shelli herman
AND ASSOCIATES

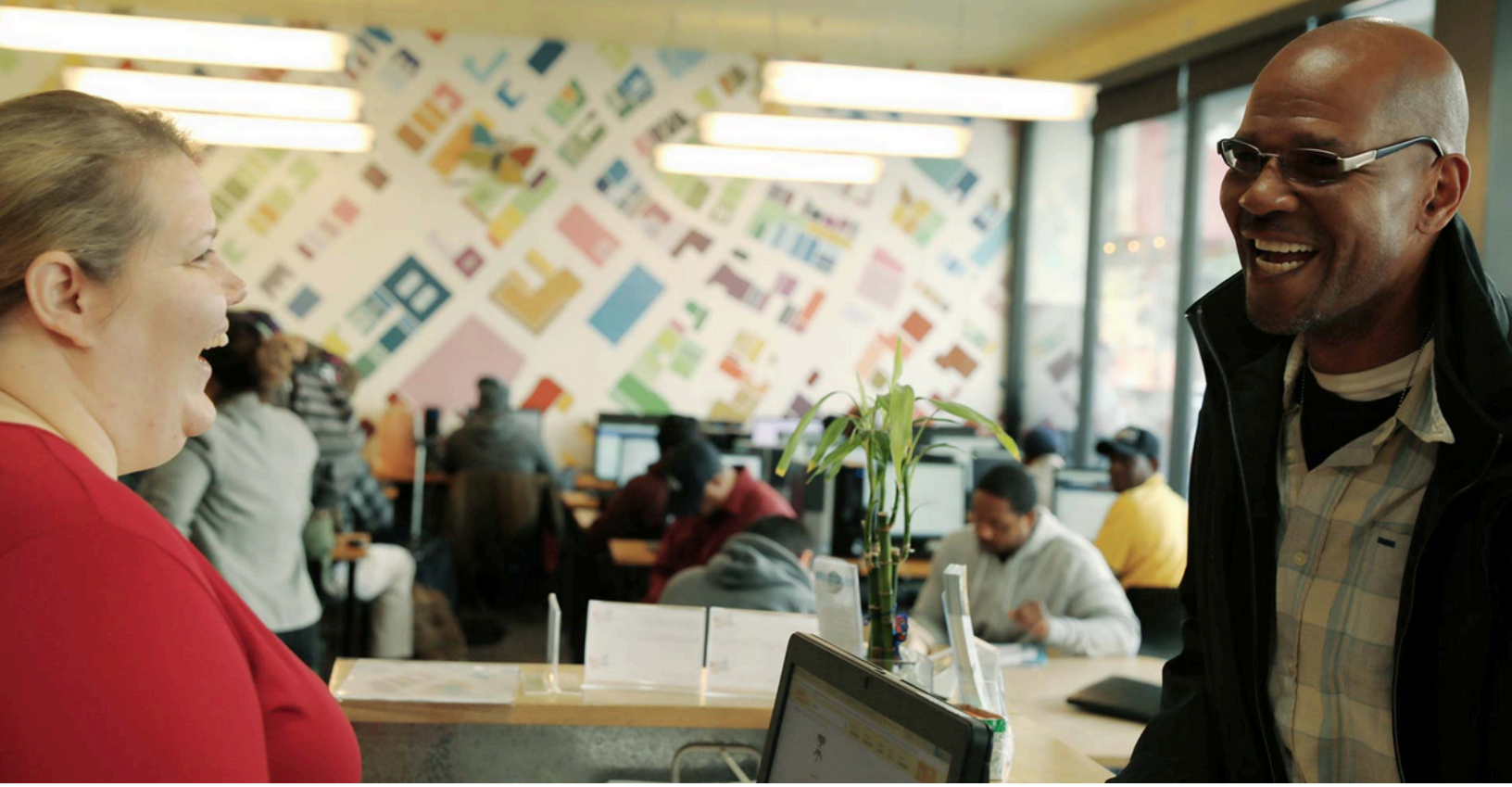


CHRYSALIS

a nonprofit organization **Changing Lives Through Jobs**

Vice President & Chief Financial Officer

Position Specification



The Organization

Envisioning and helping to create a community in which everyone has the opportunity to work and thrive.

