



CIVIC
CONSULTING
ALLIANCE

20
YEARS

 Civic Consulting Alliance

CIVIC CONSULTING ALLIANCE

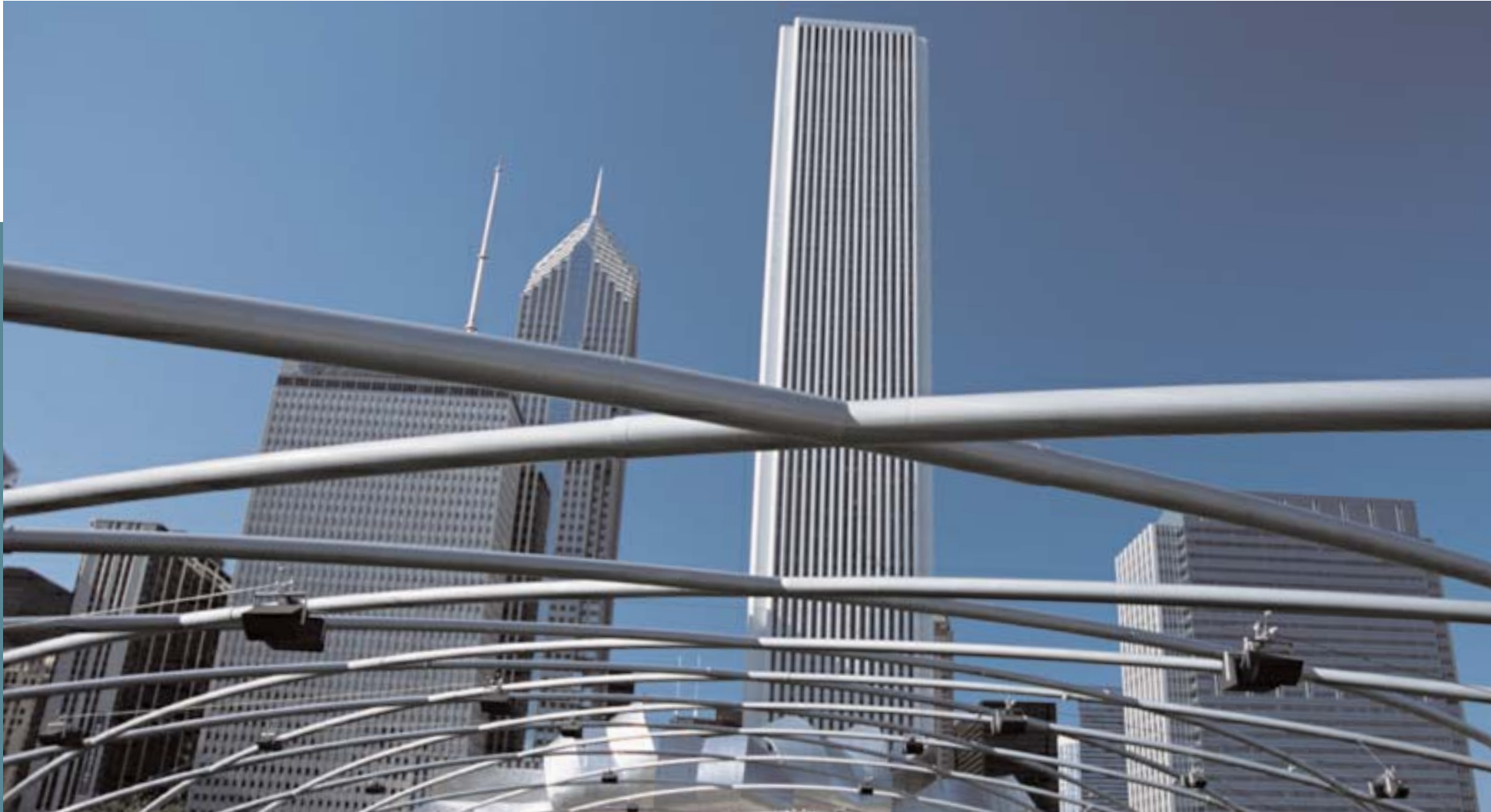
1986-2006

20
YEARS

 Civic Consulting Alliance

CIVIC CONSULTING ALLIANCE

20 YEARS OF PUBLIC-PRIVATE PARTNERSHIP



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CIVIC CONSULTING ALLIANCE
PAMELA STROBEL
CHAIR
BRIAN FABES
CHIEF EXECUTIVE OFFICER

CIVIC COMMITTEE OF
THE COMMERCIAL CLUB
OF CHICAGO
JOHN W. ROWE
CHAIRMAN
R. EDEN MARTIN
PRESIDENT

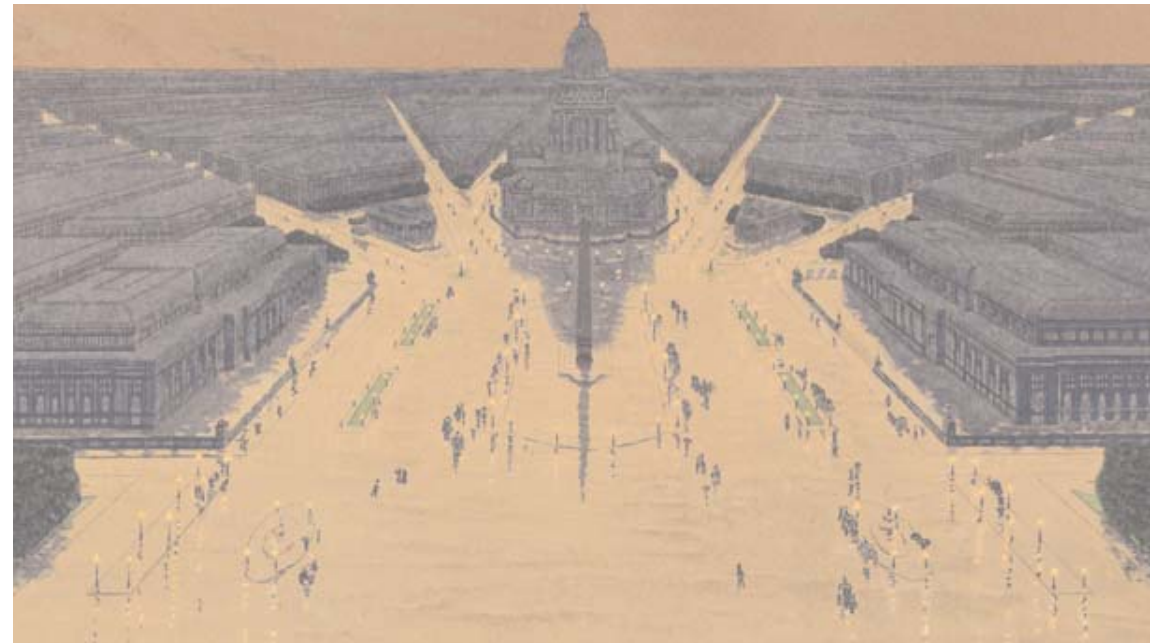
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A PLAN FOR CHANGE

The Civic Consulting Alliance celebrates 20 years of helping to make Chicago a great place to live, work, and do business. Our roots reach back more than 120 years, reflecting a longstanding spirit of public-private partnership in the City.

THE COMMERCIAL CLUB OF CHICAGO

By the late 1800s, Chicago had become a leading industrial and commercial center and was home to innovators such as George Pullman, Marshall Field, and Cyrus McCormick. To support this growing economic vitality, leading businessmen formed The Commercial Club of Chicago. They invested in various civic, social, and economic projects, most notably the Plan of Chicago. Published in 1909 and eventually renamed for its creator, architect Daniel Burnham, the Plan presented a vision for the City. It originated concepts for Wacker Drive, Grant Park, the museums along the lake, and routes that would become major rail and highway corridors. Expanding on the Plan, the members of The Commercial Club addressed issues ranging from sanitation to pensions, seeking to transform Chicago into a world-leading metropolis.



