

Chrysalis[®]

Transforming lives through work



2009 Annual Review



Our Mission

Chrysalis provides individualized vocational and work-related services to persons in our community who have mental illnesses.

Our Vision

Chrysalis supports recovery by enabling consumers to have the opportunity for work activity that fulfills each individual's needs and aspirations, and promotes hope, healing, and empowerment.

Dear Friends,

Did you know that approximately 90 percent of adults with severe mental illness are unemployed, and 70 percent of these adults want to work? That is the highest unemployment rate of any disability group. This grim statistic seems to leave little room for hope. Fortunately, for the last 30 years, a small agency called Chrysalis has been working to change that.

Since its inception, Chrysalis' active board and dedicated staff have advocated to provide equal employment opportunities to thousands of Dane County residents who have mental illness. In the process, Chrysalis has not only had great success at helping people find and maintain employment, but has also helped people rediscover hope and meaning in their lives.

At Chrysalis, work is viewed as a basic right; it is an essential part of life that brings structure, meaning, social connections, and an income. Work is also seen as a central part of treatment for people with mental illness because it encourages people to grow, thrive, and recover.

Chrysalis serves approximately 80 consumers each year and sees an average employment rate of 80% in the Supported Employment program. Consumers in the Work Center program volunteer an average of 160 hours per week for about 50 non-profits and prepare more than 100,000 pieces of bulk mail each year.

Looking back on thirty years of Chrysalis, the dynamic nature of the agency truly stands out. Chrysalis has embraced change and growth and continues to adapt and thrive to meet the needs of its consumers. This report outlines thirty years of growth and reminds us how influential and important Chrysalis' advocacy efforts have become for our community. It is evident that the success of Chrysalis and our consumers is thanks to the many individual, community, and organization partnerships we have formed. Working together, there is a glimmer of hope as we persevere to make work a reality for all members of our community.



Julianne Carbin
Executive Director

Colleen Mahoney
Board of Directors President



Larva Stage

The Birth of an Agency

In the 1970s, United Way ran a program called the Voluntary Action Center (VAC). Within the VAC, a mental health sub-program named Community Support Services, Inc (CSS) emerged. The program was officially named CSS but was popularly referred to as Chrysalis.

CSS received client referrals from mental health programs that helped transition people out of the Mendota Mental Health Institute (MMHI). CSS was asked to find appropriate community work for people with mental illness. The hope was that meaningful work and community-based support would help people transition out of MMHI and improve their quality of life. Thus, the genesis of Chrysalis.

After three years in operation, United Way could no longer fund the CSS program. Linda Keys, a recent social work graduate working at CSS, refused to let the program disappear. She collaborated with other advocates and a young attorney named Bud Smith to establish and incorporate Community Support Services, Inc. as its own 501 (c)(3) nonprofit agency. They gained funding from the Dane County Mental Health Board to help jumpstart the program. In 1980, Linda became the first executive director of this new agency, known as Chrysalis. Bud Smith joined the board of directors, where he volunteered for 27 years. By the time of its incorporation, Chrysalis had a well-conceived purpose and mission of placing people in community volunteer jobs.

Chrysalis' 30-years history has been a transformative process. The collage of staff members, clients, buildings and board members over the years has ebbed and flowed to create the agency today that transforms the lives of people with mental illnesses. During the larva stage of the agency in the 1980s, the concept of placing people with mental illnesses in meaningful work situations in the community instead of sheltered workshops was an innovative approach to mental health treatment. Chrysalis had devised a workable and largely successful work rehabilitation model to reintegrate deinstitutionalized mental health patients.

1980: Chrysalis was officially born and started with 83 clients. Linda Keys was the founding Executive Director.

Chrysalis expanded its services in a unique way. In the early 1980s, a community program referred an aggressive and threatening client to Chrysalis. To insure the safety of the client and others he would work with, staff decided he should work for Chrysalis first. Shortly after, word spread and there was an influx of similar referrals. In response to this growing need, Chrysalis started an in-house program called the Drop-In Work Center. Initially, this expansion of services was not well received by the Chrysalis staff because it did not emphasize community placement.

