

An aerial photograph of Chicago, Illinois, showing the city skyline along the Lake Michigan shoreline. The Willis Tower is the most prominent skyscraper. The foreground shows a park area with green trees, a road, and a marina filled with boats. The sky is blue with scattered white clouds.

**Civic
Consulting**
alliance

2016 IMPACT REPORT

THE ENGINE OF PUBLIC-PRIVATE COLLABORATION

Civic Consulting Alliance is an affiliate of the Civic Committee of the Commercial Club of Chicago



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\$130
MILLION

of pro bono services invested over the last 10 years in
the things that matter most in our region

Education ■ Criminal Justice ■ Economic Vitality ■ Special Projects



Dear Friends,

Reading the popular press coverage of Chicago and Illinois can be discouraging, with financial, political, and social challenges dominating the headlines. Fortunately, I get to work every day with an extraordinary mix of dedicated public servants, private sector leaders, and Civic Consulting Alliance staff who see those challenges as opportunities for improvement—and then take action. Working together, we accomplish much more than any of us could do individually. This annual Impact Report is designed to celebrate our collective accomplishments from Fiscal Year 2016, while acknowledging the need to do even more in the future.

We continue to drive impact through specific engagements with committed civic leaders, often expanding on the work we have done together in the past. Some examples of this from 2016 include:

- Expanding our extensive work to improve processes and outcomes in Bond Court, resulting in a more than 20% reduction in the average daily Cook County jail population.
- Working with our long-time client, the City Colleges of Chicago, to design a demand planning model that will improve retention and graduation rates.
- Accelerating development in economically-challenged neighborhoods through the creation of an innovative Industrial Growth Zone pilot with the City of Chicago and Cook County.

In addition to this important, ongoing work, last year we extended our field of vision further into the future, seeking solutions to more complex, longer-term issues. These included:

- Assessing and improving the environment for jobs and workers in the region, with a focus on middle wage jobs, where Chicago (and cities across the nation) continue to lose jobs. We hosted two unique forums where national experts contributed ideas and potential solutions.
- Staffing the Police Accountability Task Force report, which laid out a fact-based assessment of the state of policing in Chicago, along with a roadmap for rebuilding trust between communities and the institutions that serve them.
- Developing Cook County's first long-range transportation plan in more than 75 years. This framework will help guide multi-year investments that will strengthen our economy and lead to more liveable communities.

Civic Consulting Alliance alumni continue to move into leadership roles in public, non-profit, and private sectors, fulfilling our goal of being a source of the next generation of civic leaders. Our partnership with the University of Chicago and LISC in the ongoing development of the Civic Leadership Academy remains a source of pride for CCA.

This report details an extensive list of our accomplishments over the last fiscal year. None of these could have happened without clients passionate about making life better for residents, business leaders willing to commit significant pro bono resources to improving our region, and funders eager to invest in our unique model. My deepest thanks to all of you for the vision and collaboration you exhibit year after year in support of our work.

As we look forward, the opportunities for improvement in the things that matter most to our region—better schools, safer streets, access to healthcare, and an economy that works for everyone—inspire my colleagues and me. Working together, we will continue to make a difference.

Sincerely,

A handwritten signature in black ink that reads "Brian Fabes". The signature is fluid and cursive.

Brian Fabes
Chief Executive Officer

Impact 2016

Over the past decade, Civic Consulting Alliance and our partners have invested more than \$130 million in the things that matter the most in the region

317 PEOPLE INVOLVED ■ 39 PARTNERS ENGAGED ■ 48 PROJECTS EXECUTED ■ \$8 MILLION INVESTED

Education

Becoming the most educated big city in the nation

INDICATOR
Chicagoans older than age 25 with at least an Associate degree

Year	Percentage
2006	35%
2014	40%
2015	60%

OUTCOMES
17% of students graduated from the City Colleges of Chicago, up from 7% five years ago
4,266 Career and Technical Education students earned industry-recognized credentials at Chicago Public Schools

OUTPUTS
Defined strategies to achieve Illinois goal of 60% of state population obtaining post-secondary credentials by 2025
Designed a demand planning model and process for City Colleges of Chicago to improve student retention and success
Developed strategic playbook with New Schools for Chicago to improve outcomes for low-performing charter schools by changing charter operators

Criminal Justice

Making Chicago the safest big city in the nation

INDICATOR
Violent crimes in Chicago per 100,000 residents

Year	Rate
2010	1,002
2014	884
2015	500

INDICATOR
Incarceration rate in Illinois per 100,000 residents

Year	Rate
2010	709
2014	680
2015	355

OUTCOMES
2,400 fewer people are detained every day in Cook County Jail, bringing the jail population to its lowest level since 1991
48% of all Bond Court orders did not require detainees to post money prior to release, up from 23% in January 2013

OUTPUTS
Increased percent of individuals assessed by Pretrial Services prior to Bond Court from 52% in 2013 to 98% in 2016
Released Police Accountability Task Force report recommending reforms to build trust, accountability, and lasting change
Provided recommendations to new Public Defender on how to advance the office's priorities, including staff development and training
Developed implementation plan to reduce mental health population at Cook County Jail

Economic Vitality

Growing an economy that works for everyone

INDICATOR
Regional employment

Year	Employment
2010	3.5M
2015	3.6M
2016	4.3M

INDICATOR
Regional median hourly wage

Year	Wage
2010	\$19.38
2015	\$18.68
2016	\$19.38

OUTCOMES
52M tourists visited Chicago in 2015, the most on record, bringing Chicago closer to its target of 55M
461K estimated workers will be guaranteed paid sick leave in Chicago for the first time