DANIEL BURNHAM

Make no little plans. They have no magic to stir men's blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency. Remember that our sons and grandsons are going to do things that would stagger us. Let your watchword be order and your beacon beauty. Think big.



DANIEL BURNHAM

DON PERKINS

The establishment of the Civic Committee focused the talent of the members of The Commercial Club as it had not been done since the days of Daniel Burnham. The establishment of FRAC directed that attention to the improvement of Chicago city government.

President
The Commercial Club of Chicago
1980–1981

Founding Chairman
Civic Committee
1982–1986

LARRY HOWE

I had personally been very fortunate, and was attracted by the opportunity to give something back.

Executive Director
Civic Committee
1983–1994

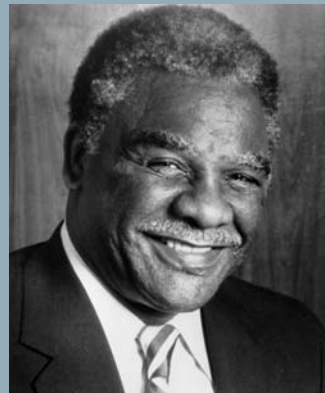


THE CIVIC COMMITTEE

In the early 1980s, 70 years after publication of the Burnham Plan, Don Perkins, then President of The Commercial Club, set out to re-invigorate the Club. Along with Jim Beré and Cy Freidheim, Perkins envisioned a more active role for the group.

The Club met with Governor Jim Thompson and Mayor Jane Byrne, but little happened initially; public officials were not sure what to do with the offer of assistance. Upon the urging of Clayton Kirkpatrick, Editor-in-Chief of the *Chicago Tribune*, the Club commissioned a study to define problems facing Chicago. The study, *Jobs for Metropolitan Chicago*, was undertaken with assistance from McKinsey & Company, Booz Allen Hamilton, Arthur Andersen, and the Federal Reserve Bank of Chicago, all working on a pro bono basis. It focused on employment trends and revealed, among other things, that Chicago had been losing its share of the national job market every year for the past 30 years. Business and government leaders needed to work together to address the crisis.

The Civic Committee of The Commercial Club formed in 1982, in response to *Jobs for Metropolitan Chicago*. Thirty-three corporate leaders institutionalized their civic commitments by providing financial support and a full-time staff. In doing so, they created a mechanism for Chicago's business leaders to carry out their civic mission. For the position of inaugural Executive Director of the Committee, Perkins recruited Larry Howe.

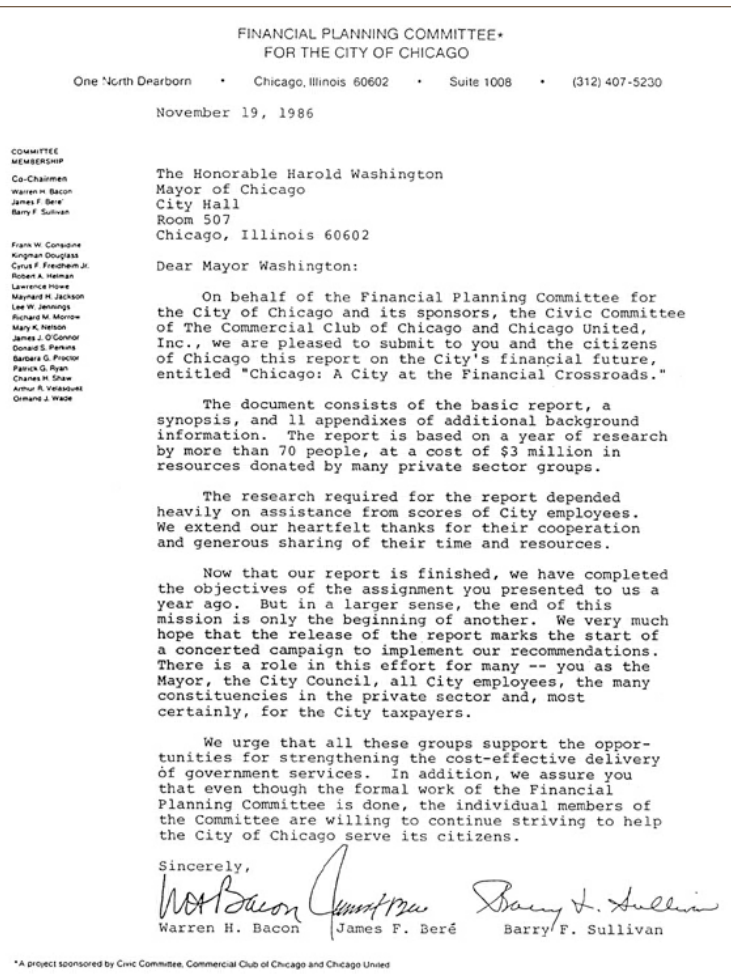


HAROLD WASHINGTON

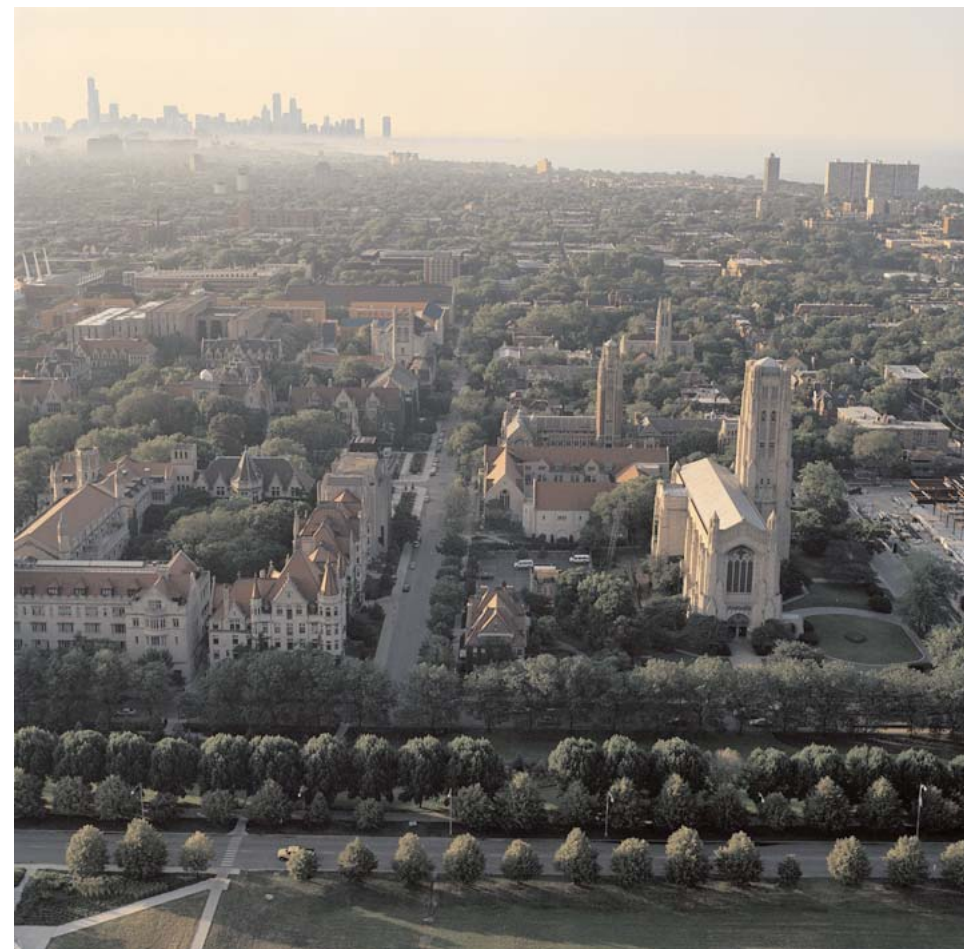
THE FINANCIAL PLANNING COMMITTEE

In September 1985 Mayor Harold Washington approached Jim Beré with a request to make a "hard-nosed, business-like evaluation, with no punches pulled" of the City's long-term finances. Reports that New York City was failing to make payroll were echoing back home; Mayor Washington was concerned about Chicago's future. Beré responded that the Civic Committee would help. To handle the task, the Civic Committee, in partnership with Chicago United, created the Financial Planning Committee (FPC), which eventually became the Civic Consulting Alliance.