Chrysalis serves people navigating barriers to the workforce by offering a job-readiness program, individualized supportive services, and paid transitional employment. The organization empowers clients on their pathway to stability, security, and fulfillment in their work and lives. For over four decades, Chrysalis has tackled the economic inequalities affecting Southern California's most vulnerable populations, changing lives by helping people prepare for, find, and retain jobs. Since founder John Dillon opened the doors of Chrysalis Center in 1984 on Los Angeles Skid Row, the organization has assisted more than 85,000 individuals in their journey out of poverty and into self-sufficiency. Today, 283 Chrysalis team members help clients from six locations: Downtown Los Angeles, the Inland Empire, Orange County, the San Fernando Valley, Santa Monica, and a first-of-its-kind reentry opportunity center in South Los Angeles, serving community members who have faced impediments to employment.

Taking an individualized approach, Chrysalis' services are free and available to all, creating ripples of transformation in the lives of their clients, their families, and the community. All of Chrysalis' clients are low-income; 74% are unstably housed, the criminal justice system has impacted 64%, and 63% have a high school education or less. More than a third of Chrysalis' clients have children under 18. In 2024 alone, Chrysalis served over 7,700 clients, providing individualized case management and their core curriculum and offering transitional jobs in one of the organization's four employment social enterprises. Their work facilitated more than 3,000 job placements, with more than 65% remaining employed after six months. Chrysalis is growing to meet the existing needs and anticipates serving almost 25,000 additional job seekers before 2029.

Core Employment Services

Chrysalis' core employment services are designed to meet clients where they are, providing personalized case management that supports each individual throughout every stage of their self-directed job search. These job readiness and employment-related social services enhance clients' employability and are highly sought after, with 4,700 program enrollments in 2024. Case management, classroom instruction, and individual sessions with volunteers or staff employment specialists foster program participants' skills. In the most recently reported year, 130 program volunteers and staff employment specialists delivered 4,154 hours of instruction, assisted in writing 3,469 resumes, conducted 3,230 practice interviews, and helped clients apply for jobs, connect with community partners, and access additional resources and support. Over 1,930 clients secured employment with an average hourly wage of $19.66.

Services include job readiness classes, resume preparation, practice interviews, computer and internet access, a phone message center, transportation assistance, mental health counseling, scholarships, upskilling programs, a driver's license fund, professional attire and hygiene items, and more. Recognizing the importance of stable housing, Chrysalis has partnerships with shelters and affordable housing providers in each geography served, dedicated Employment Specialists who assist clients in the Breaking Barriers program —a two-year rapid re-housing initiative for adults on probation—and access to affordable housing with time-limited subsidies that lead to long-term rentals through their partnership with Brilliant Corners.

Chrysalis is dedicated to enhancing the earning potential of its clients through initiatives like SECTOR and UpSkill. These programs offer opportunities that assist clients in securing higher-paying positions and attaining long-term stability. Chrysalis collaborates with the Los Angeles County Justice Care and Opportunities Department and the Orange County United Way to deliver advanced training and career development in high-demand industries. In 2023, these programs served over 250 individuals, leading to more than 300 job placements with an average hourly wage of $20.87.





Chrysalis Enterprises

In addition to its core programming, Chrysalis operates Chrysalis Enterprises, offering paid, transitional employment for clients facing more significant barriers in getting a job. Over 600 clients participate each week, 80% of whom have experience in the justice system. Clients employed in transitional jobs through Chrysalis' four employment social enterprises get to work sooner, earn a paycheck, gain confidence, and develop skills that will enable them to secure and retain long-term employment. In 2023, 1,859 clients worked 967,000 hours, earning $17.2 million in wages at $17.78/hour while gaining marketable experience and occupational proficiencies in a supervised, supportive environment to cultivate hard and soft skills. More than 425 of those who worked a transitional job in 2023 with the 200+ organizations that partner with Chrysalis also secured employment in the general workforce.

