



## **Position Specification**

**CIVIC CONSULTING ALLIANCE**

**Principal**

## POSITION SPECIFICATION

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### THE PARTNERSHIP

LOCATION CHICAGO, ILLINOIS

#### HISTORY OF CIVIC CONSULTING ALLIANCE

In September 1985, Mayor Harold Washington asked the Civic Committee of The Commercial Club of Chicago, comprised primarily of the chief executives from Chicago's largest corporations, 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... In response, the Civic Committee and Chicago United established the Financial Planning Committee (FPC), bringing together more than 70 executives to study the budget, evaluate long-range financial prospects, and make recommendations for strengthening the financial condition of Chicago.

The FPC report was a success and the methods used then continue to characterize the model of the Civic Consulting Alliance today. First, the group developed a team structure that was both flexible enough to apply the expertise of volunteers from the private sector and strong enough to create a consistent working method. Second, the project was conducted "below the radar" for its first year. Finally, the work continued, beyond the initial report, to the point that real impact was achieved.

In 1987, the Financial Research and Advisory Committee (FRAC) was organized "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." 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 that had concerned The Commercial Club nearly a century earlier. In 2005, FRAC became the Civic Consulting Alliance, a name that reflects both the wider range of issues Civic Consulting takes on today and their unique approach to working with partners across the civic landscape.

## NATURE OF THE ORGANIZATION

Civic Consulting Alliance (CCA) is a private non-profit partnership that reshapes how the city of Chicago works. Over the past ten years, CCA and their partners have invested more than \$115 million in the areas that matter the most to Chicagoans: education, healthcare, economic growth, public safety, and more. Civic Consulting Alliance creates and embeds pro-bono teams of business experts, government leaders, and their own staff to make the city of Chicago more livable, affordable, and globally competitive.

What makes the Civic Consulting Alliance model unique is its ability to lead a series of long-term projects, bringing in the right resources at the right time, that, collectively, make a difference no single firm or sector could achieve on its own. At no cost to the taxpayer, CCA leads long-term, high-impact programs that government agencies do not have the capacity, time, nor expertise to address on their own and the private sector does not have the charge to undertake.

The work of Civic Consulting Alliance is guided by five core values:

### **Collaboration**

Civic Consulting Alliance convenes partners from the public, private and non-profit sectors to invest in solving the most challenging issues facing Chicago's region.

### **Impact**

Using their cross-sector relationships, knowledge of public sector issues and private sector management skills, Civic Consulting Alliance drives practical solutions and measurable results that would not be possible without their involvement.

### **Leadership**

Known to be curious, courageous and independent, Civic Consulting dares to take on the region's toughest problems and persevering until goals are met. Beyond the immediate project work, Civic Consulting Alliance staff and pro bono partners become leaders across the region, helping to shape our region for years to come.

### **Sound Judgment**

Projects are selected carefully, ensuring resources are devoted to areas where they can make the greatest impact. Civic Consulting Alliance maintains a big picture perspective to help their clients stay focused on the most important issues, despite day to day pulls in different directions. They honor clients' confidentiality and hold themselves to the highest standards of integrity.

## **Excellence**

Civic Consulting Alliance sets and achieves ambitious goals for their clients, partners, and themselves. They hire and partner with the most talented individuals and firms in pursuit of those goals to bring simplicity and clarity to solve complex, often long-standing problems.

## **STRUCTURE OF THE ORGANIZATION**

Civic Consulting Alliance is overseen by a board that includes the senior leadership from Chicago's most prominent corporate, professional, and philanthropic organizations. Board members provide leadership and resources, including:

- Pro bono project teams
- "On loan" executives
- Access to expertise
- Insight into the political climate that helps our work have the maximum possible impact.

A complete list of the Board of Civic Consulting Alliance can be found at:

<http://www.ccachicago.org/our-people/board>

The staff of Civic Consulting Alliance is led by a CEO (currently Brian Fabes, <http://www.ccachicago.org/people/brian-fabes>). Day-to-day decisions on which work to take on, which partners to recruit, and how to staff initiatives are determined by the Management Team, which consists of the CEO, Principals, and Associate Principals. Organizationally, Principals are responsible for long-term progress in specific program areas (e.g., education, public safety, healthcare, economic growth) and Principals have responsibility for managing individual projects.