FPC's first project with the City set the precedent for future collaborations. Comprising a "loaned" staff of 12, supported by 62 part-time, pro bono executives, the FPC worked closely with City Hall to assess the City's finances and make recommendations.



The FPC project was a success, and the methods used then continue to characterize the projects of the Civic Consulting Alliance today. First, the group developed a team structure that was at once flexible enough to apply the expertise of volunteers while also strong enough to create a consistent working method. Second, the project was conducted "below the radar" for its first year. And third, the need for change was urgent: within six years the City's budget would be \$350 million in the red. Chicago was at a financial crossroads. The FPC presented its report to Mayor Washington on November 19, 1986.



HARRY VINCENT

We created a blueprint to make the City solvent. We avoided a disaster.

Executive Director
FPC/FRAC
1986-1988

THE FINANCIAL RESEARCH AND ADVISORY COMMITTEE

FPC'S AGENDA FOR PUBLIC-PRIVATE PARTNERSHIP

The 200 recommendations in the FPC report ranged from cost containment (for example, reducing absenteeism), to revenue enhancement (for example, tighter billing and collections), to management initiatives (for example, hiring full-time budget analysts).

The report concluded with an agenda for public-private partnerships, promoting the use of pro bono, private-sector resources to address City priorities, thus sharing accountability for a better Chicago.

RATIONALE

The rationale for an active public-private partnership in any city can be built on the following key elements:

- A partnership relies on joint accountability and thus hastens implementation of improved management practices in city government.
- The private sector brings resources to bear on critical city issues that even the healthiest of cities cannot buy and keep.
- Private-sector involvement builds continuity between successive city administrations; the private sector becomes a repository of knowledge accumulated on projects undertaken.
- The partnership represents a key way to bring talent into city managerial ranks, either temporarily or permanently.
- The private sector becomes a sounding board for the Mayor and the management team; a catalyst for ideas emanating from city officials and employees; and an oversight body for specific city functions.
- If organized well, it is a preferred means for companies to discharge civic responsibilities.
- Successful experiences in other large U.S. cities also argue for the adoption of the partnership concept.

KEYS FOR SUCCESS

Based on the experience of other cities, a number of factors appear to be necessary for a successful partnership. At a minimum, the partnership needs to be well coordinated from both the private and public sides. Coordination assures that:

- Requests are channeled to the most qualified sources of assistance.
- Pro bono assistance is monitored to assure a fair division among the business community.
- An inventory of needs, capabilities, performance, talent, etc. can be built.
- The private sector is acting on priority requests as determined by the Mayor or his delegate.

For effectiveness, the assignments require small working groups. For accountability to the public, an annual reporting of projects undertaken and the outcome of recommendations is highly desirable. Finally, to assure the joint-effort nature, city officials and staff must work with private sector individuals as required on each project.

From *Chicago: A City at the Financial Crossroads*, FPC's 1986 report

1987

In 1987, the FPC became FRAC—Financial Research and Advisory Committee—with a mission “to assist the Mayor and his staff in the implementation of recommendations contained in the Financial Planning Committee report and to assist in achieving other financial management improvements.”

With a leadership team of Harry Vincent, Clare Muñana, who had assisted on the original report, and Larry Howe, then head of the Civic Committee, FRAC continued the model initiated by FPC, including top talent at no fee.

There was now a formal mechanism for bringing private-sector resources to public issues on an ongoing basis. The scope of the work eventually expanded beyond financial recommendations, and FRAC addressed some of the broader areas of governmental and municipal management which had concerned The Commercial Club nearly a century earlier.



CLARE MUÑANA

We were clear from the beginning that we needed to present measurable outcomes every year for every project.

Executive Director
FRAC
1989–1992

BEN REYES

The FRAC staff was like my staff, and my staff was like FRAC's staff.

Chief Operating Officer
Chicago Public Schools
1995–1997

PARTNERS

PARTNERS

20

1986

OVER THE PAST 20 YEARS,
MORE THAN
220 PARTNERS
HAVE CONTRIBUTED
THEIR TIME AND TALENT
TO MORE THAN
180 PROJECTS.

RICHARD M. DALEY

Your good work has saved local taxpayers more than one billion dollars. And as Everett Dirksen once said, "A billion here. A billion there. Before long, you're talking about real money."

Mayor
City of Chicago

ABN AMRO • ADC Telecommunications • Allstate Insurance Company • Alter Asset Management, Inc. • **American National Bank** • American National Can Company • Ameritech Corporation • **Amoco Corporation** • Ancora Associates, Inc. • AON Corporation • The Architects Enterprise, Ltd. • Argonne National Laboratory • Arthur Andersen LLP • A.T. Kearney • AT&T Corporation • **Azteca Corn Products Corporation** • Bain & Company • Bank of America • Bank One • Frank Battle, Jr. • Baxter Healthcare Corporation • **Bethel New Life, Inc.** • Blackwell Consulting Services • The Boeing Company • **Booz Allen Hamilton** • **BorgWarner Inc.** • The Boston Consulting Group • Briggs & Forrester Engineering • Browning-Ferris Industries • Building Owners and Managers Association of Chicago (BOMA/Chicago) • Burson-Marsteller • CB Richard Ellis • Centel Corporation • **Chapman and Cutler LLP** • Checkers, Simon & Rosner LLP • Cherney & Associates Inc. • Chicago Clearinghouse Association • Chicago Community Trust • Chicago Community Ventures • Chicago Minority Business Development Council, Inc. • Chicago Research & Trading Group • Chicago Stock Exchange • Chicago Theological Seminary • Chicago Title • **Chicago United, Inc.** • Chicagoland Chamber of Commerce • City of Chicago • Civic Committee of The Commercial Club of Chicago • Civic Federation • CNA Insurance • Daniel P. Coffey & Associates, Ltd. • **Combined International Corporation** • **Commonwealth Edison Company** • ComputerLand • Consolidated Press International • Construction Cost Systems, Inc. • Continental Bank • Coopers & Lybrand • Council of Supply Chain Management Professionals • Crate and Barrel • Crist Associates • Croesus Corporation • CRT • Computer Sciences Corporation • CTE • Cushman & Wakefield of Illinois, Inc. • CVS Pharmacy • Deloitte Consulting LLP • DePaul University • DeStefano + Partners • DiBianca-Berkman Group • DiDonato Associates, Inc. • Edward W. Kelley & Partners • Employment & Employer Services, Inc. • EnterChange, Inc. • Environmental Systems Design, Inc. • A. Epstein & Sons International Inc. • Equity Residential Properties Trust • Executive Construction, Inc. • Executive Service Corp. of Chicago • Exelon Corporation • FedEx • Federal Reserve Bank of Chicago • The Field Museum • First Chicago Capital Markets, Inc. • **First National Bank of Chicago** • Fixco, Inc. • FMC Corporation • Fox & Fox • Franczek Sullivan PC • Furkon Inc. • GATX Corporation • Gemini Consulting Group Inc. • General Growth Properties, Inc. • General Motors Corporation • Greater Southwest Development Corporation • GreenAssociates • Grubb & Ellis Company • GSP Marketing Services, Inc. • Guajardo REC Architects • The Habitat Company • Harris NA • Harry Weese Associates • Hart Management Associates Inc. • Hartmarx Corporation • Hasbrouck, Peterson, Zimoch and Sirirattumrong Architects • The Hay Group • Helene Curtis Industries, Inc. • Hill, Taylor LLC • David Hoffman • Holsten Management Corporation • IBM Corporation • **Illinois Bell** • Inland Steel Industries, Inc. • Jannotta, Bray, Henderson & Associates • **Jewel-Osco** • JMG Enterprises • The John Buck Company • Jones Lang LaSalle

