

Case Study



MISSION STATEMENT

Father Bill's Place remains steadfast in its mission to help homeless people obtain a home by giving temporary shelter and food, finding safe and affordable housing, and providing permanent housing with supportive services.

CONTACT FATHER BILL'S PLACE

Father Bill's Place
38 Broad St.
Quincy, MA 02169
<http://www.fatherbillsplace.org/>

BUDGET AND STAFF SIZE

2004 Budget: \$1,497,644
Full-Time Staff: 50

Father Bill's Place

Restructuring tasks to optimize productivity.

THE NEED

While the operating budget of Father Bill's Place had more than tripled between 2002 and 2005, the organization had not had a chance to examine how tasks were distributed amongst positions. As a result, Father Bill's Place found itself with a group of staff members who had similar expertise but were sometimes spending significant amounts of time on tasks that could be automated or outsourced.

It's great to have an outsider's perspective on what we do every day. The project focused on functional analysis...in all three areas we have taken steps to reduce expenses, realign staff, and increase productivity. This has made our lives a lot easier and our work a lot more efficient.

– John Yazwinski, Executive Director of Father Bill's Place

THE PROPOSED SOLUTION

Common Impact proposed that Father Bill's Place analyze how different staff members were spending their time and examine whether certain tasks should be completed in-house or outsourced. The proposed solutions would need to focus on identifying inefficiencies in the existing staffing model as Father Bill's Place could not hire additional staff.

THE RESULTS

Common Impact matched Father Bill's Place to a team of volunteers from State Street Corporation, who found that the organization could take a number of steps to increase productivity, realign responsibilities, enable staff through training, reduce costs through outsourcing, and sustain its growth rate. The volunteer team found opportunities to expand the use of volunteers in certain areas, focus development staff on activities that would create the greatest return on investment, and provide training to the leadership team to be better managers of the organization's most precious resource—its people.

