



**Civic
Consulting**
alliance

the engine
of public-private
collaboration

Position Specification

CIVIC CONSULTING ALLIANCE

Principal

POSITION SPECIFICATION

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 \$140 million in the areas that matter the most to Chicagoans: education, economic vitality, public safety & criminal justice, and civic leadership. Civic Consulting Alliance creates and embeds *pro bono* teams of business experts, government leaders, and their own staff to make the Chicago region a great place for everyone to live in and work.

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 platforms (e.g., education, public safety & criminal justice, economic vitality, and civic leadership) and Associate Principals are responsible for managing individual projects within those platforms.

Supporting the Management Team is an administrative staff, associates, and analysts. The staff is augmented over the summer with 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, Jenner and Block, and DLA Piper, 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:

Public Safety and Criminal Justice, where our vision is to ensure that residents and police are safe and justice is applied consistently across communities. To achieve this, Civic Consulting Alliance:

- Provided strategy support for the Chicago Police Department (CPD) as it implements dozens of reform initiatives stemming from the Mayor's Police Accountability Task Force and the U.S. Department of Justice. Our team also created a project management system to track progress on reform initiatives and assisted CPD's rollout of its new Use of Force policies, which promote de-escalation tactics and improve safety for both community members and police.
- Worked with the new Cook County State's Attorney, Kim Foxx, to support her transition into office and define her strategic priorities, which include cultivating trust through community relationships and transparency, as well as supporting rehabilitation programs.
- Staffed the Mayor's Police Accountability Task Force, which released a report with more than 100 recommendations for how the City of Chicago and its Police Department can improve community-police relations, increase the effectiveness of CPD's accountability system, and make the city safer for everyone – police and citizens.

- Continue to work with the Public Defender, State's Attorney, Sheriff, and other Criminal Justice Stakeholders, with the goal of reducing incarceration of those accused of non-violent crime who are in jail because they cannot afford cash bail. Since the start of our work with the Stakeholders, the jail population in Cook County fell by 25%, allowing those accused, but not convicted, of non-violent crime a chance to keep their jobs, stay in school, maintain contact with families, and access the services they need to be productive members of our communities.

Economic Vitality, where our vision is to grow an economy that works for everyone while reducing inequities between communities. To achieve this, Civic Consulting Alliance:

- Managed the Mayor's Working Families Task Force, charged with recommending policies that support the economic stability of working families in Chicago, and in particular children living in households with working parents. After the Task Force issued its report, the Chicago City Council adopted legislation consistent with its central recommendation, guaranteeing paid sick leave for the 461,000 Chicagoans who previously lacked access to it.
- Launched Industrial Growth Zones program for the City of Chicago and Cook County to spur regional economic growth and generate real, sustainable jobs in neighborhoods by removing hurdles for development.
- Published "Connecting Cook County," the County's first Long Range Transportation Plan in 70 years, which provides the County with strategic priorities to guide future policy decisions and investments in equitable transportation.
- Helped to stand up Black Chicago Tomorrow (BCT), a new initiative that aims to improve the vitality of Chicago's African American community. Under the leadership of Sam Scott, former CEO of Ingredion, BCT is making connections between community stakeholders, civic organizations, and corporate partners to address community-identified needs in Chicago's African American communities.

Education, where our vision is to create an education system that provides equitable access to living-wage career paths for all students and enables growth of an economy that works for everyone. To achieve this, Civic Consulting Alliance:

- Created key messages and an operating model for Chicago Public School's (CPS) computer science division, CS4All, supporting its goal of providing a relevant and compelling computer science experience to every student in Chicago.

- Helped to plan, launch, and implement Reinvention at the City Colleges of Chicago (CCC), the most extensive and successful transformation of a community college system in the nation.
- Developed a comprehensive, coordinated approach for the Mayor to prepare Chicagoans for STEM (Science, Technology, Engineering, and Mathematics) careers, where our team focused on strategy and implementation for five Early-College STEM schools.
- Worked with Chicago Public Library (CPL) senior staff to create a performance management system that identifies and drives improvements for the Library's 10 million annual patrons, supporting CPL's goal to provide equal access to information, ideas and knowledge to all Chicagoans.

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.

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.

CIVIC CONSULTING ALLIANCE CONTACT

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