8

Joseph Freed & Associates, LLC • The Joyce Foundation • KB Realty • Key Corporation • Kingman Douglass, Inc. • Knight Architects, Inc. • Korn/Ferry International • KPMG LLP • Kraft Foods, Inc. • Kuczumski & Associates, Inc. • LaSalle Bank • LaSalle Investment Management • Laventhal Horwath • Lehman Brothers Asset Management • LISC MetroEdge • The Lloyd A. Fry Foundation • Loop Capital Markets LLC • Louisa DeRoo Interior Architecture • Lowe's Companies, Inc. • Lumina Foundation for Education • John D. and Catherine T. MacArthur Foundation • Mann, Gin, Ebel & Frazier, Ltd. • Marriott International • Marshall Field's • Material Service Corporation • **Mayer, Brown, Rowe and Maw LLP** • McDonald's Corporation • McDonough & Associates, Inc. • McDougal Family Foundation • MCI • McKinsey & Company • Mendoza Publishing Group • Mercer Human Resource Consulting • Metamorphics Corporation • Metropolitan Planning Council • The Miami Corporation • Mid-America Real Estate Group • Midcon Corporation • Midwest Clearing, Inc. • Midwest Security Insurance Companies • Midwest Stock Exchange • Morse Diesel International Inc. • Multi-FAC Corporation • NCL Communications • Neighborhood Housing Services of Chicago • Nordeman Grimm, Inc. • Northern Trust Corporation • Northwestern Memorial Hospital • Northwestern University • Ogilvy, Adams & Reinhardt • OWP&P Architects, Inc. • **Peat, Marwick, Mitchell & Co.** • Peoples Energy Corporation • PeopleTech • Pepper Construction Group • Polk Bros. Foundation • PricewaterhouseCoopers US • The Prince Charitable Trusts • **Proctor & Gardner Advertising, Inc.** • Prudential Property and Casualty Insurance Company • The Quaker Oats Company • R.R. Donnelley & Sons Company • Renaissance Consultants • The Renaissance School Fund • Right Management Consultants, Inc. • The Robert R. McCormick Charitable Trust • RNW Consulting • Rubinos & Mesia Engineers, Inc. • Rush Presbyterian-St. Luke's Medical Center • Russell Reynolds Associates • Sara Lee Corporation • Schindler & Associates LLC • Schroeder, Murchie & Laya Associates, Ltd. • Scient • Sears, Roebuck & Company • Sidley Austin LLP • D.E.F. Seed • **The Shaw Company** • ShoreBank International, Ltd. • Sarah R. Smith, Performance Communication • Sonoc/Hutter/Lee, Ltd. • The Spencer Foundation • Steans Family Foundation • Subway Development Corporation • SuccessLab Learning Centers • System Development/Integration, Inc. • Target Corporation • The Lakota Group, Inc. • Tishman Speyer Properties • Towers Perrin • UAL Corporation • U.S. Equities Realty, LLC • United Airlines • Union League Club of Chicago • Unison Maximus • United Way of Metropolitan Chicago • University of Chicago • University of Illinois at Chicago • V.A. Associates, Inc. • Walgreen Company • Walton Kennedy Company • Washington, Pittman, McKeever, LLC • John Westcott • William Blair & Company • Wolfe Clements & Associates • W.W. Grainger, Inc.

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2006

Bold designates original FPC Member.

DON PERKINS

The private sector—especially service-oriented businesses—wants to help the City. Serving, or helping, is their core business; it's what they like to do.

President
The Commercial Club of Chicago
1980–1981
Founding Chairman
Civic Committee
1982–1986

BRAM BLUESTEIN

Working with CCA provides an opportunity to solve important community issues and apply proven approaches to help organizations like the Chicago Public Schools. It also provides opportunities for our team to grow professionally by teaming with others from CCA.

Senior Vice President
Booz Allen Hamilton

1986

OVER THE PAST 20 YEARS, MORE THAN 220 PARTNERS HAVE CONTRIBUTED THEIR TIME AND TALENT TO MORE THAN 180 PROJECTS.

RON HUBERMAN
CCA has helped the City improve critical operations that benefit all Chicago residents. From assisting with big picture ideas to helping streamline on-the-street services, the City of Chicago is a better place to live because of CCA's partnership with City government.

Chief of Staff
City of Chicago

1986 City of Chicago, Financial Review and Recommendations • City of Chicago, Streets and Sanitation: Mayor's Task Force on Solid Waste Management

1987 City of Chicago, Streets and Sanitation: Mayor's Task Force on Solid Waste Management

1988 City of Chicago, Revenue/Comptroller's Office: User Fees and Cost Recovery • City of Chicago, Comptroller's Office: Fixed Asset Management • City of Chicago, Aviation: Airport Concessions and Incentives • City of Chicago, Revenue: Cash Management • City of Chicago, Office of Telecommunications: City Net • City of Chicago, Revenue/Comptroller's Office: Pension Project • City of Chicago, Revenue: Intergovernmental Revenue Strategy • City of Chicago, Purchasing: Purchasing Process Review

1989 City of Chicago, Public Works: Departmental Review • City of Chicago, Mayor's Office of Special Events: Manning Requirements for Special Events • City of Chicago, Police: Utilization of Police Department • City of Chicago, General Services: Warehousing Inventory

1990 City of Chicago, Revenue: Departmental Review • City of Chicago, CFO/Office of Budget and Management/Comptroller's Office: Coterminal and Overlapping Jurisdictions • City of Chicago, Streets and Sanitation: Employee Incentives

1991 City of Chicago, Revenue: Parking Garages • City of Chicago, Budget and Management: City Colleges Budget Overview • City of Chicago, Revenue: Organizational Needs Assessment Program • Board of Education, Bureau of Information Technology: Five-Year Strategic Technology Plan • City of Chicago, Revenue: License Procedures Manual and Business Brochure • City of Chicago, Revenue: Customer Service • City of Chicago, Mayor's Office: Vacant Land Disposal and Real Estate Development Projects • City of Chicago, Revenue: Comparative Research • City of Chicago, Revenue: Hand Held Project • City of Chicago, Revenue: Recruiting • City of Chicago, Buildings: User Fees and Permit Fee Exemption for Capital Development • City of Chicago, Revenue: Water Collections • City of Chicago, Revenue: Business License Application Forms and Consolidation • City of Chicago, Revenue:

Meter Key Database and Inventory • City of Chicago, Revenue: Parking Meters and Contract Development