Supporting the Management Team is an administrative staff, associates, and civic fellows, recent graduates from the University of Chicago, Northwestern, Princeton, and the City Colleges of Chicago. The staff is augmented over the summer with summer fellows from the leading business and policy schools, and from time to time with interns from partner firms.

Core to the Civic Consulting Alliance model is collaboration with partner firms, who deploy talent from their organizations to work, for the most part full-time, on CCA projects.

Talent from the world's top firms collaborate, pro bono, because it is the most effective way to work towards results such as higher graduation and employment rates, greater access to healthcare, reduced government costs, and less red tape for businesses. They understand their contributions will be put to high impact, high accountability efforts that are well defined and achievable, and any individual firm's investment will be leveraged with investments from other firms, so that everyone achieves greater impact working together than alone.

Members include corporate giants, such as Boeing, ITW, Allstate, and USG; leading consulting firms, such as Bain, Accenture, McKinsey, Boston Consulting Group, and A.T. Kearney; global law firms, including Mayer Brown, Schiff Hardin, and DLA Piper, and growth-stage companies such as Lantern Partners, Mode Partners, Leff Communications, and many more.

## **IMPACT**

Civic Consulting Alliance approaches issues in phases so that talent is used effectively to produce a sequence of results that, over time, create major change. The results can be seen everywhere. For example:

### **Education**

Civic Consulting Alliance has played a critical role in mobilizing the private sector to support changes that create an effective continuum, from "cradle to career" for all children in Chicago. For example:

- For many low-income Chicagoans, education and training is the path to a better life. But by 2005 the City's community colleges had fallen behind. Enrollment had fallen from 200,000 to 115,000 in less than 10 years, and barely 7% of first-time students attending full-time were graduating with a certificate or degree. CCA and their partners worked with leadership across the city and at the City Colleges of Chicago to envision, plan, and execute Reinvention, the most ambitious transformation program of any community college system in the nation. Through Reinvention, graduation rates have doubled, and are on track to double again by 2018. . A new, \$250 million, state-of-the-art healthcare campus is being built, and will house all of the district's healthcare programs. The total number of awards (degrees and certificates) has topped 10,000 for the first time, and City Colleges of Chicago met or exceeded 20 out of 24 key metrics of performance and reinvention.

- CCA and dozens of non-profits and foundations, along with business partners stood up and incubated Thrive Chicago, a city-wide collective impact initiative that aims for every child in Chicago to succeed, from cradle to career. Through Thrive, the public and private sectors are sharing student-level data for the first time, and service providers across the city are collaborating on a scale not achieved before.
- CCA and several partners helped the Chicago Public Schools develop and implement a new approach to career and technical education, providing for more than 20,000 high school students preparation for *both* college and career.
- With five lead corporate partners, the City of Chicago, Chicago Public Schools, and the City Colleges of Chicago, CCA managed implementation of five Early College STEM schools. Through these schools hundreds (soon thousands) of students will graduate high school with a post-secondary credential, and a head-start on both further education and a career in a STEM field.

### **Healthcare**

Over the course of the past two years, more than a dozen private sector partners have helped Cook County Health and Hospital System (CCHHS) transform itself from a “last resort” for care institution to one that is proactively managing the health of hundreds of thousands of the region’s most vulnerable residents. To date:

- CCHHS has enrolled nearly 100,000 vulnerable adults in County Care, providing access to primary and preventative care for the first time.
- CCHHS has reduced local tax funding from 50% in 2006 to 15% in 2014.
- Multiple pilot projects around the organization managed to reduce unanswered phone calls by half, double the rates of patients accessing primary care, and reduce wait times by 25 percent.

### **Public Safety**

Like all major cities, Chicago needs a public safety and criminal justice system that protects human life and property and treats all residents justly. Civic Consulting Alliance is working with community organizations, government agencies, policy makers and the Illinois Supreme Court to advance these goals. Recently:

- CCA helped to set up and launch GetInChicago, which has awarded millions of dollars to non-profit organizations focused on safer communities.
- Established the legal foundation to exchange critical criminal justice data.

- Developed and is helping to execute a plan that ensures the Cook County Jail detains only those who pose a threat to society or are a legitimate flight risk, rather than non-violent offenders who are simply unable to pay bail.