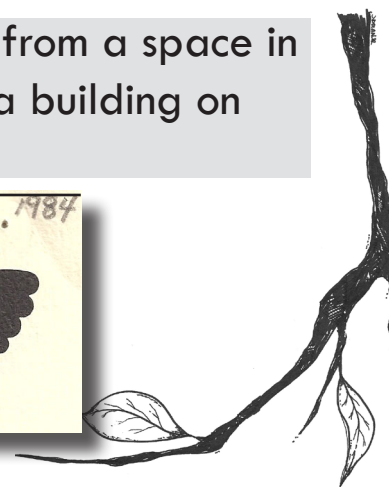


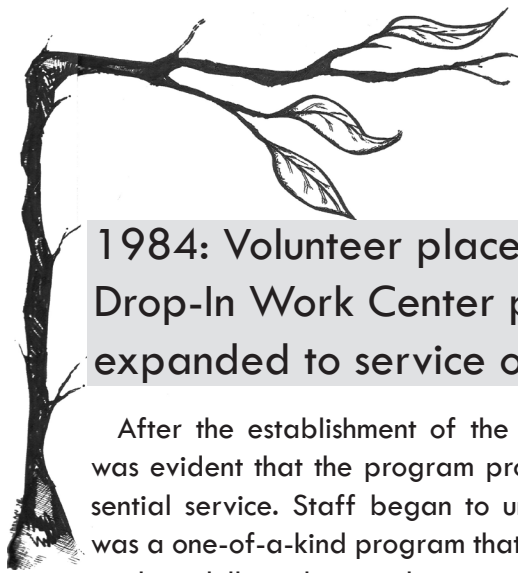
Linda Keys, founding Executive Director

1983: Chrysalis relocated from a space in the old YMCA building to a building on Wilson Street.



First Chrysalis Logo



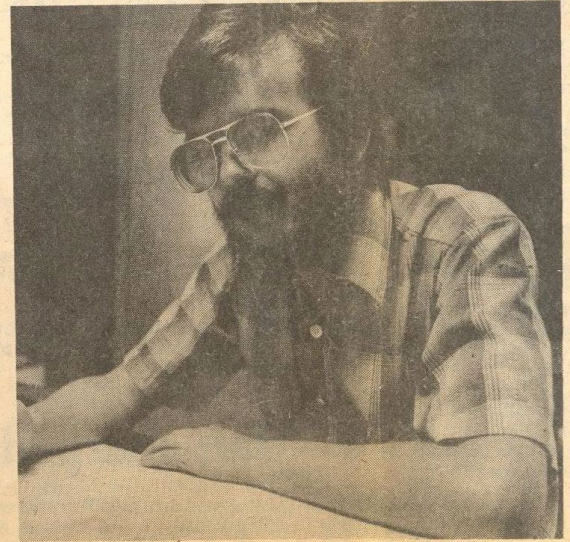


1984: Volunteer placement and Drop-In Work Center programs expanded to service over 100 clients.

After the establishment of the Drop-In Work Center, it was evident that the program provided a unique and essential service. Staff began to understand that Chrysalis was a one-of-a-kind program that allowed people to build on their skills and strengths on a gradual basis to prepare them for future employment. Programs were low stress, individualized and, most importantly, not time limited.

The Program for Assertive Community Treatment (PACT), that provides comprehensive locally based treatment, and the inpatient Badger Prairie Health Care Center in Verona were important referral sources for Chrysalis. Clinicians at these organizations and other programs felt very confident that their institutionalized clients would be able to successfully transition into the community with Chrysalis' help.

He's on road back to working



RICH RYGH/The Capital Times

A client of Chrysalis, Jim's volunteer work includes bookkeeping in the organization's office.

April 24, 1982 Capital Times article featuring Chrysalis client

1986: Chrysalis again relocated to a better facility on Williamson (Willy) Street. This location would be home to Chrysalis for 24 years.

Chrysalis is seen as a model program in our geographic area; thirty-seven mental health services in Madison and the surrounding area refer clients to our program, often as the program of choice. Mental health workers and planners from Massachusetts, Oregon, Ohio, and elsewhere have visited to learn about our model.

Excerpt from a Chrysalis grant application submitted to the Public Welfare Foundation in Washington D.C. in 1980.

1987: The Department of Vocational Rehabilitation expanded Chrysalis' program through a contract to provide job development and coaching.

In the late 1980s, just before Linda Keys stepped down as the executive director, Chrysalis staff realized that clients did not just want volunteer work. They wanted to be compensated for their work like everyone else. In response to this desire, Chrysalis started its Supported Employment Program.

Chrysalis staff approached their work in a very practical way, by emphasizing clients skills and building on their strengths to prepare clients for future work placement. The staff was respectful and responsive to consumers' wants and needs. Well before it became popular for community mental health programs to actually consider client preferences, Chrysalis customized and adapted their services to be responsive to their clients' preferences. This philosophy set the stage for a consumer-driven agency. By June 1987, Chrysalis was serving 125 drop-in work center clients and 42 volunteer placement clients.