1992 City of Chicago, Fleet Management: Equipment Plan • City of Chicago, Streets and Sanitation: Operations and Planning • City of Chicago, Streets and Sanitation: Timekeeping and Payroll Systems • City of Chicago, Office of Budget and Management/Management Information Systems: MIS Plan • City of Chicago, Streets and Sanitation/General Services: Space and Facilities Management and Infrastructure Consolidation • Board of Education, Real Estate: Streamlining • City of Chicago, Health: Needs and Opportunity Assessment (Clinic Cost Analysis) • State of Illinois, Governor's State Accountability Council's Performance Review Task Force: Privatization • City of Chicago, Management Information Systems: MIS Personnel Search • City of Chicago, Environment/General Services: Utilities and Energy Project • City of Chicago/Board of Education, Purchasing: Streamlining, Contracts and Supplies, Volume Discount

1993 City of Chicago, Streets and Sanitation: Ward Maps • City of Chicago, Streets and Sanitation: Snow Removal • City of Chicago, Purchasing: Process Redesign • City of Chicago, Purchasing: Electronic Data Interchange • City of Chicago, Office of Budget and Management: Joint Purchasing • City of Chicago, General Services: Inventory and Warehouse Cost Saving Analysis • City of Chicago, Buildings - Technical: Inspections • City of Chicago, Chicago Public Library: Americans with Disabilities Act • City of Chicago, Streets and Sanitation - Bureau of Electricity: Warehousing and Inventory • Board of Education, Mayor's Office: Union Negotiations • City of Chicago, Streets and Sanitation: Direct Vouchers • City of Chicago, Transportation: Time Line • Board of Education: Children First (Special Education) • Board of Education, Mayor's Office: School Reform (part of TIME/Organizational Restructuring/SAVE Project) • Board of Education, Mayor's Office: TIME (Time to Improve Management Education), Organizational Restructuring of the Chicago Public Schools, Transition years • City of Chicago, Chicago Public Library: Revenue Opportunities and Expenditure Analysis • City of Chicago, Transportation: Construction Project Management • City of Chicago, Streets and Sanitation -

Bureau of Electricity: Computer Assisted Drafting • City of Chicago, Transportation: Bridge Management • City of Chicago, Transportation: Information and Inquiry (Construction) • City of Chicago, Transportation: Pavement Management Systems

1994 City of Chicago, Transportation: Job Cost Accounting • Board of Education, Security: Streamlining • City of Chicago, City Clerk: Vehicle Stickers • Board of Education, Facilities/Management Information Systems: Privatization • Board of Education, Human Resources: Mission Identification • City of Chicago, Management Information Systems/Office of Budget and Management: Process Redesign (Technology Assessment) • City of Chicago, Transportation: Street Sign Maintenance Program • City of Chicago, Transportation: Construction Financial Management Project • City of Chicago, Transportation: Review of the Records and Estimates Section • City of Chicago, Streets and Sanitation: Routing • City of Chicago, Transportation: Curb Ramps • City of Chicago, Transportation: PRIME Migration and Moving the Data Center • City of Chicago, Office of Budget and Management: CWIMS (Geographic Information Systems) • City of Chicago, Transportation: CBD Traffic Signal System • City of Chicago, Transportation: Information Technology Needs Assessment (Master Plan)

1995 City of Chicago, Revenue: City Parking Facilities Strategy • City of Chicago, Transportation: UNIMAP • Board of Education, Charter Schools: Application Process, Financing, Selection, and Start Up • City of Chicago, Water/Office of Budget and Management: Billing, Collections, and Cash Management • Board of Education: Telecommunications

1996 Board of Education: Accounts Payable Project • City of Chicago, Revenue - Collections: Cash Handling Procedures • Board of Education, Warehouse: Warehousing • Board of Education, Personnel: Organizational Structure • City of Chicago, Office of Budget and Management: Executive Compensation (Salary Survey) • City of Chicago, Fleet Management: Vehicle Survey, Fleet and Corporate Car Survey • City of Chicago, Planning and Development: Streamlining • Board of Education,

Treasurer's Office: Investment Pool Management Outsourcing • Civic Committee: Metropolis Project - "Preparing Metropolitan Chicago for the 21st Century" • Board of Education: Driver Education Program • City of Chicago, Police: Employee Medical Services Case Management Outsourcing • Board of Education, Facilities: Property Advisor and General Contractor Program (JOC) • Board of Education, Office of Accountability: School Operations Manager • Board of Education, High Schools: High School Redesign • City of Chicago, Office of Budget and Management: Utility Franchise Fees • City of Chicago, Revenue: Parking Meter Program • City of Chicago, Revenue: Reconfiguring the Business Services Division (TQM) • Board of Education, Office of School Financial Services: Payroll Process Improvement Project • Board of Education, Food Services: Purchasing • Board of Education, Accounts Payable, Budget: Electronic Data Interchange and Electronic Funds Transfer • City of Chicago, Planning and Development: New Business Incentives and Inner City Business and Neighborhood Development Initiatives • City of Chicago, Revenue, EMS: EMS Billing (TQM)

1997 Illinois Board of Education: Block Grants • Board of Education, Accounts Payable: Procurement Cards • Board of Education, Human Resources: Partnership to Encourage the Next Century's Urban Leaders (PENCUL) • Cook County, Purchasing: Streamlining • Civic Committee, Sports Commission: 2008 Olympic Bid • Cook County/ City of Chicago, Human Resources: Unification of Systems • Board of Education, Investigations: Process Review and Redesign of Employee Integrity Unit • Board of Education, CEO's Office: Board Reports • City of Chicago, General Services: Space and Facilities Management • State of Illinois, Public Aid/ Human Resources: Job Clearinghouse

1998 State of Illinois, Human Services: Competency Based Hiring Model • State of Illinois, Governor's State Accountability Council's Performance Review Task Force: Governors Accountability Task Force - Service Delivery Subcommittee • Chicago Transit Authority, Purchasing - Contracts and Supplies: The Purchasing Improvement Project • Chicago Transit Authority, Purchasing: Procurement Cards • Board of Education/ City of Chicago/ Chicago Transit Authority/ Chicago Park District:

Joint Purchasing • Board of Education, Human Resources: Teacher Recruitment Initiative (TRI) • City of Chicago, Police: Review of IT Plan • Chicago Transit Authority: Capital Improvement Program • Chicago Transit Authority, Purchasing/ Warehousing: Purchasing and Warehousing • Chicago Transit Authority, Management Information Systems: Centralized Maintenance • Chicago Transit Authority, Purchasing/ Warehousing/ Management Information Systems: Best Practices and Streamlining • City of Chicago: Year 2000 Project Organization

1999 Civic Committee: Inner City Economic Development Initiative • Board of Education: TIM (Teacher Induction and Mentoring) later known as MINT • Board of Education: EXCEL • Civic Committee: Metropolis 2020 • City of Chicago, Purchases, Contracts and Supplies: Coordinated Street Furniture Program for the City of Chicago

2000 Chicago Transit Authority: Construction Management Advisory Council • Chicago Transit Authority: Construction Management Best Practices • Chicago Transit Authority: Green Line Lessons Learned • Chicago Public Schools: Teacher Recruitment Initiative (TRI) phase II and III • Chicago Public Schools: PENCUL - LSC Training Program • Chicago Public Schools: PENCUL - CPAC • Chicago Public Schools: Recruiting Best Practices • City of Chicago, Purchasing: MWBE Staff Development Benchmarking Study • City of Chicago, Purchasing: ERP Implementation Lessons • City of Chicago, Purchasing: FMPS Gap Analysis • City of Chicago, Purchasing: MWBE Certification and Compliance Best Practice Study

