

**March 1, 2023**

## **Executive Summary for the Metropolis of Chicago**

*By STW Solutions, Inc.*

An assessment of the Metropolis of Chicago administrative office and staff was independently conducted between October 2022 – February 2023. The objective was to evaluate their current organizational structure, job skills and capabilities, and administrative processes and determine whether the current model could appropriately support a growth-focused future of the Metropolis.

The assessment was conducted to identify opportunities, align current, new, and essential skills and resources to drive and implement operational management and support long term strategic goals and planned growth. The evaluation targeted the intent to:

1. Drive efficiencies to scale for the future growth, congregant, and parish support
2. Update and/or create new roles, job titles and job descriptions
3. Conduct a current market assessment of functional pay scales
4. Build an administrative staff that can “dial up/dial down” skills as needed
5. Establish a simple performance management process to optimize their investment and development in their people

These outcomes and conditions are deemed necessary to provide the Metropolis with both the resources and flexibility to appropriately support and serve parishes in partnership with His Eminence Metropolitan Nathanael and the Executive Council of the Metropolis Council. A new operating structure, designed through a three-phased process incorporated His Eminence’s strategic goals, leadership principles, stakeholder interviews, research, and benchmarking. The information gathered helped enrich and accelerate the Metropolis’ 3–5-year vision and strategic goals by:

- Enhancing internal financial capabilities
- Implementing office procedures with consistent processes and policies
- Increasing engagement across the Metropolis to retain and cultivate interest, education, commitment, and church memberships
- Elevating consistent communications for fundraising and development
- Enriching internal information across our parishes to increase participation, growth, collaboration and alignment of each other’s programs and activities

- Strengthening and expanding services to our parishes with standardized templates and processes
- Expanding outward facing communications across various audiences including members, donors, parishes, and communities.

On an ongoing basis, a nimble and empowered team will have operational and functional expertise in Office Administration, Finance, Communications, Development, Marketing, Ministry & Youth Programs, Parish, and Registrar needs. Key performance indicators (KPIs) will be integrated into each role to ensure productivity and performance at an escalated level. Measurements are integrated into the role of the Director of Operations and Administration who will be ultimately accountable for intra-office performance and productivity.

The new operating structure also will support the desire for the Metropolis of Chicago's culture to be service-oriented, collaborative, and professional. Successful candidates will be identified through a values-based interview process and undergo appropriate orientation and onboarding before and as they take on their new roles. New job positions will be posted in a staggered fashion to hire the most critical roles that will build the foundation and expand as needed during growth.