1989: Chrysalis revised its original vision statement.



Pupa Stage

In 1989, Chrysalis staff revised the original vision of the agency. The current objective was to place people with mental illness in volunteer work in the community as a preparation method for future employment.

After the addition of the Drop-In Work Center and the Supported Employment program, the agency vision focused on “facilitating an individual’s optimal functioning,” which customized and adapted the Chrysalis program to meet individual client needs.



1991: Chrysalis secured a grant to renovate the Willy Street facility.

Linda Keys stepped down from being executive director, and Kristy Hammes, an employee of Chrysalis, became the second executive director. Hammes was a key player in creating the consumer-driven climate of the agency. She was extremely respectful, sensitive and dedicated to the consumers and mission of Chrysalis. Hammes was hired in the early days of Chrysalis, so she was familiar with the vision and structure of Chrysalis. Under Hammes’ leadership, Chrysalis revised its original mission to be more consumer-focused.



Kristy Hammes, second Executive Director

Also, under Hammes’ leadership, Chrysalis joined Community Shares of

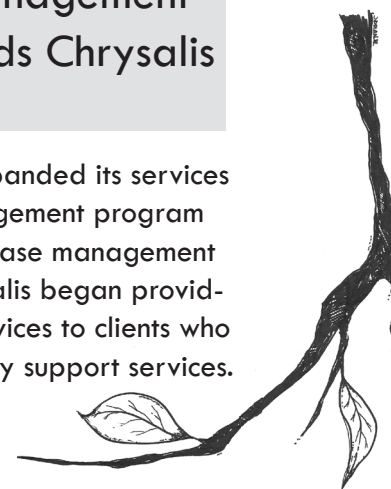
Wisconsin. Community Shares is the oldest social action fund in the country and currently supports 52 local, grassroots nonprofits. This new affiliation allowed Chrysalis to expand connections to other non-profits and participate in statewide workplace fundraising campaigns.

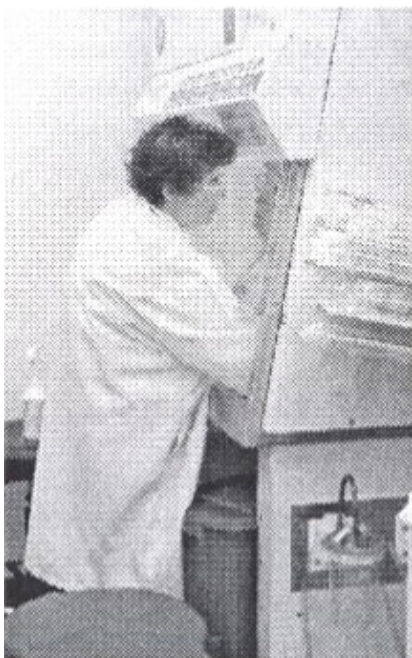
1992: An expansion of public funding helped Chrysalis sustain its Supported Employment program to help clients find paid employment opportunities; the agency was serving 125 clients.

1994: Community Support Services, Inc. changed its legal name to Chrysalis, Inc.

1997: Case management contract expands Chrysalis services.

Chrysalis further expanded its services to offer a Case Management program in 1997. Through this case management county contract, Chrysalis began providing comprehensive services to clients who had no other community support services.

