff and volunteers and how to serve the 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.*

# Chrysalis 5-Year Strategic Plan

Chrysalis’ 2024-2028 strategic planning process spanned from March 2023 to January 2024 and sought to build on the organization’s pre-pandemic (2017-2021) and subsequent strategic planning (2022-2023) processes.

Chrysalis’ pre-pandemic strategic planning was focused on expansion and broadening reach by leaning into our equity and inclusion values with greater staff and board inclusion. The 2022-2023 strategic planning process centered flexibility and a focus on core elements of infrastructure and culture. The 2024-2028 plan described here focuses on shoring up that growth, investing in key program elements, and strengthening the organization’s infrastructure and sustainability.

Client Services & Impact	Operations, People & Culture	Financial & Organizational Sustainability
Invest in <b>Program</b> Enhancements and Consistency	Become an <b>Employer of Choice</b>	Deepen our Commitment to Financial <b>Sustainability</b>
Develop <b>Career Paths</b> Toward Higher Quality Jobs	Strengthen <b>DEI</b> Organization-wide	Create a Coordinated <b>Facilities and Real Estate Plan</b>
<b>Expand</b> in Southern California	Increase Chrysalis <b>Brand</b> Recognition	Enhance the Efficiency and Effectiveness of <b>Administrative Processes and Systems</b>
Invest in <b>Retention</b> Supports	Conduct Leadership <b>Succession</b> Planning	
<b>Advocate</b> for Systems Change		

The following tables capture both the Priorities listed above in more depth, as well as the Outcomes developed through this process. The full Strategic Plan provides additional details. Following plan approval, Chrysalis will develop Implementation Plans and will track progress, making updates to Plan in subsequent years as needed.

# Client Services and Impact

Priority	Desired Outcomes
<p><b>1: Invest in program enhancements and consistency.</b> Deliver whole-person workforce development services with a unique balance of employment and groundwork supports.</p>	<p>A. By 2028, increase the number of clients served and empowered<sup>1</sup> by 30%.</p> <p>B. From 2024 through 2028, increase the number of transitional job hours available to Chrysalis clients by 3% each year.</p> <p>C. By 2028, support clients to secure 26% more jobs<sup>2</sup></p>
<p><b>2: Develop Career Paths Toward Higher Quality Jobs.</b> Coordinated upskilling to support access and job growth in targeted career areas.</p>	<p>A. From 2024 through 2028, maintain annual average hourly wages of at least 12% above minimum wage<sup>3</sup> for clients securing outside jobs.</p> <p>B. By 2028, 35% more clients will be hired in outside jobs.</p>
<p><b>3: Expand in Southern California</b> as determined by client need. Complete the expansion into the Inland Empire, align Inland Empire services with Chrysalis' overall program model, and consider opening one additional full-service center based on client need.</p>	<p>A. By 2024, Inland Empire initial phase of expansion will be complete.</p> <p>B. By 2026, Inland Empire will serve the full community, mirroring other Chrysalis centers.</p> <p>C. By 2028, consider opening one additional center as a way to respond to the needs of clients in Southern California.</p>
<p><b>4: Invest in Retention Supports.</b> Data-informed programming to support clients in maintaining employment.</p>	<p>A. By 2028, overall client satisfaction<sup>4</sup> is at or above 90% highly satisfied or satisfied.</p> <p>B. By 2028, clients securing outside employment will achieve a 6-month retention at a rate of 75%.</p>
<p><b>5: Advocate for Systems Change.</b> Continue advocacy efforts to help disrupt systemic barriers to employment and nonprofit sustainability.</p>	<p>A. By 2028, Chrysalis will influence government policy to reflect sustainable and supportive nonprofit contracting and funding practices.</p> <p>B. By 2028, Chrysalis will be positioned as a voice for policy and systems change in the areas of employment, workforce development, and social enterprise<sup>5</sup>.</p> <p>C. By 2028, Chrysalis will help influence policies and/or support programs that help clients secure jobs, affordable housing, and/or reduce the negative impact of justice system involvement.</p>

<sup>1</sup> Support clients on their pathways to stability, security, and fulfillment in their work and lives.

<sup>2</sup> These jobs include both outside jobs as well as Chrysalis Enterprise jobs.

<sup>3</sup> Minimum wage is based on the county where the client is receiving Chrysalis services.

<sup>4</sup> Client satisfaction refers to clients' satisfaction with the program overall, based on annual client survey.

<sup>5</sup> Including services for those who are unhoused and/or formerly incarcerated.