OUTPUTS
Developed new strategy and operating model for Chicago Infrastructure Trust to accelerate innovative models for financing infrastructure
Held conference and completed scenario planning analysis to understand levers for economic growth, prosperity, and inclusion
City and County launched Industrial Growth Zones to accelerate investment in neighborhoods
Illinois launched Intersect Illinois, a new public-private partnership to streamline the state's economic development outreach

Special Projects

Addressing critical, urgent needs

OUTCOMES
60% decrease in cycle time for architectural and engineering contracts in the Illinois Department of Transportation

OUTPUTS
Cook County released first Long Range Transportation Plan in more than 75 years, providing strategic priorities to guide future policy decisions
Provided operational and organizational improvement recommendations to the Chicago Architecture Biennial to help build upon its successful inaugural event
Refreshed Chicago Public Library's strategic plan, extending it to 2019 and deepening the Library's focus on children services and community engagement
Developed priorities, goals, and operating model to help Department of Family and Support Services serve more than 300,000 of Chicago's most vulnerable residents
City of Chicago's Procurement Reform Taskforce began implementing recommendations from 2015 report
Civic Leadership Academy graduated second cohort of 30 leaders from public and non-profit sectors



OUR MISSION

Our Mission is to make Chicago a great region in which to live, work, and do business. We leverage pro bono resources and private donations with committed government leaders to provide better educational opportunities, safer streets, access to healthcare, and an economy that works for everyone.

OUR VISION

Civic Consulting Alliance strives to accomplish more working together than any one organization or sector can accomplish on its own. By amplifying the outcomes of everyone's work, we aspire to serve as a model of collaboration for cities across the nation.



Education

The future of Chicago is inextricably linked to the success of its schools. Education prepares our workforce, strengthens families and communities, and brings an intellectual vitality to everything we do. Our ability to prepare our youth for the future says a lot about who we are and what we want our future to look like. ■ Our vision in education is that Chicago becomes the most educated big city in the nation.

In the area of education, Civic Consulting Alliance focuses on:

- Developing a cohesive system to support student achievement both in and out of school
- Producing scalable impact to improve the educational outcomes for large numbers of students
- Implementing and testing new educational models
- Reinventing our community colleges, the pathway to a better life for more than 100,000 Chicagoans every year

“Chicago is so very fortunate to have Civic Consulting Alliance as a partner.”

BRIAN BANNON,
Commissioner, Chicago Public Library



2016 EDUCATION SNAPSHOT





Ensuring quality education options for Chicago families

SCHOOL RESTART STRATEGY PRO BONO PARTNERS

- Bain & Company
- Mayer Brown LLP

Today, nearly 200,000 youth—roughly one out of every two Chicago students—choose to attend a school other than their neighborhood school. Choice in education is an established norm in Chicago, and critical to families across the city, whether they opt for one of 130 charter schools, 50 International Baccalaureate schools, 22 STEM schools, magnets, selective enrollment, or one of a myriad of other options.

But choice is not enough. Students need high-quality choices. Where quality is lacking, parents choose to go elsewhere. According to data from Chicago Public Schools (CPS), nine out of ten Chicago families are opting out of the most severely failing schools. But of the families opting out of a failing school, only half end up in higher-rated schools. Today, nearly 75,000 students are in seats that can be categorized as failing. There just are not enough high-quality seats to go around. Continuing to improve school quality, so that high-quality options are accessible to every community, remains one of the most critical needs for Chicago's families.

In collaboration with New Schools for Chicago

(NSC) and Chicago Public Schools, Civic Consulting Alliance helped to develop new options for schools plagued with persistent low-quality. As school quality drops, enrollment and schools' budgets usually fall in tandem, leading to a destabilizing, self-reinforcing cycle of decreased enrollment, smaller budgets, and quality failure. At some point, a significant enough drop in students can make it nearly impossible to provide a high-quality education. In the most severe cases, closure becomes the only rational option.

But closure can be devastating to families left behind, particularly those that live in areas with few high-quality options, so Civic Consulting worked with NSC and CPS to develop a "restart" option, which can be applied before the cycle of failure has progressed beyond recovery. This approach of school transformation is emerging as an effective practice for increasing school quality in a handful of cities across the country. Civic Consulting and NSC helped CPS create a restart process that identifies failing schools with strong enough enrollment that a restart is feasible and could lead to better quality for students and outcomes for families. Building off of exemplars of restarts already in Chicago,

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2016 Education Projects

Chicago Public Education Fund New Principal Quality Organization Governance Model

Chicago Public Schools Design High School Competition

City Colleges of Chicago Demand Planning Model

City Colleges of Chicago Demand Planning Process

City of Chicago Pre-K Expansion Strategy

Illinois Higher Education Strategy

New Schools for Chicago School Restart Playbook

“Civic Consulting put together a thorough and thoughtful strategy to address an important and difficult problem facing our education system. Their work will have a meaningful impact on students and families in Chicago.”

DANIEL ANELLO,
CEO, New Schools for Chicago



national models for restarts from other cities, and the presence of strong school operators locally that are poised to take on this work, the Civic Consulting-NSC-CPS-team created a guidebook for how the district can effectively implement school restarts—a solution contextualized to Chicago. Included in the guidebook are tools to better identify enrollment cliffs and recommendations for standardizing actions for failing schools.

The recommendations contained in the guidebook were grounded in protecting families first and scaling actions accordingly. They are now the foundation of a school action policy CPS is considering. The work has also gained national attention, as foundations and school leaders reach out to borrow elements from the Civic Consulting Alliance-NSC-CPS school restart “playbook” in districts around the country.