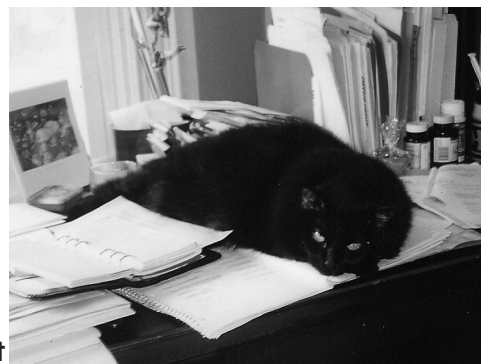




Heather Dunn

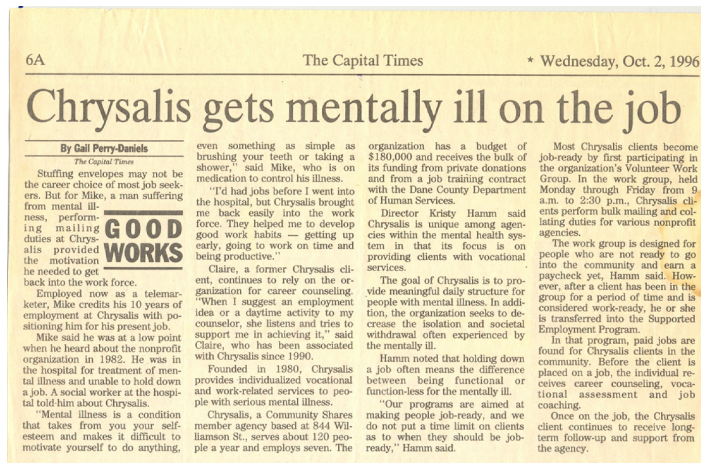
Heather Dunn is a former client of Chrysalis. Today, she works as a part time employee at the Waismen Clinical Biomanufacturing Facility. Despite graduating with a B.S in 1982, and a M.S. in Food Science in 1984, in the late 1980s, her mental illness made her very unstable, and she could not hold a job. She came to Chrysalis in the early 1990s for supported employment help. Chrysalis staff helped her understand how to overcome the challenges she was experiencing in the work world. Chrysalis helped her regain social and work skills. After being ill for a long period of time, Heather could no longer remember her food science education. She needed to retake food microbiology and biotechnology classes. A Chrysalis staff member named Laurie encouraged Heather to take these classes as a special student. Heather says that Chrysalis was an “answer to my prayer.” It gave her hope that someone understood her challenges and was giving her opportunities to use her education.

Today, Heather still receives services from a psychiatrist and a therapist, rents an apartment, owns her own car and has many friends. She has also become a mental health advocate. Dunn helped start Cornucopia, an art and wellness program for people with mental illness and sits on the NAMI Dane County Consumer Counsel. In 2000, Dunn joined the Chrysalis board and brought a consumer perspective to the board and reinforced the consumer-driven approach of the agency.

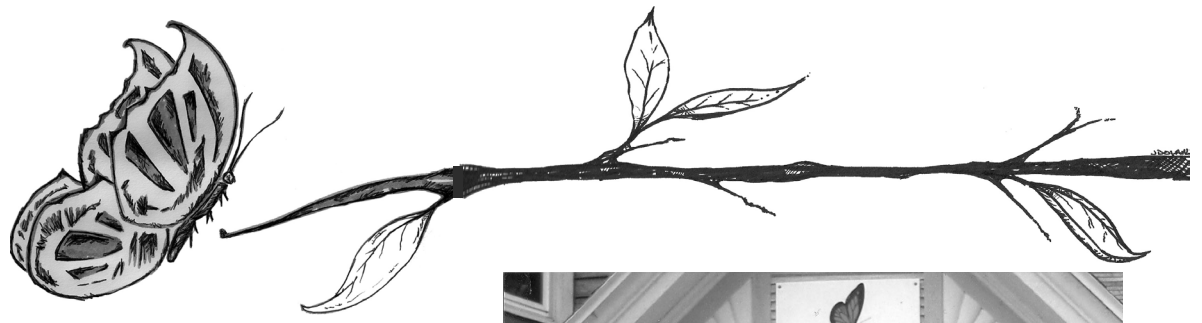


Cleo the Cat

A Chrysalis client donated Cleo to the agency because they could no longer take care of her. Kristy Hammes adopted Cleo, who became infamously known as “Cleo the Cat.” Cleo lived at Chrysalis for 15 years and was a “staple of Chrysalis.” She was friendly, and the clients loved her and found her to be very therapeutic. Cleo was so well-loved that the board would call Cleo to board meetings where she sat in the middle of the table. Board Member Mary Ann Test cared for Cleo in her geriatric years and laid her to rest at the age of 21 in a flower garden located in a beautiful ravine.