# Operations, People & Culture

Priority	Desired Outcomes
<p><b>6: Become an Employer of Choice.</b> Consistently keep the needs of employees at the forefront and build/maintain a best-in-class staff experience.</p>	<p>A. By 2026, align performance management process with organizational values.</p> <p>B. By 2028, reduce the time to fill job vacancies by 40%<sup>6</sup>.</p> <p>C. By 2028, increase employee engagement by 25%.</p> <p>D. By 2028, lower staff turnover rate to 19%.</p>
<p><b>7: Strengthen DEI</b> (Diversity, Equity, and Inclusion) organization wide. Continued commitment to DEI at all levels of the organization.</p>	<p>A. By 2028, staff demographics reflect greater racial, sexual orientation, and gender diversity in alignment with the demographics of the community Chrysalis' serves.</p> <p>B. By 2028, at least 75% of staff express feeling a sense of inclusion at Chrysalis.</p> <p>C. By 2028, the owner/operator demographics of Chrysalis vendors better reflect the diversity of the community Chrysalis' serves.</p>
<p><b>8: Increase Chrysalis Brand Recognition.</b> Build upon and grow Chrysalis' brand recognition as a workforce development programmatic leader – locally, statewide, and nationally.</p>	<p>A. By 2025, Chrysalis' brand<sup>7</sup> reflects that it is a workforce development leader and supports fundraising, informs systems-change agenda implementation, and elevates the organization's thought leadership.</p> <p>B. By 2026, increase new donors by 15%, increase sustaining donors by 20% and increase invitations to speak at local and national conferences and events through broader brand visibility.</p>
<p><b>9: Conduct Leadership Succession Planning.</b> Develop succession plans for the CEO and senior leaders</p>	<p>A. By 2025, Chrysalis will have an approved succession plan in place for planned and unplanned board officer and senior leadership position vacancies ensuring organizational stability and continued operations of the organization.</p>

<sup>6</sup> Time to fill is a metric that tracks the amount of time that jobs are posted; reducing the time to fill will decrease expenses and assist in identifying gaps in the recruiting process.

<sup>7</sup> Rebranding efforts to focus on Chrysalis' logo and visual identity, messaging strategy, website and digital presence.

# Financial & Organizational Sustainability

Priority	Desired Outcomes
<p><b>10: Deepen our Commitment to Financial Sustainability.</b> Support current and future growth by continuing to build on a funding infrastructure.</p>	<p>A. By 2025, raise \$5 million for an operating reserve fund designed to provide cashflow support for 90-days of operating expenses.</p> <p>B. By 2025, increase private philanthropic support by 25% with an emphasis on individual giving, corporate giving, and event support.</p> <p>C. By 2026, 90% of all government and Chrysalis Enterprise projects cover all direct and indirect expenses including periodic inflationary adjustments<sup>8</sup>.</p> <p>D. By 2026, fiscal management policies, processes, and procedures are strengthened, resulting in no audit findings and attainment and maintenance of top scores on charity rating sites.</p>
<p><b>11: Coordinated Facilities and Real Estate Plan.</b> Analyze, develop, and implement a coordinated real estate strategy that will facilitate current and future organizational needs.</p>	<p>A. By 2025, commit to an Inland Empire location long-term.</p> <p>B. By 2027, Chrysalis relocates into a new facility in Orange County that meets grant, in-person programmatic delivery, and administrative needs.</p> <p>C. By 2028, 5-year occupancy outlook plans for all Chrysalis operating locations have been developed.</p> <p>D. By 2028, the downtown Los Angeles capacity, lease renewal, and facilities operational challenges will be alleviated to support administrative and in-person programmatic delivery.</p> <p>E. By 2028, facility for new center in Southern California is secured<sup>9</sup>.</p>
<p><b>12: Enhance Organizational Structure and Systems.</b> Enhance the efficiency and effectiveness of administrative processes and systems creating an operational infrastructure capable of supporting current and evolving organizational needs.</p>	<p>A. By 2024, employee hours worked across all Chrysalis Enterprise lines of business are tracked by an electronic timekeeping system.</p> <p>B. By 2026, internal/external regulatory compliance audits will result in zero material findings.</p> <p>C. By 2028, all administrative support processes are standardized, consistent, and appropriately resourced, increasing transparency and accountability.</p> <p>D. By 2028, organizational risk exposure<sup>10</sup> is reduced based on the results of an organizational risk assessment<sup>11</sup>.</p>

<sup>8</sup> i.e. full cost recovery

<sup>9</sup> Pending the approval of a new site expansion

<sup>10</sup> Risk exposure will be determined based on an analysis of obstacles/threats to Chrysalis operations across all lines of business.

# Implementation and Evaluation

Chrysalis is committed to the implementation of this strategic plan. To this end, we will use the desired outcomes to guide decisions on several related components, including but not limited to the determination of implementation strategies; priority populations; funding mechanisms, allocations, and timelines; staff leads and their roles; and how to collaborate with external entities with similar priorities, outcomes, and goals to leverage resources for greater impact.

Given that strategic priorities are interconnected, each will be assessed both independently and in unison. This will allow for needed adjustments in one domain to be coordinated with needed adjustments in other domains. Further, we will consult with clients and key stakeholders to ensure best practices are consistently informing this strategic plan and all its components.

This strategic plan is a living document and as such, will remain nimble and flexible so that we are able to track and monitor progress toward this plan's outcomes, and make course corrections as needed. We will review this plan regularly at the staff, senior leadership and board levels. Additionally, we will continue to monitor the external environment; specifically, social, political, and economic contextual impacts, maximizing opportunities and pivoting as needed. Potential areas to watch over the next 3-5 years include the impact of technology and climate change on potential areas of employment for Chrysalis' participants; political and economic shifts because of the 2024 presidential election; and ongoing social movements advocating for justice.