These transitional jobs get clients one step closer to permanent, outside employment as clients develop professionally working in one of four business lines: Staffing, Works, Roads, and Safekeeping. Since 1991, Chrysalis Staffing has connected clients to Southern California employers looking for temporary or temporary-to-permanent workers. The business development team additionally works with hiring partners interested in directly employing Chrysalis clients. The organization created a second enterprise in 1994 with Chrysalis Works, which contracts with Los Angeles Business Improvement Districts to provide street maintenance. The path to self-sufficiency became more literal when Chrysalis launched Roads in 2016. Started as a partnership with the Mayor's Office of Reentry and Caltrans, Roads began by employing clients on active supervision in LA County freeway maintenance jobs; an additional collaboration with the Butte County Office of Education has expanded this to Orange County and the Inland Empire. In 2021, Safekeeping became a separate business line, providing clients with housekeeping work in various settings and janitorial and customer service jobs at three free, safe storage facilities where housed and unhoused patrons can store and access their personal property.

Chrysalis Enterprises provides clients immediate access to a job and paycheck while preparing them for long-term employment. It generates over $40 million in revenue annually, supporting further mission-centric services.



The Opportunity

Chrysalis seeks a strategic Vice President & Chief Financial Officer (CFO) who will report to and partner with President & CEO Mark Loranger, providing active leadership for all aspects of the agency's finances, focused on uplifting overall organizational operations. Mark, Chrysalis' long-tenured, capable leadership team, and the Board of Directors have driven significant expansion and elevation. Building on initiatives that engaged the Chrysalis community to create a more sustainable and inclusive culture, enhanced programming and infrastructure, and brought services into more areas, the organization has increased in-person services, solidified the fourth division of its employment social enterprise, and grown Chrysalis Roads in Orange County and the Inland Empire over the last several years. The current strategic plan articulates the agency's ambitious plans to continue expanding its long tradition of impact. The CFO reports directly to the President & CEO. Peers include the Chief Operating Officer and the agency's vice presidents for Development & Communications, Human Resources, Program Operations, and Strategy & External Relations. The CEO and his direct reports are joined by two assistant vice presidents for Chrysalis Enterprises and two assistant vice presidents over Program Operations to form the Senior Leadership Team (SLT). This group meets weekly on institutional strategic matters. As a member of the SLT, the CFO plays a key role in leading, creating, and executing strategies that support Chrysalis' mission, vision, and goals while enhancing the organization's financial strength and workplace effectiveness and delivering mission-centered services.

This position will lead in a way that aligns with and supports Chrysalis' overall mission and vision, exemplifying and embodying the agency's core values of respect, empowerment, equity, inclusion, innovation, and integrity. By combining a deep understanding of Chrysalis' goals with business acumen, the CFO can speak to both the mission and the numbers, serving as a resource to organizational leadership on all financial matters. A significant portion of revenues—72% in 2024—is generated by Chrysalis Enterprises' four social enterprise paths, with another 15% coming from government grants and the remainder from philanthropy. The successful CFO understands nonprofit operations and is proficient in managing, translating, and explaining the complex and multifaceted business lines and revenue streams that support goal achievement for this organization, which combines a social mission with a business model. By adopting an entrepreneurial approach, they will challenge existing processes and intended outcomes while thinking creatively about new, mission-aligned revenue streams that could be connected to current and future events in Southern California. With a solid financial footing and minimal debt, the organization thoughtfully considers sustainable expansion and evaluates strategies that enhance financial flexibility and optimize cash flow. The CFO will assist the Board in navigating strategic financial opportunities, including potential expansion and the strategic management of real estate assets. Previous success in managing cash flow from agency receivables, collateralizing loans, supporting innovative business development initiatives, and significant capital campaigns represent the desired experience leading to this position.

The CFO will work closely with their colleagues as a highly engaged, technically competent business partner providing thought leadership and financial strategy. Well-versed in managing all aspects of accounting and financial operations through and with others, this executive will enable forward-looking strategic planning, organizational confidence, and goal achievement by ensuring accurate and credible financial reporting. As the strategic leader and subject matter expert on accounting and finance for the organization, responsibilities include preparing and evaluating budgets against actuals, developing financial projections and models, creating financial statements, supervising the preparation of annual tax filings, ensuring understanding of and compliance with government grants, and managing the annual audit with the agency's auditors. This role also oversees financial data collection, summarization, and interpretation for Chrysalis' management, regulatory agencies, and taxing authorities. Through these activities, the CFO works collaboratively with the Controller and agency colleagues to achieve common goals and enhance impact while maintaining the organization's tradition of empowering individuals on their journey to self-sufficiency.