Collaborating to make a difference in education:

Mayor announces focus on boosting Pre-K enrollment

Quality education options expanded for Chicago’s students

Chicago Public Library continues innovative streak through reboot of strategic plan

Illinois makes progress on higher education goals

Criminal Justice

Like all major cities, Chicago needs a public safety and criminal justice system that protects human life and property and treats all residents justly. Reducing Chicago's violence rate requires unprecedented collaboration between multiple government agencies, community groups, non-profits, and residents. ■ Our vision in criminal justice is that Chicago becomes the safest big city in America.

In the area of criminal justice, Civic Consulting Alliance focuses on:

- Multi-stakeholder collaboration to develop a Model Bond Court
- Pursuing alternatives to incarceration through diversion programs and specialty courts
- Building trust between communities and the city as a basis for more effective policing and safer streets
- Understanding the statewide financial and public safety implications of incarceration, as a platform to make better policy decisions

“The collaboration between the public and private sectors makes this work possible.”

JUSTICE ANNE BURKE,
Illinois Supreme Court



2016 CRIMINAL JUSTICE SNAPSHOT





First Steps to Building Trust

POLICE ACCOUNTABILITY TASK FORCE PRO BONO PARTNERS

- Frank Battle
- Grisko
- Mayer Brown LLP
- The University of Chicago Crime Lab

In December of 2015, in the wake of the release of the video showing a Chicago Police officer killing Laquan McDonald, the Police Accountability Task Force (PATF) was charged with laying the foundation for the rejuvenation of trust between the police and the communities they serve. The Task Force was asked to face hard truths and create a roadmap for real and lasting transparency, respectful engagement, accountability, and change. Chaired by Lori Lightfoot, a partner at Mayer Brown and former Chief Administrator of the Office of Professional Standards at the Chicago Police Department (CPD), the PATF was composed of six highly respected experts in criminal justice, along with Deval Patrick, former Governor of Massachusetts.

The Police Accountability Task Force was launched, as its final report describes, “amidst a significant and historic public outcry. The outcry brought people into the streets, on social media and on other venues to say in a very clear voice that they had reached a breaking point with the entire local law enforcement infrastructure. The call for change came not from any one neighborhood or demographic, although those communities ravaged by crime

provided some of the most poignant commentary and heart-felt calls.”

In this environment, the Task Force set out to listen, as no other task force or commission that Civic Consulting has supported in the past has, and to respond to voices from all over Chicago—people who had so much to say about their personal and often painful experiences.

Dividing itself into five working groups, with residents from across Chicago in each group, the Task Force: reviewed research and CPD data; interviewed community members, legal and civil rights organizations, current and former police officers, and young people across the city; analyzed best practices in other police departments; and hosted a robust community engagement process.

All told, hundreds of people provided thousands of hours of input into the final report of the Task Force, which was released in April of 2016. The 190-page report not only outlined the Task Force findings on the state of policing today—including systemic racism and overall lack of accountability—but also made more than 100 recommendations for reform of the Chicago Police Department. The report

Continued on next page

2016 Criminal Justice Projects

City of Chicago Police Accountability Task Force

Cook County Model Bond Court Reform

Cook County Physical Bond Court Redesign

Cook County Public Defender Mental Health Jail Population Reduction

Cook County Public Defender Public-Private Training Partnership

Cook County Public Defender Mental Health Resource Unit

Cook County Public Defender Plan to Address Priorities and Gaps

Illinois State Commission on Criminal Justice and Sentencing Reform Sentencing Commission Support

National Benchmarking on Violence Reduction

“The Police Accountability Task Force’s report offers a roadmap to bring about long-lasting and positive change. Civic Consulting provided invaluable staffing to support the Task Force to help complete this important work.”

LORI E. LIGHTFOOT

Partner, Mayer Brown LLP
Chair, Chicago Police Board



provided a blueprint for fundamentally changing the way in which the public engages with the police, and for helping CPD develop effective oversight and auditing to create a transparent and predictable system of accountability.

One of the report’s core findings is that Chicago still operates with an implicit assumption about policing: that we have a choice between constitutional, respectful policing and public safety. But that is a false choice. Respectful policing is required for the safety of everyone—residents and officers alike. Acceptance of this false choice drives an aggressive, counter-productive approach to policing,

one that relies on an ineffective accountability system focused on catching bad officers, rather than a strategy and systems that help all officers perform the difficult job we ask them to do. Rejecting this false choice and changing the basis of our policing strategy is core to the cultural change required for Chicago to move forward.

The report was delivered to Mayor Emanuel and the City Council for review and implementation. After reviewing the report, the City announced it would begin implementing several of the recommendations immediately. The report also garnered enthusiasm across Chicago from organizations and individuals interested in playing a role. In addition to immediate action from the City, the Task Force’s report garnered enthusiasm across Chicago from organizations and individuals interested in playing a role to move the recommendations forward and, ultimately, in working to restore trust between the Chicago Police Department and the communities it serves.

As the report said, “The citizens, elected officials and others in public life in Chicago now must take this report and act on it.” Added Lori E. Lightfoot, “Reform is possible if there is a will and a commitment.”

Collaborating to make a difference in criminal justice:

Police Accountability Task Force Calls for Sweeping Changes

Cook County’s public safety agencies are going digital

Cook County Public Defender sets new priorities for department

Cook County Jail launches new risk assessment tool

Economic Vitality

Economic opportunity is what moves great cities forward and is the antidote to a host of underlying social challenges, such as crime, education, and access to healthcare. ■ Our vision in economic vitality is that Chicago has an economy that works for everyone.