2001 Chicago Public Schools: CPAC Ongoing Operations • Chicago Public Schools: Innovative School Management Structures • Chicago Public Schools: State of Education Policy • Chicago Public Schools: MINT • Chicago Public Schools: E-brigade - Phase I (Best Practices) • Chicago Public Schools: E-brigade - Phase II (Technology Basic Training) • City of Chicago, Purchasing: City Procurement Teams • Chicago Housing Authority: Payment Process Redesign • Chicago Housing Authority: Procurement Redesign • Chicago Housing Authority: Organizational Alignment

2002 Chicago Public Schools: CPAC Ongoing Operations • Chicago Public Schools: Teacher Certification • Chicago Public Schools: Human Capital - Phase I • Chicago Public Schools: CPS Reading Initiative • Chicago Public Schools: TRN • Chicago Housing Authority: Program Management • Chicago Housing Authority: Move-out Guide • Chicago Housing Authority: Senior Program Diagnostic • Chicago Housing Authority: Relocation Current Assessment

2003 Chicago Park District, Park Programming: Chicago Park District Programming Strategy • Chicago Housing Authority, Capital Construction: Capital Construction Working Group

2004 Chicago Public Schools, New Schools Office: New Schools for Chicago Business Plan • Chicago Housing Authority, Operations: CHA Asset Management Strategy (CHAAMPs) • Chicago Housing Authority, Planning and Development: Mixed Income Retail Investment (MIRI) • Chicago Public Schools, Chief of Staff: CPS Education Vision

2005 Chicago Public Schools, Chief of Staff: CPS Balanced Scorecard • Chicago Public Schools, New Schools Office: CPS RFP Process • Public Building Commission, Executive Director: PBC Construction Management • City of Chicago, Mayor's Office/ Office of Budget and Management: Performance Management • City of Chicago, Mayor's Office: Inspections Initiative - High-level Assessment

2006 City of Chicago, Streets and Sanitation: Safety Improvements (Performance Management) • City of Chicago, Transportation: Pavement Cave-Ins (Performance Management) • Chicago Metropolitan Agency for Planning, Executive Committee: Organizational Development • Chicago Public Schools, Career and Technical Education Vision and Strategy • City of Chicago, Mayor's Office: Inspections Initiative - High-level Assessment Part II • City of Chicago, Mayor's Office/Buildings: Building Inspector Productivity • City of Chicago, Revenue: Tax Audit • City of Chicago, Buildings/Law: Troubled Buildings Initiative • City of Chicago, Environment: Strategic Planning • City of Chicago, Chancellor's Office: Community College Symposium

2006

BOARD CHAIRS
1986–2006

Warren Bacon
Barry Sullivan
James Beré
Frank W. Considine
John P. Frazee, Jr.
Lawrence Howe
Henry C. Mendoza
Leo F. Mullin
James R. Kackley
Richard M. Morrow
John W. McCarter, Jr.
Sandra P. Guthman
Pamela Strobel

EXECUTIVE DIRECTORS
1986–2006

Harry Vincent
Clark Burrus
Clare Muñana
Janet Froetscher
Phyllis Lockett
Brian Fabes

CONTINUING THE ORIGINAL VISION

After 20 years, the Civic Consulting Alliance continues to fulfill the original vision established in the 1980s. Don Perkins said he “wanted to clean up government so Chicago would be an attractive place for young people to want to live and work.” Indeed, CCA’s mission—to make Chicago a great place to live, work, and do business by improving local government—reflects Don’s original vision.

In 2005, FRAC changed its name to Civic Consulting Alliance to describe better how it works with partners and clients. When solving high-impact public-sector problems, CCA enlists the help of private-sector resources on a pro bono basis and offers its services at no cost to its client, just as Don Perkins and Harry Vincent did 20 years ago. In the past five years, partners have contributed on average nearly \$2 million each year in services and personnel.

LESTER MCKEEVER

The future is bright. The City becomes increasingly complex, and folks realize the value of CCA. People are lined up waiting for services from them.

Board Member
CCA



CYRUS FREIDHEIM

CCA can serve as a good filter for businesses that want to contribute to the government; they can determine good projects and they have the relationships in place.

Member
FPC

HARRY VINCENT

Any business that wants to contribute to the City can do so through CCA.

Executive Director
FPC/FRAC
1986–1988

R. EDEN MARTIN

CCA continues to provide exceptionally valuable assistance to the City and other municipal organizations as they strive to improve the efficiency of their operations.

President
Civic Committee

CCA remains the go-to organization for private sector firms interested in contributing resources to the City. For its partners, CCA provides a track record of success, an understanding of local government, and the ability to stay on the ground to help clients implement recommendations. CCA helps to ensure that contributions are worthwhile. Partners typically loan resources for particularly intense phases of a project, such as an in-depth assessment of an entire department, or for specific skills, such as management of fleet operations.

CCA’s success results from many factors, but undoubtedly a critical one is the financial support of the Civic Committee, which maintains a model of civic involvement among the business community. “CCA’s stable funding means that we can focus on those projects and situations where we will have a substantial, positive impact on the City. At the same time, our ability to tap private-sector expertise means we have a capacity equivalent to firms more than twice our size, and access to expertise no other firm can match,” says Brian Fabes, CCA’s current CEO.

HARRY VINCENT

I think a city needs to have objective, business-oriented advice. The business community provides credibility. The business community ensures capabilities, objectivity, and apolitical advice.

Executive Director
FPC
1986–1988

JANET FROETSCHER

The business community understands City issues, and they want to help.

Executive Director
FRAC
1992–1999

SANDRA GUTHMAN

CCA works because civic engagement is a way of life in Chicago.

Chair
CCA
2002–2005



WHY CHICAGO?

No other city in the country has an organization quite like CCA, and few have a Civic Committee as influential as Chicago's. Why? At least three factors converge in Chicago to create a ripe environment for public-private partnerships:

GEOGRAPHY

The Chicago metropolitan area is primarily in one state, unlike that of New York City, for example. As a result, the community here is particularly cohesive, and logistics such as planning meetings are easier.

SIZE

Chicago is home to many leading businesses; no single company dominates, but all necessary resources are present.

TRADITION

Chicago's business leaders have always been civic minded. As one rises through the corporate ranks, the expectation of civic involvement becomes increasingly explicit.

1988

In 1988, FRAC undertook several projects to begin implementing the recommendations of the FPC report. In all, 75 partner organizations collaborated with City officials to improve the 1989 budget, resulting in \$60 million in cost savings and revenue enhancements. Some of the projects included:

ENERGY MANAGEMENT

The natural gas industry had made changes to allow large energy users to bypass the local distribution companies and purchase gas directly from the wellhead. By coordinating these gas purchases Citywide, the City would realize a savings of \$3 million in 1989 alone and even more in the years following.

SPACE MANAGEMENT

By designating a single office to coordinate and negotiate the City's many facilities (1,334,000 square feet of office space), the City could lay out its offices more efficiently and maximize the value of City-owned real estate. This initiative would save \$1.5 million per year.

SOLID WASTE

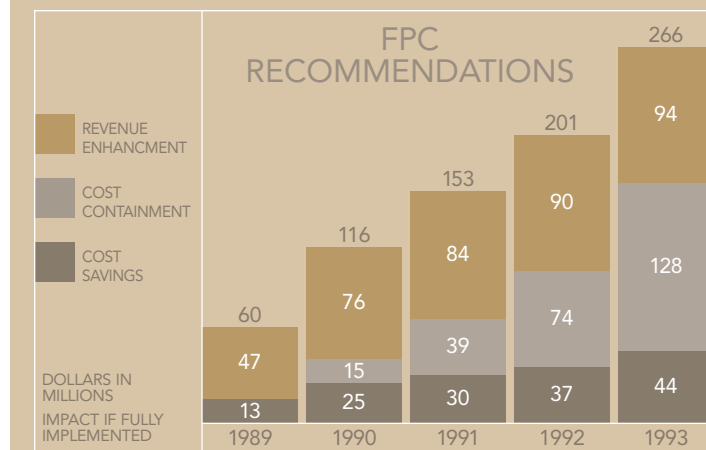
Addressing the system of garbage collection and disposal, the team rode along with sanitation trucks, mapped new routes, and analyzed daily schedules. Studying disposal options such as landfills and recycling, they identified \$5 million in cost efficiencies.