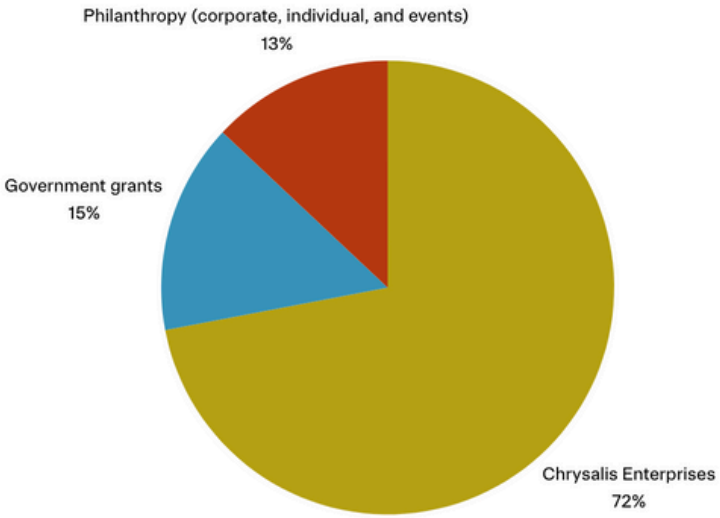
This dedicated team leader will have a proven track record of maximizing, leveraging, recruiting, retaining, and advocating for a talented team while setting and accomplishing goals annually and for the long term. The CFO leads a team of 10 full-time professional staff through a Controller; the department includes an Accountant, an Accounting Manager, and a Grants Manager. By providing direction, mentorship, and support to this team, the incoming CFO will collaborate with the senior leadership to evaluate appropriate reporting and all processes, focusing on efficiency and the broad use of technology to streamline and enhance work across the organization. Once on board, the successful candidate will be expected to evaluate the organization to ensure maximum efficiency, implementing best practices and overall operational excellence that enables Chrysalis to meet and exceed mission-specific objectives. The Vice President & Chief Financial Officer will inspire, motivate, teach, and empower team members to reach their individual and collective goals through collaboration, communication, and delegation.

Commitment to Diversity

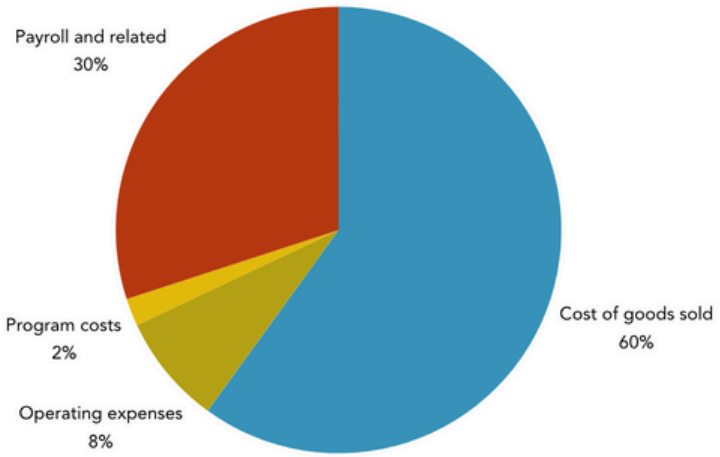
As an organization dedicated to advancing equity and fostering a community where everyone can work and thrive, Chrysalis' leadership recognizes that investing in diversity, equity, and inclusion practices leads to improved outcomes for the agency's clients and has reaffirmed its commitment to increasing efforts in being anti-racist. The CFO will provide continued leadership for the organization's dedication to a culture of diversity, equity, accessibility, and inclusion in community life and across its offerings. From ensuring a supportive and equitable experience for staff and volunteers to creating a welcoming atmosphere for clients, Chrysalis remains adaptable, implementing best practices that evolve to meet changing needs. The CFO will be a leader in both words and actions by promoting the values of diversity, equity, and inclusion in all areas under their oversight while embracing this priority and advancing programs and initiatives that build on this legacy for sustainable, long-term impact.