In the area of economic vitality, Civic Consulting Alliance focuses on:

- Increasing the number of jobs that provide economic mobility
- Developing a skilled and employment-ready workforce
- Growing industries like tourism where civic engagement can significantly enhance job growth

“*Civic Consulting Alliance is a great example of how the business community in Chicago works, not just by writing checks, but by rolling up their sleeves and using their talents to improve our city.*”

MAYOR RAHM EMANUEL,
City of Chicago



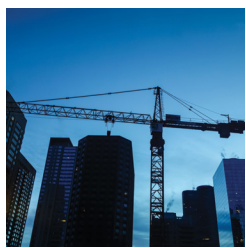
2016 ECONOMIC VITALITY SNAPSHOT

18
PROJECTS
EXECUTED

\$3.5M
DOLLARS
INVESTED

14
PARTNERS
ENGAGED

108
PEOPLE
INVOLVED



A Win-Win for Chicago's Working Families and Businesses

WORKING FAMILIES TASK FORCE AND WIN-WIN ROUNDTABLE PRO BONO PARTNER

- A.T. Kearney

The Chicago region is declining as a place of choice and opportunity for workers and families. This reflects, in part, long-term, structural changes to the economy. Since 2005, for example, three-quarters of job growth in Chicagoland has been in positions that pay less than \$32,000 annually, while middle-wage occupations have seen steep declines and high-wage job growth trails that of other large metros.

Last year, Civic Consulting Alliance took a strategic look at the problems posed by Chicago's evolving economy. How did we arrive at a "new economy" labor market, characterized by high growth in low-wage jobs and continued decline in middle-wage jobs? What is the impact of this labor market on the regional economy, public sector, and workers, today and in the future? To answer these questions, Civic Consulting Alliance—in partnership with the Joyce Foundation, the Chicagoland Workforce Funder Alliance, and Women Employed—convened a roundtable discussion on job strategies that would benefit both businesses and workers.

The roundtable focused on ways to drive economic vitality for the region, reduce public sector expenditures, and improve economic stability and mobility for

workers. Attendees included leaders from the State of Illinois, Cook County, and the City of Chicago; private sector and foundation leaders; and academics and practitioners from the Aspen Institute, Georgetown, and MIT. The group explored solutions to improve job quality, employer success, and overall regional growth simultaneously, and discussed what the Chicago region might do to change the trajectory of the labor market.

The conversation resulted in several points of consensus. All agreed that (1) the labor market and its associated problems are structural, having taken years to develop, and will take years to fix; and (2) these problems have resulted from, and solutions must come from, both the supply and demand sides of the labor market. Addressing the challenges posed by the new economy will require many different organizations to make significant investments of time and resources. To that end, the roundtable highlighted several potential initiatives that Civic Consulting and its partners could collaborate on.

One such initiative was already underway; the City's Working Families Task Force was launched in June 2015 to recommend policies that would provide working

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2016 Economic Vitality Projects

Cook County Sub-Regional Economic Planning Chicago Challenge
Chicago Infrastructure Trust New Operational Model and Priorities
Chicago Park District Economic Impact Report
Chicago Small Business Advantage
Chicago Treasurer's Office Aggregate Pricing Analysis
Choose Chicago Project Return on Investment Framework
City and County Industrial Growth Zones
City of Chicago Working Families Task Force and Report
Harambee Community Empowerment Plan

Illinois Department of Commerce and Economic Opportunity Executive Strategy Workshop
Illinois Department of Commerce and Economic Opportunity Legal Support for Restructuring
Illinois Department of Commerce and Economic Opportunity State Tax Incentives Comparison
Labor Market Trajectory's Impact on the Chicago Economy
Urban Transformation Network Urban Farming Plan
Win-Win Jobs Strategy Roundtable
World Business Chicago 1,000 Jobs Program Assessment
World Business Chicago Middle Class Jobs Strategy

“Civic Consulting was invaluable in making sure the Task Force’s recommendations were based in economic reality and supported by a wide variety of stakeholders.”

AMEYA PAWAR,
Alderman, 47th Ward, Chicago



families with greater stability. To support the effort, Civic Consulting managed the process, provided economic analyses, and ensured the Task Force heard from and took into account input from a wide range of voices, including employers of all sizes, economists, advocates, and workers.

In June 2016, the Chicago City Council passed an ordinance adopting one of the Task Force’s central recommendations: guaranteeing a minimum of up to five paid sick days for most Chicago workers.

As with many of the problems that Civic Consulting Alliance takes on, there are no easy solutions to the problems posed by the low-wage economy. But by partnering with local businesses, public officials, policy experts, and advocacy groups, Civic Consulting Alliance has been driving deeper understanding of the change in our labor market. The more we understand the problem, the more we can create tangible solutions to grow opportunities for workers, decrease the cost of government, and improve Chicago’s economy as a whole.

Collaborating to make a difference in economic development:

Department of Commerce restructure will revitalize Illinois’ business climate

Taskforce recommends new supports for Chicago’s working families

Win-win roundtable examines strategies for Chicago’s economy, workers, and public sector

Analysis suggests challenging trajectory for Chicago’s labor market

Special Projects

Civic Consulting Alliance works with public sector leaders on a variety of special projects aimed at advancing our broader goals in education, criminal justice, healthcare, and economic vitality. In our special projects, we bring people and agencies together to address critical, urgent needs.