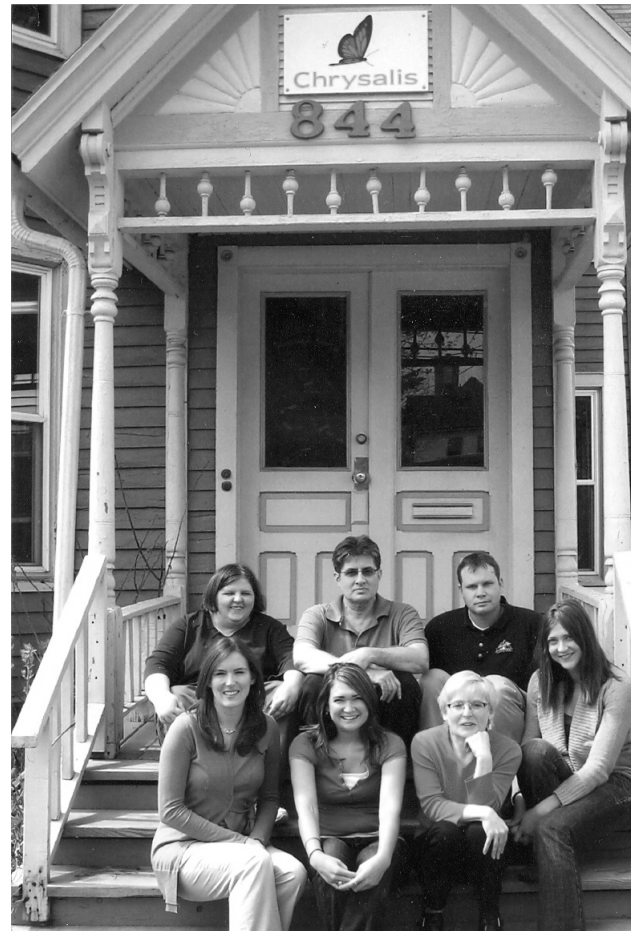
October 2, 1996 Capital Times
article featuring Chrysalis



Butterfly Stage

The appointment of a new executive director, Julianne Carbin, in 2006 ushered in the butterfly stage of Chrysalis. Under Carbin's direction, Chrysalis underwent a strategic planning process that established a new and appropriate mission, vision and goals. This planning process included a collaborative effort between staff and the board to determine agency goals and priorities. This process refocused the agency and gave the agency a firm foundation to build on. Unofficial goals in the past concentrated on serving the clients and keeping the agency consumer-driven. However, the new goals included improvements of the already established programs, increasing the agency's revenue and strengthening the agency as a whole to accomplish its mission of providing vocational and work-related services to persons in the Madison community who have mental illnesses.

2007: Strategic Planning Process implemented.



Back row from left to right: Jessica Armstrong, Eric Peterson, Geoff Blake-Horst
Front row from left to right: Julianne Carbin, Kim Feist, Jessica Cooper, Alicia Kovac

Throughout this transformative period, Chrysalis did not forget its original purpose. According to staff member Eric Peterson, hired in 2005, Carbin's ability to streamline meth-

ods and provide resources to many clients caused the agency to become

2007: First Chrysalis Fund-raiser event held at Rep. Spencer Black's home.

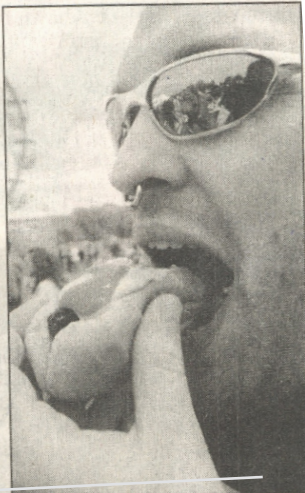
more client-centered. From Peterson's perspective, as a client and now staff member, Chrysalis has always been good at tailoring its services to people's needs, instead of making clients fit into the agency's structure. After 30 years of providing services, he believes that Chrysalis still appropriately adapts and matches

resources with clients.

2008: First time participation in the Bratfest Fundraiser.

Bratfest volunteers

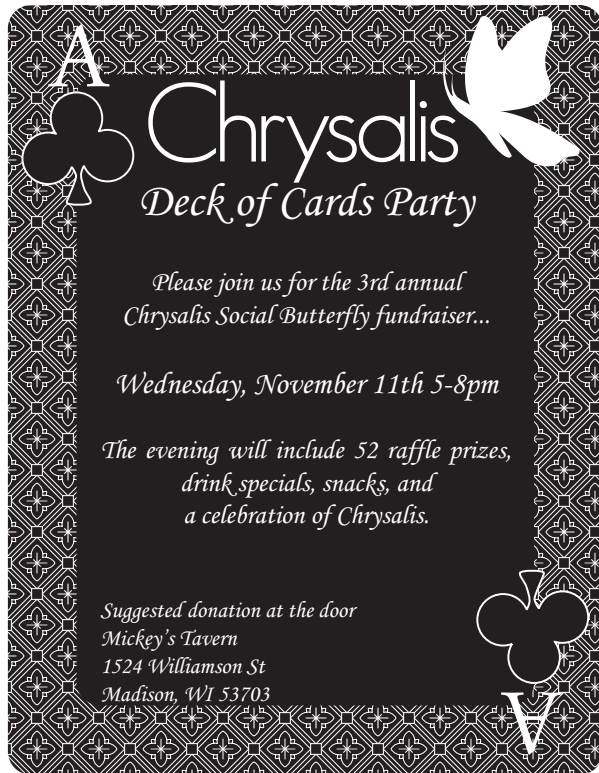
Chrysalis needs volunteers to help out at Bratfest. Chrysalis provides individualized vocational and work-related services to persons in the community who have mental illnesses. Join Chrysalis volunteers for this community-wide event and help this non-profit agency raise some funds. Jobs range from grillers, cashiers, cashier runners, and check-in help. Shifts run for about 3-4 hours each. Willow Island at the Alliant Energy Center, 1919 Alliant Energy Center Way. Contact Julianne Carbin, executive director, at 256-3102.