Governance and Financial Health

2024 Revenues

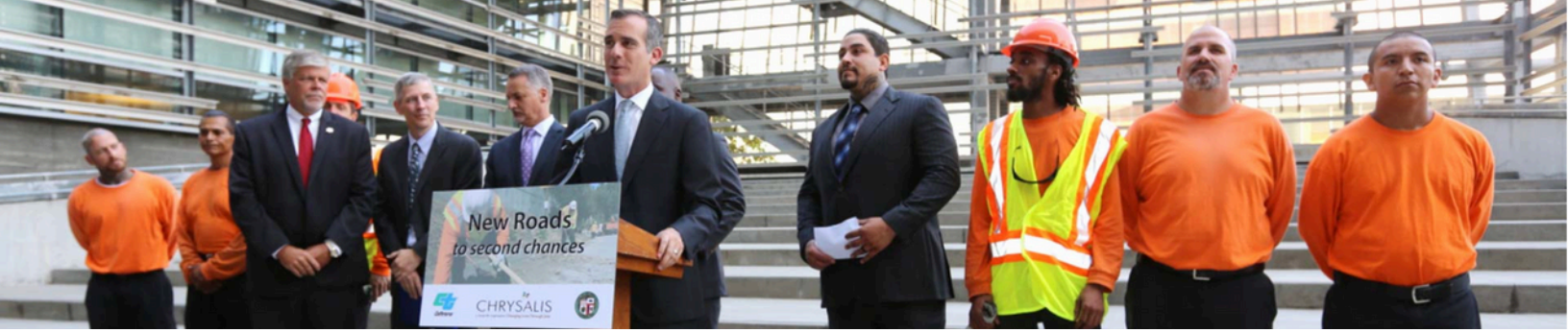


2024 Expenses



Chrysalis, a 501(c)(3) charitable organization, is governed by a 22-member Board of Directors representing 21 external community and business leaders and the agency's CEO. The organization further benefits from the guidance of advisory councils for Orange County and the San Fernando Valley. The Board of Directors meets quarterly, as do its four primary committees: Audit, Development, Finance, and Program. The Executive Committee of the Board meets as necessary. This group of volunteer leaders relies on the Vice President & Chief Financial Officer to provide accurate financial information that allows them to be responsible stewards of the organization. These dedicated individuals recognize that the CFO is critical to reporting and interpreting complex financial data that will enable them to plan strategically to support aspirational impact.

The agency operates from a healthy financial position and is poised for future growth and success. The annual budget comprises a broad portfolio of earned income from their employment social enterprise and contributed revenue, a unique funding structure that differentiates Chrysalis from other nonprofit organizations. The organization's sound financial management and fiscal responsibility are recognized by its four-star ranking on Charity Navigator and achievement of Candid's Platinum Transparency. The audited financial reports provide further details. In 2024, the annual revenue was more than $51.9 million, and expenses were just over $51 million. Chrysalis' revenue for 2025 is projected to exceed $55.1 million, with expenses under $54.4 million.



Essential Functions

Under the direction of the President & CEO and in close collaboration with the finance department, and the Board, and colleagues, the CFO is accountable for the following essential responsibilities and functions:

Leadership and Strategy

- Serves as a member of the Senior Leadership Team, collaborating to develop and direct the organization's strategic vision and help coordinate daily operations. Works with this collegial and high-performing team to create and drive organizational initiatives, functioning as a partner in determining the agency's course through planning and crisp execution. The CFO is responsible for strategically and operationally managing and safeguarding the organization's assets and ensuring that all of Chrysalis' financial functions perform optimally.
  - Provides ongoing operational and strategic leadership across institutional concerns while offering a comprehensive view of the organization's business affairs through relevant financial management and reporting.
  - Advises on long-term business and financial planning. Serves as a business partner and advisor to the CEO, volunteer leaders, and colleagues to develop Chrysalis' short- and long-term goals and plans.
  - With the Board and SLT colleagues, prioritizes efforts to operationalize the agency's strategic plan.
- Serves as an active manager, providing united, visible, and strong leadership across the organization and for the finance team.
  - This collaborative, team-oriented, self-motivated consensus builder drives initiatives that promote Chrysalis' culture and values and support a positive work experience for all employees.
  - The CFO builds, trains, evaluates, and retains a high-performing professional staff while leading and managing the finance team. Committed to consistently providing professional development opportunities, this mentor will support the staff in expanding their knowledge base and progressing in their careers.
- Translates detailed information into accurate, concise, and accessible messaging. Provides tactical and operational decision-making recommendations to the CEO, the Board, and senior colleagues. Prepares and presents clear, informative financial reports to management, volunteer leaders, and relevant Board committees. Acts as the primary financial staff member for the Board, Finance Committee, and Audit Committee, reporting on organizational finances, project progress, and operations and attending meetings as necessary.
- The CFO adopts a proactive and predictive approach to enterprise-wide risk management. This includes diagnosing business and risk issues, reviewing and overseeing insurance programs, managing pending litigation, and guiding agency decisions through risk prioritization. This leader will also collaborate with SLT colleagues to monitor and manage risks continuously.
- Directs and analyzes studies of general economic, business, and financial conditions and their impact on Chrysalis' policies and operations, including regular assessments of future opportunities and challenges.

Financial Management

- Provides strategic, high-level oversight, management, and evaluation of all financial functions to advance the organization's mission and ensure ongoing operational health. Ongoing discernment is needed to deeply understand agency fiscal and programmatic KPIs, audit and government grant compliance requirements, and general ledger data. Supervises developing, implementing, and evaluating comprehensive accounting and financial record systems in compliance with governing regulations and policies.
- Partnering with colleagues, the CFO identifies opportunities for top-line growth and drives financial improvement through traditional cost control methods and examples such as profitability analyses for proposed programs and benchmarking against peers.
- Develop and maintain the processes for financial forecasting and budgets and oversee the preparation of all financial reporting. Prepare and interpret statistical and accounting information to assess operations and all programs against budget, prepare budget and cash flow projections, and evaluate the organization's long-term sustainability and overall effectiveness.
    - Lead and oversee the creation and ongoing management of the agency's annual budget and provide the CEO with continual budget-to-actual analysis.
    - Prepare monthly financial statements for agency leadership and the Board Finance Committee. Through a robust month-end review process, ensure that monthly financials are accurate and correctly express the organization's financial condition. Work with agency leadership to update financial statements regularly based on feedback from fiscal stakeholders.
    - Prepare, evaluate, review, and report on specific budgets for capital projects, foundation and corporate grants, and government and Chrysalis Enterprises contracts, including Accounts Payable and Receivable.
- Works with the Board Treasurer and Finance Committee to conduct quarterly financial reviews.
- Directs the planning and preparation of interim and annual financial statements and reports and assures that all federal, state, and charitable filings are completed accurately and efficiently. Ensure that fiscal management is accurate and timely, aligned with the organization's overall strategy and mission, and complies with accounting standards, government funding regulations, donor stipulations, and applicable laws.
- Continually improves the timeliness and accuracy of agency leadership's decision-making and aids in accurately posting revenue, expenses, assets, and liabilities. This includes budgeting and variance reporting, grant processing, fixed asset review, and all related follow-up. Optimizes operations, upgrading systems and processes as needed. The organization's current financial system is Sage Intacct.