Recent examples of our special projects work includes:

- Creating Cook County's first Long Range Transportation Plan in more than 75 years
- Supporting Chicago's Department of Family and Support Services to develop an operating model, priorities, and goals
- Improving operational efficiency of the Illinois Department of Transportation's contracting processes
- Developing and supporting the Civic Leadership Academy, which graduated its second cohort of 30 fellows in July 2016

“*By providing these up-and-comers with a forum for gaining new knowledge, insights and skills, the Civic Leadership Academy will help them deepen their impact in the communities we serve.*”

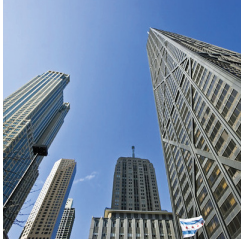
PRESIDENT TONI PRECKWINKLE,
Cook County Board



2016 Chicago Leadership Academy Fellows Welcome Reception

2016 SPECIAL PROJECTS SNAPSHOT





Growing Civic Leaders

CIVIC LEADERSHIP ACADEMY PRO BONO PARTNERS

- KPMG LLP
- The University of Chicago

Through the high impact projects that Civic Consulting Alliance leads, individuals who work with us are exposed to complex challenges and new approaches to solving them. Project teams address the most important—and often most complicated—questions facing the region. Overcoming the inevitable obstacles that arise requires those we work with to meet issues head-on. It is no wonder that after working together, our partners, clients, and alumni go on to become leaders in the public, non-profit, and for-profit sectors.

But growing these civic leaders represents more than just a side effect of Civic Consulting's work—it is a core component of what we aim to accomplish. In addition to driving change in our main program areas, we have also focused distinct efforts on developing the next generation of civic leaders. We are planning ahead to create a pipeline of talent, ready to tackle Chicago's next biggest challenges—today and years down the road.

Beginning in 2014, we undertook a long-term investment in Chicago's leaders through the creation of

the Civic Leadership Academy (CLA). In partnership with the University of Chicago's Office of Civic Engagement and LISC Chicago, we co-developed the Academy to strengthen top-performers within Chicago's public sector. The program brings together emerging leaders from government and nonprofits to learn skills critical to addressing Chicago's biggest challenges.

Over the course of six months, Civic Leadership Academy fellows learn to think broadly, rigorously, and practically, gaining skills in leadership, strategy, management, data analytics, and policy innovation. Their coursework includes cutting-edge approaches to common challenges faced by public and non-profit leaders, as well as guest lectures from successful policymakers. Participants receive hands-on coaching for managing important projects for their organizations and further benefit from being able to collaborate with their peers at the Academy.

The first class of 28 CLA fellows graduated in June 2015; the second cohort of 30 completed their training in July 2016, and the Academy is currently gearing up

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2016 Special Projects

Chicago Architectural Biennial Strategic Assessment
Chicago Department of Family and Support Services Strategic Framework
Chicago Public Library Strategic Plan Refresh
City of Chicago Procurement Reform Task Force
City of Chicago Sustainable Chicago 2019 Plan
Civic Committee of the Commercial Club of Chicago Transportation Planning
Cook County Forest Preserve Strategy Workshop
Cook County Long Range Transportation Plan Report
Cook County State's Attorney Transition

Illinois Chief Technology Officer Search
Illinois Department of Transportation Lean Capacity Building
Mayoral Second Term Priorities Committee
University of Chicago Harris School of Public Policy Lab
University of Chicago Leadership Academy for Government and Nonprofit Leaders Support

“*The Civic Leadership Academy was like drinking from a fire hose. With more in my toolkit, I can better handle what comes at me.*”

PAUL THOMPSON,

Dean, College to Careers, Harold Washington College
Member of inaugural Chicago Leadership Academy class



for a third successful year.

We recognize the importance of building capacity within our region’s public sector, and we rise to the challenge through our work to support the Civic Leadership Academy and our focus on developing

individuals who work with us. For our teams—from our partners, to our clients, to our own staff and alumni—making big impact and growing professionally go hand in hand.

Collaborating to make a difference in the region’s critical needs:

Mayoral committee recommends priorities in public engagement, economic vitality, and pre-K

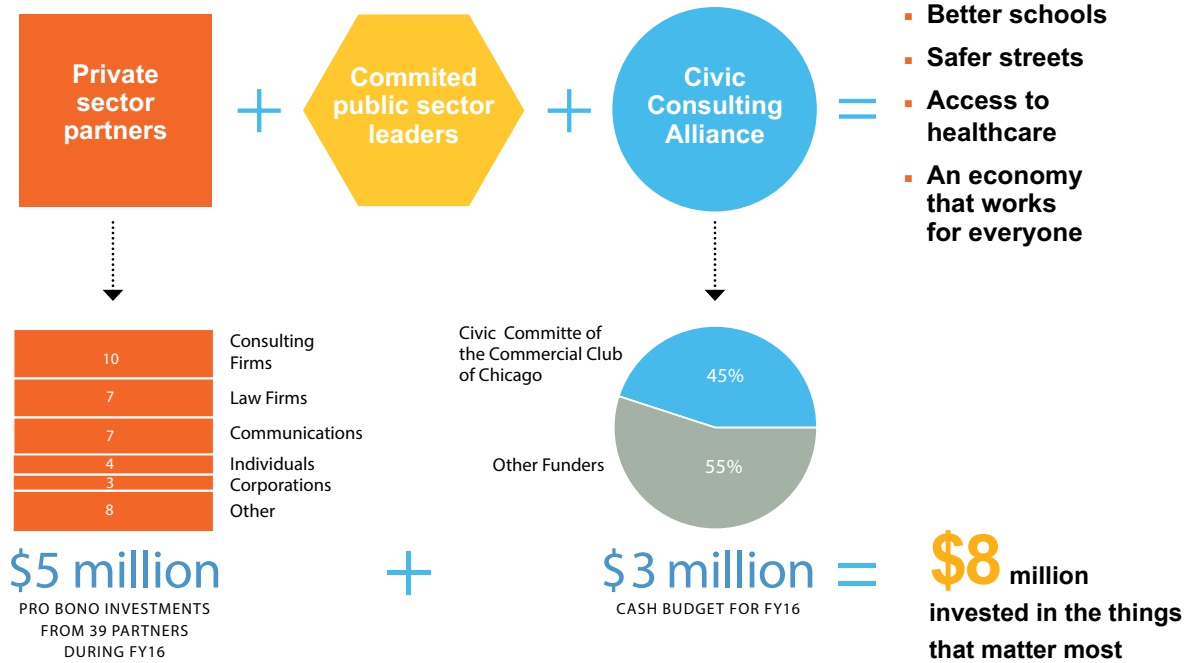
Chicago Architecture Biennial plans follow-up to inaugural success

