



SMART Goals & Objectives - Case Studies

Instructions: For the case study assigned to your group, please write one SMART goal and three to five SMART objectives associated with that goal.

Case 1: Air quality monitoring program

Clean Air for All, a small nonprofit based in Los Angeles, CA is developing a program to monitor levels of PM2.5 air pollutants in a ~ 1-square-mile, densely-populated community located in an industrial area. Anecdotally, there have been many reports of children and adults developing asthma at seemingly alarming rates, and residents believe the neighborhood is visibly smoggier compared to surrounding areas. *Clean Air for All* wants to do something about this problem, and they realize that to gain the attention of the polluters, decisionmakers, and even other affinity groups (i.e., larger, more influential environmental organizations) they need more, and better, documentation of the problem. They hope their air quality monitoring project will provide the data they need to be better agents of change.

Case 2: Training environmental leaders of tomorrow

San Antonio Citizens for Change is a small nonprofit based in San Antonio, TX, focused primarily on community organizing and advocacy around environmental justice issues. The organization is developing a youth leadership program. Through this project, they aim to develop a spark in youth in their community, catalyzing them to become more involved in issues that affect them. They also want to teach the youth concrete skills to help them be better leaders, organizers, and changemakers. Through this effort, the organization hopes to provide youth in their community with the skills they need for effective advocacy and engagement, so that they will step into their power and change things for the better.

Case 3: Discriminatory permitting in Louisiana

Water Justice for Bristol, is an emerging group of citizen activists on Florida's Space Coast. The group is not incorporated as a nonprofit, and does not yet operate any programs. They are fed-up. In recent years, every big coastal storm results in a storm surge that floods the neighborhood of Bristol – a 1/2-square mile community in an economically-depressed section of City of Daytona Beach. Not only do their streets, basements, garages, and homes flood in the most extreme events, the water that pours down their streets is filled with toxic sludge from local industrial sites that do not adequately/safely store their waste products. In addition, raw sewage from a nearby wastewater treatment facility has, in the past, also been detected in these flood waters. They want to act, but are not quite sure where to start. They are at the beginning stages of formulating their plans.