State Journal archives

In Chrysalis' transformation, the agency not only maintained a healthy balance between changing for the better and keeping a consumer-driven focus, but also the agency grew in its expertise in the field and practice of mental health.

2008: Public relations agency holds an event that helped increase Chrysalis' community visibility.



At the start of Chrysalis, staff had limited training and approached mental health in a practical and experience-based sense. Chrysalis is a micro example of the evolution of the practice of mental health in general. Today, the field of mental health is more evidence and research-based. Chrysalis staff members also now approach their work from a more clinical perspective and use evidence-based practices to guide their work.

Kim Feist, a UW graduate studying Rehabilitation Psychology, is an example of this trend. Feist started as a student intern at Chrysalis in 2006, and applied her studies at Chrysalis, sharing them with the Chrysalis team. Feist grew and transformed in her role at Chrysalis as the agency also transformed to operate from a more clinical perspective.

2009: First Community Fundraiser held at Mickey's Tavern; raised over \$5000.

Chrysalis

www.workwithchrysalis.org p. 608.256.3102 f. 608.256.3103 1342 Dewey Court, Madison, WI 53703

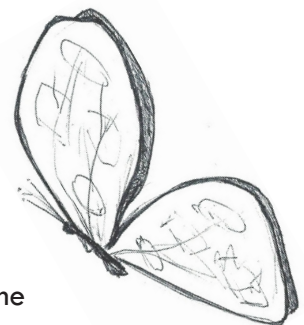
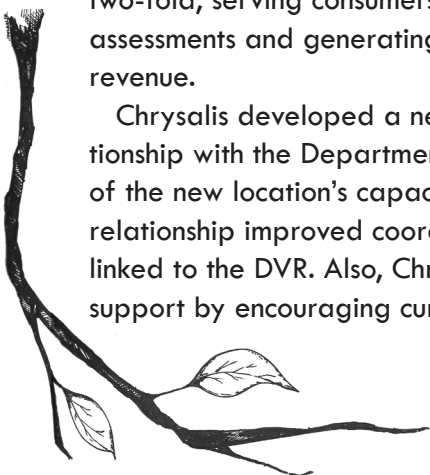
As Chrysalis looks to the future, the agency sees a need to expand and transform its services so that it can better serve the ever-changing needs of consumers. The move to the Dewey Court location was the next evolutionary step for increasing the Chrysalis' ability to serve more consumers. The capacity of the new location allows Chrysalis to offer on-site vocational skills assessments in the work center, an unmet need that Chrysalis identified. The benefit of these assessments is

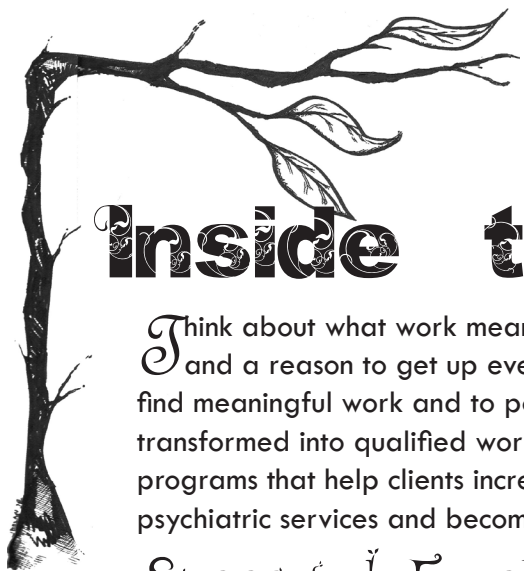
two-fold, serving consumers who need skills assessments and generating new agency revenue.

Chrysalis developed a new liaison relationship with the Department of Vocational Rehabilitation (DVR) because of the new location's capacity to expand agency services. The new relationship improved coordination of services for consumers who are linked to the DVR. Also, Chrysalis is a pioneer in the new trend of peer support by encouraging current consumer employees to pursue Peer Specialists Certification.