### **Economic Growth**

In many ways, Chicago has rebounded from the Great Recession with a more thriving economy. CCA and our partners are helping to ensure that everyone in our region benefits from a more healthy economy. For example:

- To increase tourism, CCA developed and helped to execute a plan to merge our disparate tourism marketing agencies, resulting in the formation of Choose Chicago. Through Choose, tourism in Chicago has risen to record levels, with more than 50 million visitors generated in 2014.
- To make government run more efficiently for taxpayers, CCA helped the City of Chicago and Cook County achieve \$70 million in savings from City-County collaboration.
- CCA staffed the commission charged with identifying a site for the Lucas Cultural Museum of Narrative Art, a site that was eventually chosen by the Museum as its new home.

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## THE POSITION

**TITLE** PRINCIPAL

**LOCATION** CHICAGO, ILLINOIS

### RESPONSIBILITIES

A Principal at Civic Consulting Alliance has the responsibility to work with public and private sector leaders across the region to understand the biggest challenges and determine the viability of change. Once identified, Principals are responsible for leading a series of projects that, over time, lead to fundamental change in the quality of life in our region. Working with internal staff, public sector clients, and private sector partners, Principals deliver on our promise that the impact CCA delivers is greater than any one firm or even any single sector can deliver. Principals are responsible for growing the long-term impact of Civic Consulting, consistent with CCA's mission and values.

Principals report directly to the Chief Executive Officer.

Principals have an opportunity to:

- Lead a program area (e.g. education, economic growth, healthcare, public safety, etc.), working with senior executives in the public and private sectors.
- Manage a project portfolio of high complexity and scale, with teams consisting of internal staff, client staff and private sector partners.
- Develop relationships with senior government officials, cultivating an understanding of clients' agendas and implications for driving change and helping client staff implement recommendations.
- Manage partnerships with leading private sector firms and companies.
- Coach colleagues, and at the same time receive mentoring from civic leaders across the region.
- Serve on the Management and Executive Management teams, setting the future direction of the firm.

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## THE SUCCESSFUL CANDIDATE

### MINIMUM

#### EXPERIENCE

An experienced professional with a minimum of ten years of business management experience. Experience with a strategic management consulting firm is preferred, but not required.

#### EDUCATION

A Master's degree in business, public policy, public affairs or related field is preferred.

### REQUIRED COMPETENCIES

Civic Consulting Alliance is seeking an exceptional individual who will demonstrate:

- Passion for achieving the mission of Civic Consulting Alliance.
- Ability to work in collaboration with a wide variety of people (public, private, non-profit sectors; Chief Executives, management and line staff) in complex environments.
- Track record of success in large organizations and ability to get things done in multiple settings.
- Significant analytic, relationship management and communication skills.
- Ability to develop relationships with senior government officials, cultivating an understanding of clients' agendas and implications for driving change and helping client staff implement recommendations.
- Capacity for acting as a trusted thought partner for client executive on the region's toughest problems.
- Ability to develop and inspire people across a range of client, partner/funder and organizational situations.
- Insights that guide the growth and future of Civic Consulting.
- Ability to lead senior staff and manage multiple complex projects.

The successful Principal will show high competency in several areas:

- **Client Relationship Management** - Ability to build/develop strong and lasting client relationships based upon impactful delivery and strong communications.
- **Proven High EQ** - Strong abilities around self-awareness, self-management, social

awareness, and relationship management. Ability to put one's ego aside in the service of greater regional impact.

- **Hands-on Leader** - The proven willingness and ability to actively engage across all levels of an organization from senior executives in city, county, and state government to CEOs and Principals. Interest in building eminence and notoriety for Civic Consulting Alliance through interviews, public speaking, or social media.
- **Mentoring/Team Building** - Experience recruiting, growing, and leading a staff with a demonstrated commitment to growing their skills and confidence.
- **Project Management** - The ability to link together multiple projects, bringing the right resources at the right time, to create a clear path to impact.
- **Dynamic Communications** - Proven skills in gathering consensus, driving change, and effectively communicating across all organizational functions, levels, and outside constituents.
- **Executive Presence** - Expresses ideas in a clear and concise manner; tailors message to target audience with the gravitas to deploy talent from the most respected companies in the world in order to drive innovation.
- **Culture Fit** - Possesses the personal and professional qualities/attributes that align with the passion and mission of Civic Consulting Alliance. Focus on flexibility, entrepreneurialism, practical leadership, and a strong bias toward action.

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## CIVIC CONSULTING ALLIANCE CONTACT

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