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Organizational Assessment

Southern Adventist University

Part I: Mission, Vision Statement, and Values

Established in 1957, Signal Centers services include helping children get the best start possible through excellent early childhood education and development therapies, supporting adults to facilitate independent living and employment, helping individuals of all ages use technology to overcome obstacles, supporting parents, and training professionals who work in the field of education. All the programs promote lifelong learning and independence.

It is a non-profit organization that provide programs and resources to residents in the area. Its mission is to strengthen children, adults and families through services focusing on disabilities, early childhood education and self-sufficiency. The vision of this organization is, “A community that fosters lifelong independence for children, adults and families.” Signal Centers motto is building futures, changing lives. Some of the values that it has are Respect, Integrity, Teamwork, Innovation, and Stewardship.

Board of Directors

Signal Centers is directed by a board of directors, who consists of 30 members, that meets monthly. The board is filled with members of the community that volunteer their time. Members are in variety of ranges of occupations that obtain positions in the community. Police officers, lawyers, decorator, architecture, agriculture, business, finance, physicians entrepreneur, artist etc. Members of the current board nominate people who meet the criteria, an election happens to determine entry. Elections happen every three years. Positions include president, past president, secretary, treasurer, there are also chairs of committees.

Part II: MANAGEMENT PROCESSES

Governing structure

Signal centers is an agency with multiple facets and departments. The governing structure is an great example of this. At the head of this agency they have their board of directors, they are in charge of all major changes. They oversee that they mission of Signal centers is meet with all task they take on. Right below the board of directors is the chief operating officer, they are in charge of executing the vision of the board of directors. They are the face of the agency and deal with the organization of the agency. Below them are the other chief officers. The chief operating officer is in charge of administration and the day-to-day tasks of the agency. They oversee information technology and the director of maintenance. Next, is the chief marketing officer who makes decisions on marketing and future development. They deal with current and potential business partners and they help the company grow in a multitude of ways. Under the chief marketing officer are the director of marketing and the director of development. Next, is the chief finance officer who is in charge of all the monetary funds that enter and leave the agency. They manage the finances of the company and oversee financial planning for the agency. Under the chief financial officer is the accounting department, payroll department, and purchasing. Next, is the chief program officer, they oversee all of the different programs that Signal Centers operate. They monitor these programs to make sure they are functioning as they should and help create new programs. The programs that they oversee are: children services, adult services, and assistive teaching program.

Other important staff that they have are the director of administration who is right under the chief executive officer. Signal Centers has a close relationship with Baby University and they have a department that operates at Signal Centers. They also have a director of human resources who oversee H.R. for the entire agency.

This organizational chart is accessible to those who are working with and in the agency. They are able to see how Signal Centers operates and the various people who are in charge of the different areas of the agency.

The different departments in the agencies have various ways of communicating with their employees and with each other. The chief operating officers prefer communicating through email. The finance department prefers that their employees make appointments to see them. The marketing department prefers to communicate through email. Lastly, the program department has an open door and employees can come into speak to them when they please.

Management Process

With the different types of departments that this agency has, they all have different way of handling the managerial process. They have executive officer meetings that are held every month as well as monthly board meetings. They also have monthly program management meetings. The agency holds a manager retreat every year for their staff. The children's program holds meetings lead by their teachers every week and twice a year with their entire children's department staff. The assistive technology has monthly staff meetings. Overall each department has some type of monthly meeting where they discuss the important issues that have come up in their department. The specifics of these meetings is unsure, it is known that agendas for these meetings are typically given in advance and notes are usually taken during their meetings.

Planning

This agency has many long and short term goals for their agency. One goal they have that has both long and short aspects is they want to make Signal Centers a phenomenal place to work by creating a vibrant work culture where employees are happy, healthy and engaged. They plan on completing this goal in several ways. One way is by completing compensation and benefits research and benchmarking to aid in development of an agency wide compensation and benefits strategy, they have completed this goal. Another way they plan of completing this goal is by Providing leadership development that will address performance feedback, succession planning and management skills, they plan on completing this goal December 2019. The last way they plan on completing this is by developing and tap into underutilized skills by creating cross-agency project teams, they say this will be an ongoing strategy that they will continue to use over time. This is a S.M.A.R.T. goal because it covers all of the aspects of S.M.A.R.T. goals. They are very specific about what they want to accomplish, it is measurable because they have tangible ways they can show their improvement, it is achievable because they have certain aspects of this goal that they have already accomplished, it is realistic since it is something that other agencies have already accomplished, and they have given themselves a specific amount of time to complete the goal.

