

La Paz Chattanooga  
Southern Adventist University

### **Part I: Mission, Vision Statement, and Values**

In 2004, La Paz was started as a non-profit organization that was started by a group of individuals who saw the need among the Latino population here in Chattanooga. La Paz is located at 1402 Bailey Avenue, Chattanooga, Tennessee. La Paz's mission is to empower and engage Chattanooga's Latino population through advocacy, education, and inclusion.

The vision statement at La Paz is to seek and develop "an inclusive yet divisively rich Chattanooga are with a thriving Latino population." When researching the agency values of La Paz, it was found that there are three separate categories that these values fall under: guide, connect, and strengthen. Their first value is that La Paz guides the Latino population to the resources needed for them to thrive and become active residents in the community. The second value states that La Paz connects members of the Latino population with others in the community for the collaborative development and advancement of our region. Finally, La Paz strengthens our region by helping to build capacity for both our Latino neighbors and those who in the community who want to invest in and work alongside them for the purpose of making Chattanooga a more inclusive, yet diversely rich city.

#### **Board of Directors**

The board of directors at La Paz consists of 10 individual members. These members consist of individuals from various fields of work such as family physicians, immigration attorney, HR manager, clinical data consultant, vice president of operations, a grant specialist, entrepreneurs, vice president of legal, and a director of strategic planning. Within these members there is a chairperson, secretary, and treasurer. The rest of the individuals are just members of the board and do not have a specific role on the committee. This board of individuals oversees the budget for La Paz, fundraising events to meet that budget, as well as the formation of committees

to focus on specific areas on growth within the organization. Other responsibilities of this group include help in fundraising by personal donation, donation through events, or donations through friends/connections. This board also selects and supervises the executive director of the organization. This board also advocates for La Paz within the community.

Although individuals can apply to become a board member, La Paz's current board is constantly evaluating the needs of the board and they search for people to fulfill those needs. As far as term of duty, you can serve up to three consecutive terms. The first term is only one year in order to ensure that it is working out for both the individual and the board. The second and third term can be two or three year terms. After three consecutive terms the personal must roll off the board. The individual may have the opportunity of coming back if desired after the completion of one year off.

## **Part II: Management Processes and Organizational Structure**

### **Structure of Organization**

The structure of this organization begins with the board of directors who oversee everything. This board of directors appoints an executive director who oversees the three branches of La Paz: social impact, community engagement, and business development. Each of these sections have departments under them as well. Under the social impact branch is the health and wellness director and the director of social impact. The health and wellness director oversees all promoters and client leaders. The director of social impact is in charge of the coordinator of social impact and all of the social impact interns. Next there is the community engagement branch who have the director of strategic partnerships and donor development. This director oversees all interns and volunteers at La Paz. Finally under the third branch of business development is the marketing director. The marketing director oversees the communications

coordinator. Anyone who is interested in learning more about La Paz can obtain the information and the organizational chart upon request. Employees at La Paz can also address their leaders anytime and their immediate supervisor can go up the chain of command until a question or concern can be answered.

### **Meetings**

La Paz has weekly staff meetings every Monday. These meetings are for all of the in-office staff. The executive director also attends these meetings, but in a more casual aspect. These meetings consist of a more loose structure and are definitely laissez faire style. These weekly meetings are just a weekly check in to discuss how current projects and services are going and if there are any ideas for new projects and ideas. It was reported that there is no meeting agenda for these weekly meetings; they are more “freestyle”. Minutes are also not taken at these meetings. All departments at La Paz work together to meet the goal of seeing to their client’s needs. Each department is intertwined with each other. All departments, while separate, still work together toward fulfilling the mission of La Paz.

### **Planning and Agency Objectives**

La Paz’s long-term objective is to establish themselves in a new building within the surrounding community to become the “hub” for the Latino community. The Latino population is growing and La Paz wants to increase the amount of clients that they serve each year. La Paz also would like to further develop the business side of their organization. They have a program called “Compañia” which works with Latinos who want to develop professionally. La Paz would like to further grow this program as well as other business development programs. When looking at these goals that La Paz has, it was observed that these are not SMART goals. None of these

goals have a specific target of clients that they want to reach nor do they have a time of when they would like these goals to be accomplished. They have an idea for their “Compañía” project, but do not have specific details.