The future is bright for Chrysalis. Chrysalis hopes you stay in touch and support us through the next 30 years!

2010: Chrysalis relocated to the current building on Dewey Street.



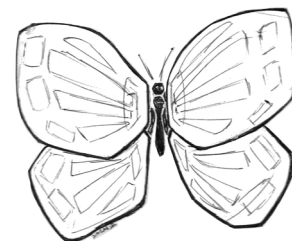


Inside the Cocoon

Think about what work means for you. Jobs often give us structure, purpose, social connection, income and a reason to get up every day. Chrysalis believes that all people deserve an equal right to find meaningful work and to positively contribute to their community. Inside the “chrysalis,” clients are transformed into qualified workers ready to transition in to the workplace. Chrysalis features three programs that help clients increase self-esteem, better manage their symptoms, reduce their use of psychiatric services and become less reliant on public benefits.

Supported Employment Program:

The Supported Employment Program is available for clients who are seeking community-based competitive employment. Chrysalis staff members provide vocational skill assessments, assistance with the job search process, initial on-the-job training, and ongoing support. Every client’s abilities are different, so the Supported Employment Program allows staff to individualize each client’s experience in the program. Clients work an average of 15 hours per week at 18 local businesses, and altogether, acquire approximately \$89,000 in gross wages. This program provides clients with opportunities for a greater quality of life, while supporting the local economy. Chrysalis also helps clients pursue their educational goals. 25 percent of clients are working to further their education.



“Chrysalis staff have been extremely patient, understanding and compassionate of my disability. They helped me to sort out what types of jobs or situations might work best for me in relation to my disability.”

-TB, Supported Employment Client



“He is a very good worker. I would be happy to hire someone else from Chrysalis.”

-Cousin Subs manager who employs a supported employment client

“Since I started school, I feel like a new person. I always thought I had no options in life, but getting an education shows me there are many opportunities ahead. Now, I have hope, and I dream of the future, when before school I never could. Before I was a caterpillar, and now, I feel like I am changing into a butterfly.”

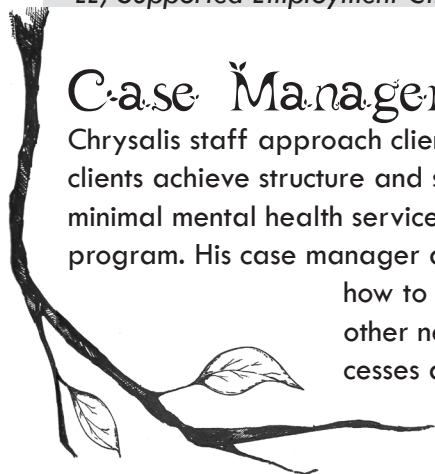
-LL, Supported Employment Client

Case Management Program:

Chrysalis staff approach clients in the Case Management Program with the “wrap around approach,” helping clients achieve structure and stability in their daily lives. JB, struggling with his mental illness, was only receiving minimal mental health services when he came to Chrysalis and began participating in the case management program. His case manager assisted him with many basic life tasks. JB also began to learn about his illness and how to manage it. Over time, with his case manager’s help with housing, shopping, and other needs, he developed more stability and independence in his daily life. These successes allowed JB to repair and rebuild an adult relationship with his sister.

“I can be his sister again, not his caretaker or boss.”

-Sister of JB



Work Center Program:

The Work Center Program is a facility-based volunteer program that acquaints clients with a work schedule and day structure. The program also gives clients an opportunity to improve social skills. In a low stress environment, clients work together to complete bulk mail projects for 40 local nonprofit organizations throughout Dane County at no cost. The Work Center can boast almost 50 clients who complete over 9,000 hours of volunteer work each year.

"It's nice to do something useful."

-MC, Work Center Volunteer

"It's a big family. You make a lot friends."

-TB, Work Center Volunteer

**"I enjoy the challenge of the work
- to see how much I can do before
it is time to leave."**

-JB, Work Center Volunteer

Project Providers

"Chrysalis' assembling of over 30,000 recreational safety education course packets annually has saved money and staff resources for the WDRN-LE and the public we serve."

-Todd Schaller from Department of Natural Resources

"The Coalition for Wisconsin Health has found Chrysalis to be very professional. Their sorting by zip codes has always been approved by the post office, and we are happy that another group of people (their workers) are benefitting along with us."

-Katherine Wenban from the Coalition for WI Health

"Chrysalis has been essential to Porchlight's ability to keep connected with their community of supporters. With their help, we are able to send nearly 23,000 newsletters, reports and appeals each year. This kind of support means the world to an organization like ours."