A long term goal they have is to continuously attend to the physical spaces at Signal Centers. They plan on completing this goal in several ways. One way is by developing a comprehensive plan for routine maintenance, they completed this in June, 2018. They also plan

on developing a long term plan and vision for the campus, they plan on completing this goal september, 2019. The last way they plan on completing this goal is build a fund for major repairs, they plan on completing this June, 2020. This goal is a S.M.A.R.T goal because it covers all the aspects of a S..M.A.R.T. goal. It is specific, it can be measured by the improvements that can be seen in their facilities, it is achievable because it is a simple enough goal that it can be achieved, it is realistic because it is something that facilities and agencies should have, it is timely because they have given themselves enough time to complete this goal.

Part III: RELATIONSHIPS

Relationships

The agency's main stakeholders are major donors that keep the agency flowing smoothly. The major donors of the agency are key leaders like United Way, Government funds, grant providers, other donors, and government agencies. The donors could also include employees, past clients themselves, and fundraising/contributors. Overall, government grants are the major source of funding. Alongside government funding, Signal Centers next biggest contributor is Friends of Special Children agency and United Way, which is a partner of the Signal Centers community. They have helped a lot in the establishment of Signal Centers and donated their building to Signal Centers in the first place.

Overall the services, projects, and programs do reflect the needs of the main donors of the agency. Signal Centers has programs for all ages. They have programs for children like the Star-quality Child Care Program which is a voluntary problem and the Chattanooga Children's Program that serves both typically-developing children and those with disabilities/special needs. This program helps the children have a individualized attention to each one of them and thus

helping them out more. Signal Centers also has a program for Adult services that helps engage adults with disabilities and senior citizens in activities that help promote purposeful living. There is also another program that helps adults with employment, which can be very beneficial.

Overall, all of these services are supported by the contributors and meet the needs of agency.

These programs are ongoing during the whole week. Signal Centers does a good job of advertising and getting the word out. One of the the ways the agency communicates with the donors are through advertising and flyers/pamphlets to inform them about different plans.

The agency is treating the clients and educating their clients with resources needed for intervention and future prevention. Signal Centers treat all ages and have a lot of different programs within the agency. Most of the donors are donating to help and support the cause, mission, and values of the agency.

Part IV: SWOT Analysis

Strengths

With starting from only a children's program and now having five more programs, this organization continues to grow. Board members consisting of members from the community knowing the needs of the community and wanting to improve the services given. The agency is well staffed, for the children's program teacher to student ratio 1:4. Advertising the organization, there is always a tour from donors. Regular meetings for each programs are held.

Weaknesses

The agency may be overlooked due to the location on the hill. The agency is also located in a very small building, it might be hard for them to expand if they do not have the space. They could also do a better job of organizing their information and how they distribute it.

Opportunities

Day programs for adults which offers different types of learning experiences. Children's programs with inclusive education for all children. Resources, referrals, and staff trainings offers. Baby University helps with prevention in offering resources to for new moms and infants. Employment services for those with disabilities and assistive technology services. Veteran services. Management, fiscal, and administrative services for eight Child Care Resource and Referral Centers across all of Tennessee.

Threats

Signal Centers is a non-profit organization that receives funding from various organizations. Some of contract are with Hamilton county school, head start, and early head start. In these programs children are sent. If contracts are terminated, students aren't sent, program can be in danger. Also, there is a huge partnership with United Way where most funding that government aid does not cover helps the agency succeed.

Action Plan

This agency has accomplished a multitude of things not only for themselves, but for the community they serve. Based on the information that has been collected from this assessment some action plans can be put in place for this agency, so they can function more effectively. They have done a good job creating relevant programs that help all ages and types of people. Since they have various programs that they are doing, they can work on organizing the programs they have and find ways that they can improve them and the population that they are serving. They also have very good relationships with their stakeholders, especially United Way. With that in mind, they should try and find more people they have partner with and more way to gain

money for their agency. Doing this can provide more security in the event that they lose one of their partners. A way they can diversify themselves is with advertisement, they provide a lot for their community, but they can develop better advertising to spread the word on the different things that they provide. Ways that they can accomplish this is by assessing the things they have in place, analyze what has been working for them and what they can improve on. Doing this will not only increase the attendance of the programs, but it can attract the interest of possible donors.

Part V: Summary

Signal Centers is an agency that is multi-purposeful and has diversified themselves over the years. They provide a variety of different programs for all ages and groups of people. This agency has an extensive governing system and planning process. They do a exceptional job communicating with each others in different departments. They are organized with their future, they have comprehensive goals for themselves and have shown they are commit to their growth and success. They have built strong relationships with other agencies and seem committed to growing more stable relationships with other agencies. This agency has many notable strengths, weaknesses, opportunities and threats. Along with those there are certain action plans that they can take in order to improve their agency as a whole. Some things that were mentioned was improving the amount of relationships that the have with other agencies. They can also enhance the advertising they do to improve how they communicate themselves to their community. Ways that they can accomplish this is by assessing the things they have in place, analyze what has been working for them and what they can improve on. This agency has well rounded foundations and has done a lot for themselves and their community and based on this assessment will continue to improve in the future.