CASH MANAGEMENT

The City had many different approaches to enforcing the collection of fees, fines, and taxes, and they were not coordinated. The team identified many ways to raise revenue, such as creating "halls of shame" for severe violators, enforcing parking rules better, and integrating the billing system. Improvements such as these contributed to raising \$17 million revenue in 1989.

20

OPERATIONAL IMPROVEMENTS



CASE STUDIES

BEA REYNA-HICKEY

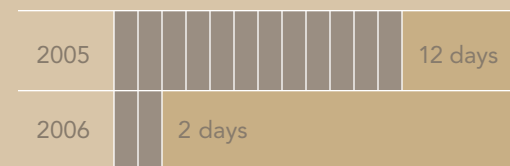
When you are focused on the day-to-day, you don't take time to explore untapped opportunities. That is where CCA stepped in. They helped us better utilize limited staff resources and increase revenues.

Director
Department of Revenue

2006

Operational improvements continue to be a staple of CCA's work with the City and sister agencies. More recent efforts include efficiency improvements with building inspection, street cave-in repair, and reduction in duty disability at Streets and Sanitation.

DAYS TO REPAIR STREET CAVE-INS



2006 PARTNERS

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CHICAGO PUBLIC SCHOOLS



1988

CCA's involvement with the Chicago Public Schools (CPS) dates back to the early days of the Civic Committee, when the organization actively participated in community-wide reform efforts that ultimately led to adoption of the Chicago School Reform Act in 1988.

Shortly after the Act was passed, Mayor Daley asked CCA (then FRAC) to work with the Board of Education to determine and implement expenditure reductions and management improvements in an effort to avoid a predicted budget shortfall of more than \$540 million.



ARNE DUNCAN

We need everyone's help to ensure our students' success. Over the years, CCA has been involved in many of our initiatives, and the talent they bring has been critical.

Chief Executive Officer
Chicago Public Schools

1995

Seven years later, when Mayor Daley assumed direct responsibility for the schools, CCA continued to play a major role, working hand-in-hand with the Board to implement change.

Initially, the focus was on improving operations and fiscal management, starting with the Department of Purchasing. Soon the work expanded to improve operations in numerous departments and to enhance workforce quality. The two major initiatives were Partnership to Encourage the Next Century's Urban Leaders (PENCUL), founded on the belief that a good principal is a key factor in the success of a school, and The Teacher Recruitment Initiative (TRI), which sought to recruit and retain high-quality educators in CPS.

2005–2006

More recently, CCA worked with the Civic Committee in helping to launch Renaissance 2010, an unprecedented effort to open 100 new charter, contract, and performance schools across Chicago. And today CCA is working with CPS to improve student transition to postsecondary education by developing a vision and strategy for Career and Technical Education.

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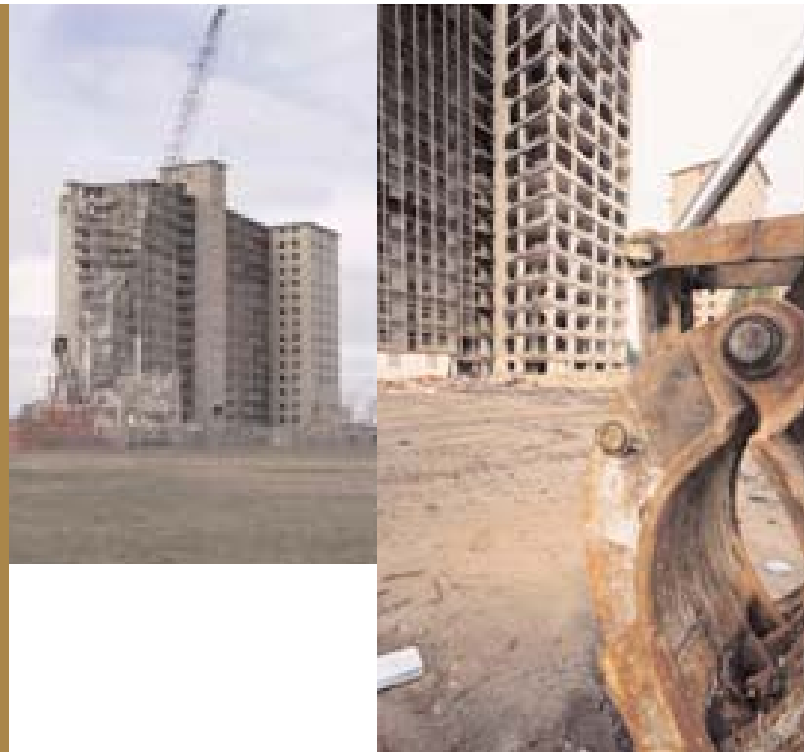
CHICAGO HOUSING AUTHORITY

1999

PLAN FOR TRANSFORMATION

With \$1.6 billion in Federal funds and more than four times that in leveraged public and private investments, the Chicago Housing Authority's (CHA) Plan for Transformation is one of the most ambitious redevelopment efforts in the country. The plan, laid out in 2000, called for the rebuilding or renovation of 25,000 units of housing over a 10-year period. Mixed-income housing developments, where rich and poor will live side by side, are replacing dilapidated high rises where poverty, crime, and hopelessness had been concentrated. The Plan ushered in a new era in the City, which is leading the nation in public housing rehabilitation.

Implementing the Plan for Transformation required the creation of a vast partnership throughout Chicago's philanthropic, corporate, public, and private communities. CCA and its partners were part of this mix from the beginning, supporting CHA in a half dozen separate projects. The work of CCA ranged from strategic, such as defining a strategy for asset management; to organizational, such as re-organizing CHA's capital construction management; to operational, such as improving purchasing processes to reduce both costs and payment times. CCA management consulting expertise and access to private sector experts made it an ideal partner for the CHA to help implement the Plan.

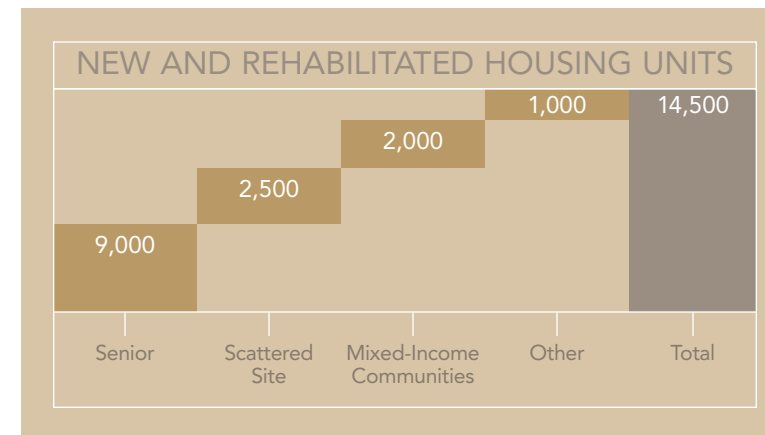


TERRY PETERSON

CHA could not successfully implement the Plan for Transformation without dedicated and skilled partners such as CCA. Together with their private sector colleagues, CCA has helped with projects such as identifying retail opportunities in the Mid-South to improving complex processes such as relocation of residents. For that, we are grateful.