*Cook County releases first Long Range
Transportation Plan in 75 years*

Graduate students tackle public policy issues in Cook County

How Our Model Works

FINANCIALS



HISTORY

The unique Civic Consulting Alliance model began with a request from Chicago Mayor Harold Washington in 1985, but our roots delivering pro bono service for the good of the region go back more than a century. Here is our story.

Commercial Club of Chicago

By 1877, Chicago had become a leading industrial and commercial center. To support the city's growing economic vitality, leading businessmen formed the Commercial Club of Chicago to undertake various civic, social, and economic pro bono projects. In 1909, the Club underwrote Daniel Burnham's Plan of Chicago, which earned worldwide recognition and inspired a 50-year development and beautification program. Over the years, the Commercial Club continued to play an important role in Chicago's transformation to the world-class city it is today.

Civic Committee of the Commercial Club

In 1983, the Commercial Club released its seminal Jobs for Metropolitan Chicago study, showing how Chicago was losing its economic prominence. To reverse this trend, the Commercial Club created the Civic Committee to keep Chicago on the leading edge of economic development. Since its founding, the Civic Committee has been at the

forefront of public policy, focusing on school reform, fiscal stability, public health, and other critical issues.

Civic Consulting Alliance

In 1985, Chicago Mayor Harold Washington asked the Civic Committee to evaluate the fiscal health of the city. Heeding his call, more than 70 business leaders donated their time to study the budget, evaluate long-range financial prospects, and find ways of strengthening the city's bottom line. To help the city implement these recommended reforms, the Civic Committee organized the Financial Research and Advisory Committee (FRAC) to engage pro bono private-sector expertise. The initiative was so successful that the scope of FRAC's work expanded beyond the operational reform recommendations in 1985 to include many broader challenges of governmental and municipal management.

In 2005, FRAC formally changed its name to the Civic Consulting Alliance. The name change reflects both the wider range of issues the organization takes on today and our unique approach to working with pro bono partners. Our goal remains the same, to make Chicago a great region in which to live, work, and do business.

MESSAGES FROM OUR OUTGOING AND INCOMING BOARD CHAIRS



James T. Glerum Jr.

The past six years have been exciting for Civic Consulting Alliance, and immensely fulfilling for me as Board Chair. Coming into the role just before Mayor Daley announced he would not run for a fifth term, I knew we had a lot of work ahead. In the nearly six years since then, with the help of 145 pro bono partners, we have completed 375 projects involving more than 1,800 individuals. Together, we have invested more than \$75 million in the things that matter most to the region.

These data points speak to the remarkable investments our partnership has made in the region, demonstrating how much we can accomplish when we work together. I am proud of the impact of our work these past six years, including:

- The Reinvention of the City Colleges of Chicago, where graduation rates have more than doubled since we began our work, even before I became Chair;
- The ongoing reform of Cook County Bond Court, which has contributed to a decrease in the average daily Cook County Jail population of more than 20%;
- The Police Accountability Task Force, which provided a blueprint for fundamentally changing the way in which the public engages with the police;
- The Transformation of the Cook County Health and Hospitals System, which has enrolled more than 95,000 vulnerable adults in the new CountyCare health insurance plan.

We have also made some important changes internally, such as installing Board committees, increasing the engagement of our Board members, and strengthening our level of collaboration with our parent, the Civic Committee.

None of this is possible without the support, hard work, and commitment of our partners, clients, and the Civic Consulting staff. To every one of the more than 1,800 who have been part of this work over the past six years, thank you.

I am delighted to see Deb step into this role, as her experience, keen insights, and energy will help lead Civic Consulting and our region forward. And I am thrilled to continue serving as a member of Civic Consulting's Executive Committee. I look forward to seeing—and helping—Civic Consulting and our partners continue to make our region a better place to live, work, and do business.

Sincerely,



James T. Glerum, Jr.
Outgoing Board Chair



Deborah L. DeHaas

I have lived in the Chicago area for my entire career. In this time, I've cultivated a thorough knowledge of the region and its challenges, established strong relationships in both the public and private sectors, and, most importantly, developed a deep love for our community. I owe these experiences in large part to my work with the Civic Committee and the Executive Committee of the Commercial Club, for which I have served as Treasurer for the past four years. These organizations have provided me with countless opportunities to give back, including many fulfilling and impactful engagements with Civic Consulting Alliance.

I'm a strong advocate of Civic Consulting's work, and I look forward to the opportunities and challenges that my new role with the organization will present. As Deloitte's Chief Inclusion Officer and national managing partner at the Center for Corporate Governance, I have long embraced pro bono partnerships with Civic Consulting, which provide our employees with enriching experiences.

