Lesson 3 Case Studies for small group exercises

Identify the resource needs for each organization

Case Study 1

Vision Statement:
"Our vision is to become the leading provider of after-school STEM programs in the Greater Boston area, delivering cutting-edge technology training and expert mentorship to over 5,000 underserved students by 2030."

Case Narrative:
Imagine an organization that, over the next decade, scales its impact to serve thousands of students with a broad spectrum of STEM learning opportunities. In this envisioned future, the organization has developed multiple innovative curricula that integrate robotics, coding, and digital design, partnering with local tech companies and universities to provide both virtual and in-person training sessions. The organization's model has evolved to include immersive summer boot camps, weekend hackathons, and mentorship programs led by professionals from leading technology firms. Advanced learning labs equipped with state-of-the-art computers, 3D printers, and interactive software now dot several community centers across the Greater Boston area. Robust data systems track student progress, allowing for personalized learning plans, while an expanded network of educators and volunteers ensures that instruction is both high-quality and accessible.

Current State:
Currently, the organization runs after-school programs at two community centers in Boston, employing five part-time instructors and one program coordinator. Its annual budget of approximately $200,000 is primarily funded through local grants and community donations, and it operates out of modest, rented spaces with basic technology resources.

Case Study 2

Vision Statement:
“Our vision is to establish a state-of-the-art community health center in Westside that offers integrated primary care, mental health services, and chronic disease management to serve over 20,000 underserved residents annually by 2028.”

Case Narrative:
In this envisioned future, the organization has transformed into a comprehensive healthcare provider that meets the diverse needs of a growing urban population. The planned health center utilizes modern diagnostic equipment, telemedicine capabilities, and dedicated spaces for counseling, rehabilitation, and wellness education. Its integrated model facilitates seamless coordination between primary care physicians, mental health specialists, and chronic disease management teams. Patients benefit from personalized treatment plans supported by advanced electronic health records and remote monitoring systems. Community outreach programs and partnerships with local organizations extend preventive care beyond the clinic walls. The center also incorporates sustainable practices in its design and operations, reducing energy costs while promoting a healthier environment. A strong emphasis on preventive care and health education helps reduce hospital readmissions and improves overall community well-being.

Current State:
Today, the organization operates a small outpatient clinic in a leased facility in Westside with one full-time physician, a nurse practitioner, and a part-time counselor. With an annual budget of roughly $350,000, it primarily relies on fee-for-service contracts and a mix of public health grants.

Case Study 3

Vision Statement:
"Our vision is to create a sustainable urban agriculture network in Detroit that connects local farmers, educational institutions, and community kitchens to produce fresh, organic produce for 5,000 households by 2030 while generating green jobs."

Case Narrative:
In the future, the organization envisions a vibrant network that revolutionizes local food systems and boosts community economic development. Central to this vision is an interconnected series of urban farms, rooftop gardens, and community-supported agriculture hubs that employ innovative, eco-friendly practices. Partnerships with local schools and culinary institutes enable hands-on agricultural education and culinary training, ensuring that fresh produce is not only grown sustainably but also prepared with nutritional expertise. Advanced hydroponic systems, solar-powered greenhouses, and state-of-the-art composting facilities contribute to a resilient supply chain that minimizes waste and maximizes yield. The network has also established robust distribution channels, including mobile markets and digital ordering platforms, to ensure produce reaches 5,000 households reliably. This integrated model has created new job opportunities in urban farming, food processing, and distribution, fostering both economic growth and food security.

Current State:
Currently, the organization operates a pilot urban garden in Detroit with a small team of three staff members and a core group of 15 volunteers. It manages a modest annual budget of around $100,000 funded through local donations, small grants, and in-kind contributions, with limited assets including shared workspace and basic gardening equipment.