Chief Executive Officer
Chicago Housing Authority

2005-2006



PHYLLIS LOCKETT

At FRAC we were constantly innovating. Every project was different, involved new problems and new experts, and we had to exercise creativity to create next-generation solutions.

Executive Director
FRAC
1999-2005

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CHICAGO METROPOLITAN AGENCY FOR PLANNING

2005

The pressures on our natural and built environments are not contained by the borders of any one town, city, or county. Roads, prairies, waterways, and people themselves flow freely throughout the region, creating challenges that require regional solutions. In response, the Illinois General Assembly created the Chicago Metropolitan Agency for Planning (CMAP) in 2005 to unify transportation and land-use planning throughout northeastern Illinois. CMAP is a new agency formed by the merger of the Northeastern Illinois Planning Commission (NIPC) and the Chicago Area Transportation Study (CATS).

RANDY BLANKENHORN

CCA was absolutely critical in the start-up of CMAP. Without them and their partners, our new agency couldn't possibly have made such rapid progress.

Executive Director
 Chicago Metropolitan Agency
 for Planning

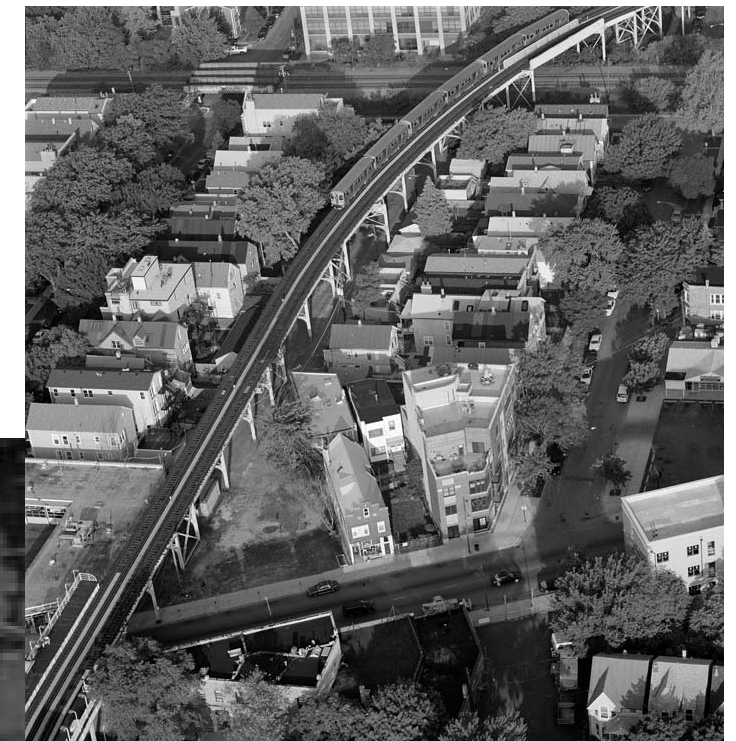
RACHEL BISHOP

I had a great time working with CCA. It was a fun group of people, all committed to delivering our project and making the Chicago region an even better place to live and work.

Engagement Manager
 McKinsey & Company

2006

The Civic Consulting Alliance was asked to help accelerate the development of the new agency. With support from CCA and its partners, CMAP hired an executive director, developed a board strategy, began integrating the former staffs of NIPC and CATS, and defined its priorities for the future. In its report to the legislature, CMAP laid out the vision for how it is meeting the needs of the region by connecting land-use and transportation systems, preserving the environment, and sustaining economic prosperity.



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MAYOR RICHARD M. DALEY & PAMELA STROBEL, CHAIR OF CCA

WHAT ARE THE KEYS TO A SUCCESSFUL PUBLIC-PRIVATE PARTNERSHIP?

Mayor Daley

What business wants—and needs—is an administration that's willing to work together for the good of all the people of the City. The City needs engaged business leaders to accomplish its goals. In Chicago, we all understand that each of us—the business community and City Hall—has something to learn from the other, and this is what makes public-private partnerships so successful in Chicago.

Pamela Strobel

Relationships and trust are at the core of any successful business partnership, and public-private partnerships are no different. When we take the time to understand our partners' needs, their concerns, and aspirations, we build the trust that is necessary for successful partnerships.

WHY DO YOU THINK THE PUBLIC-PRIVATE PARTNERSHIP MODEL HAS WORKED IN CHICAGO IN PARTICULAR?

Mayor Daley

Chicago has a long history of public spirit, collaboration, and philanthropy. Our residents have always been passionate about the City and interested in being involved in its growth and prosperity.

Pamela Strobel

Business and government have always worked hand-in-hand in Chicago. There is a long history of mayoral leadership in fostering collaboration with the business community. Put simply, it's just what you do in Chicago when you are in a leadership position.



IN WHAT WAY HAS CCA MOST BENEFITED THE CITY?

Mayor Daley

What stands out most for me is the involvement of CCA (then FRAC) in the transition of the Board of Education—when I assumed responsibility for reforming the 600-plus Chicago Public Schools in 1995. That move was a milestone for Chicago and the nation. When other cities were saying “not my problem,” Chicago said, “It is our most important problem, and we will tackle it.” By every measure—test scores, graduation rates, attendance, safety, and capital improvements—our schools and our children are doing much better than they were 11 years ago, and FRAC was instrumental in those early years.

We are still not satisfied, and we're very happy that CCA is still with us, finding ways to improve on the most important thing we do—educating our young people.

Pamela Strobel

FRAC's initial work on the City budget—work that helped to close a projected \$350 million deficit—and our involvement in the CHA Plan for Transformation stand out in my mind as notable successes. The Plan for Transformation was, itself, a massive public-private partnership, and we are proud that FRAC had a role in this unprecedented project that is improving the lives of tens of thousands of citizens and has radically altered the City's approach to public housing.



WHAT IS YOUR HOPE FOR THE NEXT 20 YEARS OF PARTNERSHIP BETWEEN CCA AND THE CITY?

MAYOR DALEY

My hope is that CCA will continue to be a partner in change, and that both CCA and the private-sector leaders in Chicago will help us continue to make Chicago an even greater city.

PAM STROBEL

First and foremost, I hope CCA will continue to help solve some of our City's most difficult challenges, be they financial, organizational, or strategic. As more private-sector leaders learn about CCA's achievements, my hope is also that others are inspired to join forces with us in this exciting partnership. I am confident that CCA will continue to be a great example of civic commitment, corporate responsibility, and change.

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GETTING INVOLVED

WITH THE CIVIC CONSULTING ALLIANCE

AS PUBLIC-SECTOR LEADERS

you can discuss your challenges with CCA and invite our teams to work with you to create practical solutions.

AS EXECUTIVES

you can help make Chicago a great place to live, work, and do business by committing staff and personal expertise. You can encourage your colleagues to commit similarly, so that the City maintains its tradition of public-private partnership.

AS FOUNDATION OFFICERS

you can support specific projects. Also, your local and national network of those who have faced similar problems helps us bring creative, practical solutions to the City of Chicago.

AS CONSULTANTS

you can join the team full-time or serve as an extern, for a defined amount of time, through your firm. Afterward, you can encourage your colleagues to share your commitment to public-private partnership.

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BRIAN FABES

Our model works because Chicago's public- and private-sector leaders—people like you—work together. Our City is better for it, and our future depends on it.

Chief Executive Officer
CCA

20

CIVIC CONSULTING ALLIANCE

The Civic Consulting Alliance celebrates 20 years of helping to make Chicago a great place to live, work, and do business. Our roots reach back more than 120 years, reflecting a longstanding spirit of public-private partnership in the City.

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