Because of its unique way of bringing together private sector partners with public sector leaders, Civic Consulting Alliance has become the go-to organization for City, County, and State leadership. Given this high demand for its services, perhaps the biggest task I will take on as Board Chair will be to ensure that Civic Consulting continues to focus on addressing our community's most pressing issues—those where our partnership can achieve highest impact.

Achieving this impact requires the support of Civic Consulting's greatest resource: our own people. We are fortunate to have exceptionally committed staff, Board members, and pro bono partners. I have watched proudly as many Civic Consulting staff and partners have grown into highly-qualified civic leaders, and I am honored and humbled to play a role in developing the next generation of leadership that will sustain our great work.

Jim and other Board leaders before him have demonstrated extraordinary commitment and have set quite a high bar. I look forward to following in their path and helping Civic Consulting Alliance build a brighter future for the region.

Sincerely



Deborah L. DeHaas
Incoming Board Chair

2016 Pro Bono Partners

Civic Consulting Alliance recruits pro bono talent from the most respected companies in the world. Our pro bono teams are a “who’s who” of Chicago’s private sector. Our partners include financial service companies, management consultancies, law firms, corporations, and individuals.

FIRMS

A.T. Kearney
Accenture
AECOM
Bacon Volpe Communications
Baker & McKenzie
Bain & Company
CannonDesign
CBRE Chicago
Classic Color
Crowe Horwath LLP
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EY
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Jenner & Block
Jones Day
Kellogg School of Management
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McKinsey & Company
Microsoft Corporation
Oliver Wyman
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The Allstate Corporation
The Boston Consulting Group
The Duchossois Group, Inc.
The PrivateBank
Thirdwave, LLC
University of Chicago Booth School of Business
University of Chicago Crime Lab
University of Michigan's Ross School of Business
Willis Towers Watson
Zeno Group - A Daniel J. Edelman Company

INDIVIDUALS

Frank Battle
Frank Beal
Brian Hanessian
Shannon Moore

“Our team relished the opportunity to work with Civic Consulting and enrich people’s lives around our state.”

BEN SMITH,
Partner, Oliver Wyman

“By working with Civic Consulting, I was provided a unique opportunity to make a difference in the City’s ability to fulfill its potential.”

TOM BUDESCU,
Former Vice President, U.S. Infrastructure Group, EY

“Applying Bain’s toolkit to make a meaningful impact on our city was tremendously rewarding for our team members.”

KEITH BEVANS,
Partner, Bain & Company

If you are interested in becoming a partner, please contact Brian Fabes (bfabes@ccachicago.org).

2016 Contributing Funders

Our cash budget is funded by the Civic Committee of the Commercial Club of Chicago, as well as additional foundations, individuals, and corporations that are committed to our work of making Chicago a thriving region for all. The following foundations, trusts, corporations, and individuals have made recent financial contributions to Civic Consulting Alliance:

FOUNDATIONS

Finnegan Family Foundation
JPMorgan Chase Foundation
Polk Bros. Foundation
The Bluhm Family Charitable Foundation
The Chicago Community Trust
The Civic Committee of the Commercial Club of Chicago
The John D. and Catherine T. MacArthur Foundation
The Joyce Foundation
The Pritzker Traubert Family Foundation
The Robert R. McCormick Foundation
The Searle Funds at the Chicago Community Trust

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Henry Crown and Company
ITW
Jones Day
Kirkland & Ellis LLP
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Primera
Quantum Crossings LLC

INDIVIDUALS

Anonymous (3)
Bram Bluestein
Rita and John Canning, The Canning Foundation
Glasser and Rosenthal Family
Mr. and Mrs. Michael Keiser Donor Advised Fund
Jim Gordon, The Edgewater Funds
The Lefkosky Family Foundation
The John G. Searle Family Trust
Nancy S. Searle
D. Gideon Searle
Sam Zell

“Civic Consulting Alliance has demonstrated great capacity to leverage the expertise resident in Chicago’s business community for civic benefit. From its role anchoring the Recovery Partnership during the recession, to facilitating the transition plans for new leadership at the County and City, Civic Consulting has engaged tens of millions of dollars of pro bono consultant services to improve government performance.”

TERRY MAZANY,
President and CEO, The Chicago Community Trust

If you are interested in becoming a funder, please contact Brian Fabes (bfabes@ccchicago.org).

Our Board

The board of Civic Consulting Alliance comprises senior leaders from Chicago's most prominent corporate, professional service, nonprofit, and philanthropic organizations. They provide valuable resources such as pro bono project teams, "on loan" executives, and counsel that helps our work have the greatest possible impact.

Deborah L. DeHaas

CHAIR

*Vice Chairman, Chief Inclusion Officer and
National Managing Partner of the Center for
Corporate Governance*

Deloitte

Paula Allen-Meares
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of Medicine, John Corbally
Presidential Professor
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Sunil Kumar
*Dean and George Pratt Shultz
Professor of Operations
Management
The University of Chicago
Booth School of Business*

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for Litigation
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*Consultant to
Skadden, Arps, Slate, Meagher
& Flom LLP*

E. Scott Santi
*President and Chief Executive
Officer
ITW*

Nancy Searle*
*Senior Advisor
Civic Consulting Alliance*

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and Chief Strategy Officer
Exelon Corporation*

Frederick H. Waddell
*Chairman and Chief Executive
Officer,
Northern Trust Corporation
Vice Chairman,
The Commercial Club of Chicago*

Robert Wislow*
*Chairman
CBRE Chicago*

* Executive Committee

Our Leadership Council

The Civic Consulting Alliance Leadership Council is a group of executive- and partner-level business leaders who bring their stature and considerable experience to bear on the issues and opportunities we work on. Council members review our current and developing project portfolio, gather input from colleagues in the business community, recruit new pro bono partners, and provide regular guidance on our work.