Controls

- Oversees a robust control environment for the organization, including regulatory, legal, and contract compliance; ensures proper controls are in place and enforced; develops and updates critical policies and procedures; and ensures agency staff are trained to adhere to such controls. Maintains a focus on continuous review and improvement of appropriate policies, internal controls, accounting standards, and procedural systems.
- Partners with the agency's external audit firm, Armanino, to complete the annual audit and tax filings. Serves as the lead finance staff in compliance with auditor requests and ensures the organization is presented accurately and favorably.
- Maintains knowledge and application of current GAAP standards, updates, new FASBs, and other relevant pronouncements, enabling the CFO to act as a subject matter expert on nonprofit accounting standards, internal controls, and compliance requirements for government and private grants. Ensures that accounting policies and procedures align with best practices in the sector, comply with government grant requirements, and adequately safeguard agency assets through internal controls.
- Manages agency banking relationships by collaborating with bank representatives to maximize services, ensuring that the agency remains compliant with loan covenants, and striving to expand the line of credit wherever possible.
- Provides regular training to staff on fraud threats and maintains steady communication regarding fraud risks and financial loss.





The Candidate: Professional Qualifications and Personal Traits

The Chief Financial Officer will demonstrate the organization's unwavering dedication to improving lives through quality service and innovation. This hands-on strategist will thrive in a fast-paced, diverse, inclusive, and dynamic environment where everyone contributes to nurturing and maintaining the culture. This leader must embody and demonstrate the utmost integrity and the highest standards of professional conduct, qualified by accomplishment and experience to earn the trust of a dedicated and motivated community.

The successful candidate will have at least 10 years of progressively senior leadership experience in a complex organization, managing finance, accounting, analysis, and reporting functions. This collaborative professional will have demonstrated expertise in delivering measurable results in a best-in-class organization with a high growth trajectory. The CFO will appreciate and demonstrate a proven understanding of the nuances of a profitable social enterprise that operates multiple lines of business. Familiarity with nonprofit contracts and grants, governmental and foundation budgeting and invoicing, and intricate revenue streams would be highly advantageous. Our client is open to candidates with experience from various environments, including but not limited to nonprofit and grantmaking organizations, health and human service providers, higher education, and others focused on mission-focused service delivery.

Additionally, while no one candidate will meet all the desired criteria, the successful candidate will bring most of the following qualifications and attributes:

- ·This team player must be a driven and goal-oriented professional who champions Chrysalis' mission and embodies the organizational values of respect, empowerment, equity, inclusion, innovation, and integrity. The CFO will lead by example and embrace their role as a steward and model of culture for both the organization's internal and external stakeholders.

- The CFO will train, mentor, and motivate staff to embrace best practices and explore creative approaches to their work. The ideal candidate will be an approachable leader with proven management skills. This professional will act as a catalyst, coach, and doer, utilizing strong interpersonal skills to guide staff at all levels of the organization. Moreover, the CFO will demonstrate a proven ability to lead teams of skilled professionals to achieve outstanding, efficiency-focused performance while fostering a departmental culture that is hard-working, mission-driven, inclusive, and engaged.
- A high level of emotional intelligence is required, and experience with a diverse workforce is fundamental. The successful CFO will be an advocate for diversity, equity, accessibility, and inclusion with a history of impactful action that creates an inclusive environment and promotes diversity in clients, staff, and volunteers, reflecting the demographics of the region. Actions and decision-making will demonstrate transparency, compassion, authenticity, and the understanding that Chrysalis serves and is supported by its vibrant and varied Southern California community.
- The CFO should be a hands-on, nimble, curious, and innovative leader. This professional will possess a low ego, high energy, and a forward-thinking mindset, approaching work with enthusiasm and passion. The CFO will also convey the agency's dedication to innovation and be interested in system enhancements that elevate the organization and enhance internal communication.
- Must be a strategic thinker who can understand the vital issues affecting the agency and provide unbiased analysis to all stakeholders. The CFO will be a business partner who ensures the finance function is integrated into all aspects of the organization, including deep engagement with Chrysalis' programs and fundraising. They will exhibit a deep internal and external customer service orientation with the willingness to find solutions to problems and work with the mindset of finding the responsible "yes" that prioritizes organizational sustainability regarding their financial outlook.
- This executive will be a decisive, "roll-up-the-sleeves," results-oriented manager who can keep projects moving forward within a consistent strategic framework, working with a sense of urgency and purpose, able to both enact and manage change. This includes ensuring proactive communication and delegation that builds confidence, promotes diversity of thought, and celebrates achievements.
- Actively creating connections that encourage open and honest communication with all, this leader must excel at developing and sustaining close, effective working relationships with Senior Leadership Team colleagues and all levels of staff, volunteer leaders, and numerous representatives of public and private organizations, including government entities.