A short-term objective or goal that La Paz has is to have a building to move into where a new space is provided that is appropriate and suitable for the services they want to deliver. They are aiming to have this goal met by September of this year. In reviewing this short-term goal, it was decided that this is not a SMART goal as well. This was decided because La Paz is still considering a building downtown, but they have not started any process of obtaining the building.

### **Part III: Relationships**

The main stakeholders of La Paz are clients that visit La Paz for social services, casework, translation services, referrals and resources, and job referrals. Financially speaking, the main stakeholders are foundations, corporate sponsorships, Compañía members, individual donors, church donors, and consulting clients. When analyzing if the services, projects and programs reflect the needs of the main stakeholders it was decided that these services do indeed reflect the needs in the Latino community.

La Paz also has annual meetings with financial stakeholders in which they update the stakeholders on the progress of the organization, their financial state, and the future goals of La Paz. These stakeholders are informed of all this information through annual reports, newsletters, and monthly luncheons.

### **Part IV: SWOT Analysis**

#### **Internal Strengths**

La Paz offers a variety of services to individuals of the Latino community here in Chattanooga. One specific service that is offered is translating services within La Paz. This organization also aims to cater to the needs of the Latino community and by raising awareness to other communities about these needs. La Paz seeks change within the Latino community and pushes for that change.

### **Internal Weaknesses**

A weakness of La Paz is that their services are only open Tuesday through Thursday for a limited time. If clients need services outside of these times, then they must wait. Another weakness is that La Paz has a very limited space and is not able to house all the services that they would like to provide.

### **External opportunities**

La Paz has the privilege to provide opportunities in the community by creating new programs and implementing these programs within the Latino community.

### **External Threats/Constraints**

One specific threat that La Paz faces is that since they are a non-profit organization, they depend on grants and outside contributions for funding. If one of these is removed, La Paz would not be able to fund all of their programs anymore.

### **Action Plan**

#### **Opportunity/ Strengths**

La Paz should continue to create new programs with the community to cater to the various needs of the Latino community. Another strength that La Paz can continue to capitalize on is expanding their “Compañía” program in the community. La Paz has also done a

phenomenal job at raising awareness and advocating for the Latino community and should continue doing so.

### **Opportunity/ Weaknesses**

While La Paz is open three days out of the week to offer services to clients, this may not be enough. By adding more hours or an extra day of work in the week, La Paz could expand their outreach and help their clients even more. Also, by moving into a new and improved building, La Paz can further expand their space and offer more service programs.

### **Threats/Monitor these points**

While La Paz has a decent relationship with their stakeholders, strengthening these relationships could improve the functioning of this organization. By providing weekly reports or more stakeholder events to get the stakeholders more involved, this could strengthen these relationships and help protect La Paz's funding.

### **Threats/Eliminate these**

La Paz could potentially eliminate some short-term programs and put their efforts into long-term programs to provide a steady support in specific areas for the community. They could do independent long-term programs or create partnerships with other organizations doing similar programs.

## **Part V: Summary**

Overall, some of the highlights of this organization are the fact that they are only open Tuesdays through Thursdays. This is a highlight because it affects the amount of people they are able to serve. La Paz has been a support system for the Latino community for years. It would definitely be beneficial for them to open Monday through Friday because clients would have more options to choose from. However, what they are doing is immensely helpful for the

community. Another highlight of La Paz is a program called Compañía. This program focuses on helping Latino professionals expand in the Chattanooga area. This is a highlight because it is a branch of La Paz in which they focus specifically on current or future Latino business owners.

An area of growth for La Paz is that they should redirect some of their focus from short-term programs to a few long-term programs. By doing this they will be able to provide a more steady support to the Latino community. Compañía is a great, growing program, which is empowering to the Latino community in the sense that it provides an opportunity for them to reach “the American dream.” Aside from Compañía, La Paz offers various services that are beneficial for the Latino community. One specific service that is offered is translating services within La Paz. They also focus on expanding knowledge about this community.

As mentioned previously, a weakness of La Paz is that their services are only open Tuesday through Thursday for a limited time. La Paz also faces threats to their organization. A specific threat that La Paz faces is that since they are a non-profit organization, they depend on grants and outside contributions for funding. If one of these were to be removed, La Paz would not be able to continue funding for all their programs.

Due to this information we concluded that La Paz should continue to create new programs with the community to cater to the various needs of the Latino community. They should also continue to expand Compañía, and to raise awareness as well as educate others on this population.