Matthew Crowl

CO-CHAIR

Partner

Riley Safer Holmes & Cancila,
LLP

Andrew Gottschalk

CO-CHAIR

Partner

KPMG LLP

Bill Abolt

Vice President
AECOM

Peter Bresler

North America Practice Leader,
Health Analytics
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Andrew Burroughs

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Partner and Managing Director
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Doug Scott

President
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Michael Segobiano

Senior Manager,
Client Relationship Executive
Deloitte Services LLP

Joseph Seliga

Partner
Mayer Brown LLP

Mark Shadle

Managing Director,
Corporate Affairs
Zeno Group - A Daniel J. Edelman
Company

Whitney Smith

Executive Director-Midwest, Global
Philanthropy
JPMorgan Chase & Co.

Shelley Stern Grach

Central Region Citizenship Lead
Microsoft Corporation

Mike Stringer

Co-Founder and Managing Partner
Datascope Analytics

Lawrence Wojcik

Partner
DLA Piper LLP (USA)

Maria Wynne

Chief Executive Officer
Leadership Greater Chicago

If you are interested in becoming a Leadership Council member, please contact Andrew Schwarm (aschwarm@ccachicago.org).

Our Alumni

The impact of our work extends beyond our projects. Those who work on our teams become leaders in the public, non-profit, and for-profit sectors. No matter where they go, Civic Consulting alumni use the skills they learned to do big things across Chicago's civic landscape.

ALUMNI LEADERS

Rachel Bishop

SVP & Chief Strategy Officer
TreeHouse Foods

Kelsey Burr

Assistant Vice President of
Financial Market Utilities,
Supervision & Regulation
Federal Reserve Bank of
Chicago

Lincoln Chandler

Founder
Chandler Decision
Services, LLC

Gillian Darlow

Chief Executive Officer
Polk Bros. Foundation

Rose Fealy

Chief Financial Officer,
Director of Finance
& Administration
Museum of Science and
Industry

Sameer Gadkaree

Senior Program Officer
The Joyce Foundation

Shruti Jayaraman

VP of Market Strategies
AVIA Health Innovations

Don Laackman

Former President
Harold Washington College

Belinda Li

Founder, Chief Executive
Officer & Chief Consultant
CITTA Partnership

Marie Lynch

President & Chief
Executive Officer
Skills for Chicagoland's Future

Tom McKone

Chief Financial Officer and
Executive Vice President
Chicago Transit Authority

Lydia Murray

Former Chief Information
Officer,
Cook County

Elory Rozner

Founder and Chief
Executive Officer
Uncommon Classrooms

Kelly Ruppel

Chief of Staff,
Madison [WI]
Metropolitan School
District

Steven Shaw

Deputy Chief of Staff
Cook County Board
President

Alexander Shermansong

Chief Executive Officer
Civic Consulting USA

“After having a corporate career, I was looking for a way to give back and get more exposure into the public or non-profit sector. Coming across Civic Consulting Alliance, I found that they were structured like the corporate world I came from but focused on doing good, driving positive outcomes for the city and the county.”

ROSE FEALY,

Chief Financial Officer, Director of Finance & Administration
Museum of Science and Industry
and former Civic Consulting Principal

Incubating Civic Leaders

At Civic Consulting Alliance, our projects provide the opportunity to work on some of the most important issues of the day—issues like education, criminal justice, healthcare, and economic vitality. Team members work with public leaders and implement change on a large scale. Because of our unique scope and access, we are an incubator for Chicago's next generation of leaders.

“People at Civic Consulting get far more responsibility than people with similar experience get at other organizations. You’re working on things that matter. There’s a lot at stake. It’s fast paced and it’s intellectually very challenging.”

WALLY HILKE,
Law Student, Yale Law School
and former Civic Consulting Alliance Senior Consultant

“Civic Consulting Alliance embodies the perfect combination of making a difference in the public sector and doing so in an innovative way.”

ALEX DUMITRIU,
Risk Management Specialist, Supervision and Regulation
Department, Federal Reserve Bank of Chicago
and former Civic Consulting Alliance Associate

“You work with the top-level people in city and county government and you can have an impact at that level, even as a junior person. You grow really quickly that way.”

KRISTEN UYEMURA,
Consultant, The Boston Consulting Group
and former Civic Consulting Alliance Associate

“I knew I wanted to work somewhere that would challenge me and give me real responsibility. With Civic Consulting, that’s exactly what I got.”

ANN BRUTON,
Operations and Logistics Manager, Uber Technologies Inc.
and former Civic Consulting Alliance Analyst

“I am very pleased with the progress of the library and thankful to Civic Consulting for managing our strategic plan process from the very beginning.”

COMMISSIONER BRIAN BANNON,
Chicago Public Libraries

“The work of Civic Consulting Alliance and DLA Piper laid the groundwork to advance our priorities, which will lead to a fairer criminal justice system and safer communities.”

AMY CAMPANELLI,
Cook County Public Defender

“Thanks to the work of Civic Consulting Alliance and our region’s criminal justice stakeholders, we have achieved a vital development in our ongoing work to improve the justice system in Cook County and Illinois.”

JUSTICE ANNE BURKE,
Illinois Supreme Court

**Civic
Consulting**
alliance

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