



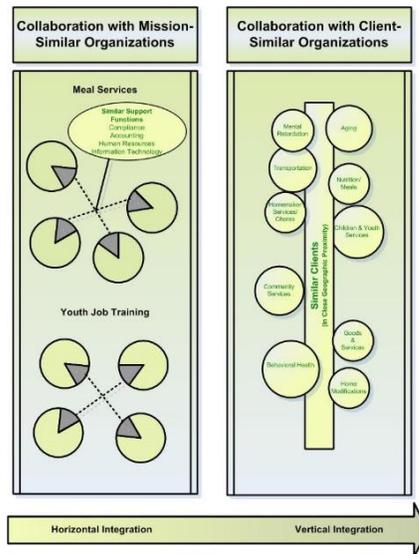
# CASE STUDY: Foundation Service Clustering Study

## Situation

The Forbes Funds, a Pittsburgh-based foundation focused on increasing capacity within and among the region’s nonprofits, commissioned The Hill Group to conduct a study of the human service delivery system in Allegheny County, Pennsylvania, to determine if there were opportunities to enhance the system’s capacity.

## Solution

The findings of this study outline significant potential cost savings for both public and nonprofit organizations. Researchers recommended that human service providers consider adopting the Service Integration Model that provides a mechanism for nonprofit agencies to take steps to collaborate and share non-mission critical services and functions. It suggests that collaboration between nonprofits might be facilitated by their proximity and similarity in customer base or mission.



## Results

- Identified opportunities to increase human services capacity within Allegheny County, Pennsylvania
- Proposed a scenario in which the Allegheny County Department of Human Services potentially could save 15 percent of its budget through service clustering while maintaining service levels and enhancing service quality. This would mitigate the risk of potential federal and state budget cuts, while maintaining current levels of service and client choice
- Acted as a catalyst for dialogue around service clustering at the Forbes Funds’ 2005 Nonprofit Sector Research Conference and Awards Ceremony

**CLIENT**  
THE FORBES FUNDS

**INDUSTRY**  
NONPROFITS  
FOUNDATIONS

**PROJECT**  
APPLIED RESEARCH  
DATA ANALYSIS  
STRATEGY FORMULATION

## Behind the Scenes

Researchers utilized primary and secondary data sources to complete this study. The supply-demand continuum of human services delivery in Allegheny County was studied using geographic information systems (GIS) overlaid with client and provider databases. The National Nonprofit Research Database and Guidestar National Nonprofit Database were used to examine the financial characteristics of nonprofit human services organizations in Allegheny County. The Hill Group's research team also conducted structured interviews with representatives of the Allegheny County Department of Human Services and numerous nonprofit direct service providers.

## About The Hill Group, Inc.

Founded in 1953, The Hill Group, Inc. is a premier provider of management counsel, specializing in strategy, execution, and measurement. Our team of consultants has deep experience across several industries, enabling our team to draw on best practices from a variety of sectors to help our clients grow, innovate, and achieve maximum potential.

**Strategy** – *Envisioning an organization's future, capitalizing on its opportunities, identifying strategic priorities, and implementing positive change.*

- Strategy Development
- Decision Support and Analysis
- Strategic Planning and Management
- Business Planning and Feasibility Assessments
- Mergers, Acquisitions, and Strategic Alliance Planning
- Market Research and Analysis

**Execution** – *Ensuring that an organization is efficiently and effectively utilizing its resources to its full potential.*

- Process Improvement and Innovation
- Business Model Development and Resource Allocation
- Financial Assessment and Management
- Turnaround, Business Transformation, and Change Management
- Governance Assessment and Development

**Measurement** – *Increasing an organization's performance through measurement and continuous improvement.*

- Measurement
- Business Analytics and Intelligence
- Economic Impact Assessment
- Employee Opinion, 360-Degree Feedback, and Service Quality Surveys
- Industry Benchmarking Surveys

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