-Katherine Davey from Porchlight, Inc.

Breast Cancer Recovery Foundation, Coalition for WI Health, Commonwealth Development, Community Shares of WI, Cystic Fibrosis Foundation, East Madison Community Center, EINPC, Family Support and Resource Center, Friends of Pheasant Branch, Gathering Waters Conservancy, Hancock Center, Ice Age Trail, IHN, Literacy Network, Madcap, Madison Area Urban Ministry, MHCD-SOS, Midwest Environmental Advocates, Natural Resources Foundation, Parental Stress Center, Phantom Lake-YMCA Camp, Porchlight, Inc., Prevent Child Abuse, Rape Crisis Center, Red Cross, Social Justice Center, SOS, Three Gaits, WEA Trust, WECA, WHEDA, WI League of Conservation Voters, WI Network for Peace and Justice, WI River Alliance, WI Council of Children and Families, WI-DNR Education Packets (five DNR divisions), WI Grocers Association, WORT - 89.9 Community Radio

2009 BOARD OF DIRECTORS

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Financial Advisor
Robert W. Baird

Colleen Mahoney
Vice President
Assistant Professor
UW - Madison

Brad Schlough
Treasurer
Rehab Psych Area Manager
MHCDC

Karthryn Moon
Secretary
Speech & Language Therapist
MMSD

Heather Dunn
Lab Technician
Waisman Center

Carl Grant, MS CRC
Vocational Specialist
PACT

Lisa Karnes
Planned Giving Manager
Wisconsin Public Radio

Brody C. Richter
Attorney
Dewitt Ross & Stevens

2009 STAFF LIST

Julianne Carbin
Executive Director

Candace Altschul
Employment Specialist

Anna Cogdill
Employment Specialist

Kim Feist
Employment Specialist

Geoff Blake-Horst
Work Center Supervisor

Jessica Armstrong
Work Center Assistant

Eric Peterson
Work Center Assistant

2009 STUDENT INTERNS

Amber Tischmak
Social work

Caitlin Wrycza
Social work

Judy Cyganek
Occupational Therapy

Sarah Pett
Occupational Therapy

Melissa LeDuc
Marketing & PR

Amy Merek
Marketing & PR

Kaitlyn Somers
Marketing & PR

The Board:

Chrysalis has always had an active board, but the board has served different functions over the years. The original board, which served from 1980 to approximately 2006, was a powerful voice that advocated on behalf of Chrysalis and mental health in general. This board not only helped establish Chrysalis, but also helped establish a social norm that mental illness is a legitimate illness and valid medical concern. Through the three decades of Chrysalis' existence, the board has evolved into an active board that helps guide the agency. The current board is a dynamic group of people who are dedicated and active in agency oversight, planning and fundraising.

Financial Information



Chrysalis receives the majority of its funding from Dane County through a purchase of service agreement. Community Shares of Wisconsin and the Wisconsin Department of Vocational Rehabilitation generates additional revenue. Chrysalis also relies greatly on the support of its community to provide one-time and ongoing in-kind and cash donations. All revenues are used for the purpose of providing services to consumers.

- All services are provided at no cost to our consumers
 - 88 percent of all funds went directly into program related costs.
 - 12 percent covered administrative costs.
- Compared to 1980:
- 2.25 staff
 - Expenses \$32,241
 - Revenues \$34,095

The Chrysalis Board, staff, and consumers greatly thank all of the generous individuals, project providers and community businesses that have made contributions to Chrysalis.



Financial Statements

Year end December 31, 2009

2009 Revenues	2009 Total
Dane County	\$166,070
Cash Donations	\$12,845
Case Management	\$11,680
Community Shares of WI	\$7,706
Dept of Vocational Rehabilitation	\$14,420
Interest	\$1,614

Total Revenue **\$214,335**

Description	2009 Total
Salaries & Wages	\$126,845
Other Employee Benefits	\$17,071
Payroll Taxes	\$10,517
Supplies & Postage	\$9,130
Professional Services	\$4,600
Telephone	\$1,762
Training	\$55
Travel	\$2,593
Insurance	\$2,914
Miscellaneous	\$170
Occupancy	\$26,866
Building Maintenance	\$802

Total Functional Expenses **\$203,325**

Chrysalis wishes to express special thanks to:

John Dolan for the time and talent he donated to create unique images for this annual report

Alpha Graphics for donating print services for this annual report

Melissa LeDuc for her efforts in organizing the 2009 fundraiser and writing and designing this annual report