- This individual must be firm and decisive, able to act and implement strategy within appropriate deadlines. A pragmatic facilitator who clears paths to solutions while upholding the highest standards of excellence. The CFO must organize and coordinate multiple tasks and establish and re-establish priorities as changing circumstances dictate.
- This clear communicator will have to translate financial data so that it can be utilized effectively by those who do not possess a business orientation. Supplementing their technical proficiency and complete command of the numbers, the CFO must be able to step outside of finance and speak to mission and values in earnest. This must include the capacity to articulate and explain complex financial issues to staff, volunteer leaders, and all other stakeholders clearly and non-technically.
- A nuanced understanding of government and nonprofit regulations and ideal operating principles about staff, programs, standards, and practices is desirable. This will include extensive experience with budget and financial analysis and a detailed comprehension of GAAP. The successful candidate will have current knowledge and a commitment to keep abreast of the latest laws, policies, regulations, and rulings relating to the organization's administrative and financial matters.
- A strong financial leader who stands up to scrutiny and models consistent and ethical behavior. The CFO will have an innate ability to exercise tact in dealing with sensitive, nuanced, and confidential issues and situations.
- The ideal candidate for this position will have held all prior positions for a meaningful period, establishing their ability to be successful and make a verifiable impact in each environment.

Education

Expertise gained from progressively responsible professional experience is required; specialized education or training, such as a bachelor's degree in business administration, finance, accounting, or a related field, an advanced degree in business administration, or a CPA, is advantageous.

Work Environment

This executive will be based in Downtown Los Angeles. As a member of an engaged and collaborative team, the CFO is expected to be primarily an on-site leader andresource; remote work is allowed andanticipated within the position's responsibilities. Chrysalis' senior leaders are empowered to determine the most effective schedule; most choose to work three days in person and two days virtually.



Compensation

Chrysalis offers an annual salary of $240,000 to $270,000, augmented by a highly competitive benefits package that includes medical, dental, vision, life, short and long-term disability, flexible spending accounts, parking/transit accounts, and PTO. The salary offer will depend on several factors, including educational qualifications, training, years of experience, and performance in previous positions.



Process

As an Equal Opportunity Employer, it is our client's policy not to discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, national origin, age, disability, familial status, marital status, predisposing genetic characteristics, actual or perceived domestic violence victim status, unemployment status, caregiver status, or any other category protected by law. Moreover, Chrysalis considers diversity essential for successfully fulfilling its mission. Therefore, we encourage applications from qualified individuals representing the culturally and ethnically diverse communities the agency serves. Chrysalis has retained Shelli Herman and Associates, Inc., an executive search firm, to assist in this search. Inquiries, nominations, and applications should be directed to the search firm; all contact will be held in the strictest confidence.

This search was initiated on February 18, 2025, and the position will remain open until filled. We are actively reviewing applications and conducting interviews on a rolling basis. To ensure your candidacy gets full consideration, please provide your credentials as soon as possible and by March 21, 2025. Please send your cover letter outlining your commitment to our client's mission, how your experience aligns with the job description, and your resume, including all work experience. Our client aims to conduct interviews with vetted finalists in late April and have the new Vice President & Chief Financial Officer in place during the summer of 2025.

Please read your resume for accuracy before submitting it for this position. Shelli Herman and Associates, Inc. verifies academic credentials for its candidates, and our clients frequently conduct background checks before finalizing an offer.

Contact

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Based in Los Angeles, Shelli Herman and Associates, Inc. is a fully retained executive search firm dedicated to helping exceptional organizations build C-suite teams. Our work is specifically tailored for executives and leaders functioning at the most senior level in their organization. We have extensive experience working with both mission-driven organizations and Fortune 500 companies. Our clients are diverse but share the common trait of being trailblazers in their respective fields. We have a strong track record of working with clients who need a flexible, experienced, and skilled search partner, and we are unmatched in our sector.

More information about our firm can be found at www.shellihermansearch.com.

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