

**Civic
Consulting**
alliance

2017 IMPACT REPORT

THE ENGINE OF PUBLIC-PRIVATE COLLABORATION





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An aerial photograph of a city skyline, likely Chicago, featuring a prominent skyscraper on the right and a large crowd gathered in a park area in the foreground. The text "\$144 MILLION" is overlaid in large orange letters.

\$144
MILLION

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

Education ■ Public Safety & Criminal Justice ■ Economic Vitality ■ Civic Leadership



Dear Friends,

Our thirty-third year has been a time of both stability and change at Civic Consulting Alliance. What has not changed is our belief that the collaborative work of our talented staff, dedicated clients, and generous pro bono partners is the most promising vehicle to effect meaningful, positive change in the things that matter most to all of Chicagoland. We continue to invest in this model, and we believe passionately in its potential to effectuate high quality education, inclusive economic vitality, dependable public safety, fair application of criminal justice, and effective civic leadership.

At the same time, the large scale challenges facing our region and the needs of its residents are evolving. These changes create new opportunities and responsibilities for us. This year we worked hard to include and elevate the voices of Chicago's many varied communities in our work. We expanded our traditional client base to work with a greater range of leaders driving change, while tackling longer-term initiatives that crossed over multiple platform areas. For example, we and our partners:

- Supported Rush University Medical Center, partner anchor institutions, public sector organizations and multiple community institutions in establishing the West Side Total Health Collaborative to improve health and wellness outcomes for more than 450,000 residents of Chicago's West Side
- Helped to define and launch Black Chicago Tomorrow (BCT), a model for neighborhood vitality, with significant community and private sector engagement

The scourge of gun violence led us to expand our work in public safety and criminal justice. Building on our work with the Police Accountability Task Force, and our long-standing collaboration with the Illinois Supreme Court, we and our partners:

- Stood up and are helping to manage the Partnership for Safe and Peaceful Communities, a coalition of philanthropic organizations, in partnership with community, public and private sector funders committed to aligning activities to reduce gun violence
- Continue to provide project management oversight for the new Civilian Office of Police Accountability (COPA), with the goal of restoring community trust in the City's capacity to conduct fair and thorough investigations of police misconduct allegations
- Have invested significant resources supporting the Chicago Police Department's "Next Steps for Reform," providing change management guidance and development of a comprehensive plan for in-service training enhancements
- Developed a transition plan and subsequent strategy for the newly-elected Cook County State's Attorney, Kimberly Foxx. Our work helped State's Attorney Foxx turn her campaign platform into an action plan to improve the criminal justice system for all Cook County residents while also bringing greater accountability to the Office

This report highlights the accomplishments of our team, partners, and clients over the past year. The positive changes that we seek only happen because of this extraordinary, extensive collaboration with our clients who trust us to help with their most challenging issues; Chicago's private sector leaders, who respond with alacrity to our requests for pro bono support, our funders who see and invest in the potential of our operating model, our longstanding affiliation with and support from the Civic Committee and the Commercial Club of Chicago, and our own staff and Board who are committed to this work day in and day out. Together, this partnership is a reflection of what makes Chicago special.

A final thing that will never change is the deep gratitude I have for the chance to work with so many people who genuinely want to change the world for the better. In a landscape that can seem chaotic and contentious, our work motivates me and, I hope, you.

Sincerely,

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

Brian Fabes
Chief Executive Officer

Impact 2017

Over the past decade, Civic Consulting Alliance and our partners have invested more than \$144 million in the things that matter the most in the region

253 PEOPLE INVOLVED ■ **37 PARTNERS ENGAGED** ■ **54 PROJECTS EXECUTED** ■ **\$14 MILLION INVESTED**

Education

Ensure educational outcomes are defined by each person's ability rather than their zip code

INDICATOR



OUTCOMES

5,009 degrees awarded by the City Colleges of Chicago in 2016, double the numbers awarded in 2012

18% of students graduated from the City Colleges of Chicago, up from 7% six years ago

3,128 students across 65 CPS high schools enrolled in dual credit programs, up from 205 students across 5 schools in the 2012 school year

OUTPUTS

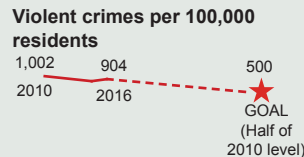
64% of all District-run Chicago Public High Schools have integrated computer science based-curriculum

Three times as many students transitioned from adult education to college credit courses as did in 2012

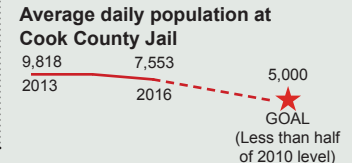
Public Safety and Criminal Justice

Ensure that everyone – residents and police – are safe and that justice is applied consistently across all communities

INDICATOR



INDICATOR



OUTCOMES

23% fewer people are detained every day in Cook County Jail from the highest point in 2013, bringing the daily jail population to its lowest level since 1991

30% of Cook County Jail inmates await trial for non-violent crimes, down from 70% in 2015

OUTPUTS

Launched Civilian Office of Police Accountability, a central recommendation of the 2016 Police Accountability Task Force

The Chicago Police Department implemented a program management office to manage its Next Steps for Reform planning

Cook County State's Attorney is focusing more resources on prosecuting the most serious crimes

Economic Vitality

Grow an economy that works for everyone while reducing disparities between neighborhoods

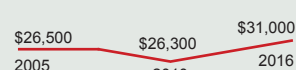
INDICATOR

Gross regional product



INDICATOR

Regional median income



OUTCOMES

840K estimated workers eligible for paid sick leave after County and City ordinances passed

\$2 million in impact investments made in local West Side communities by West Side Anchor Committee

OUTPUTS

\$9.5B projected 5 year economic boost to Chicago from defined investment and strategic initiatives for MPEA McCormick Place

50 community organizations and 9 major health systems launched the West Side Total Health Collaborative

Published Anchor Mission Playbook with the Democracy Collaborative to help place-based initiatives align institutional and community goals

Civic Leadership

Develop the inclusive leadership capacity our region needs to thrive

Chicago's tradition of private sector leadership has been a critical component of our region's success for more than a century. Today, the context in which that leadership is exercised is changing. Senior corporate leaders face increasingly national and global responsibilities. The expectations of younger business leaders for responsibility, career development, and fulfillment beyond their immediate job duties are likewise changing. And public attitudes towards public and private institutions and the leaders of those institutions have changed dramatically.

Leadership capacity at all levels and across all sectors is necessary for Civic Consulting to achieve its mission. Accordingly, Civic Consulting is collaborating with partners to articulate a vision for the future state of civic leadership in Chicago, and how to create the conditions where that leadership will emerge. We envision a region equipped to compete in the global economy, with an inclusive, distributed model of civic leadership that is a driving force for innovation and economic opportunities for all Chicagoans.

OUTCOMES

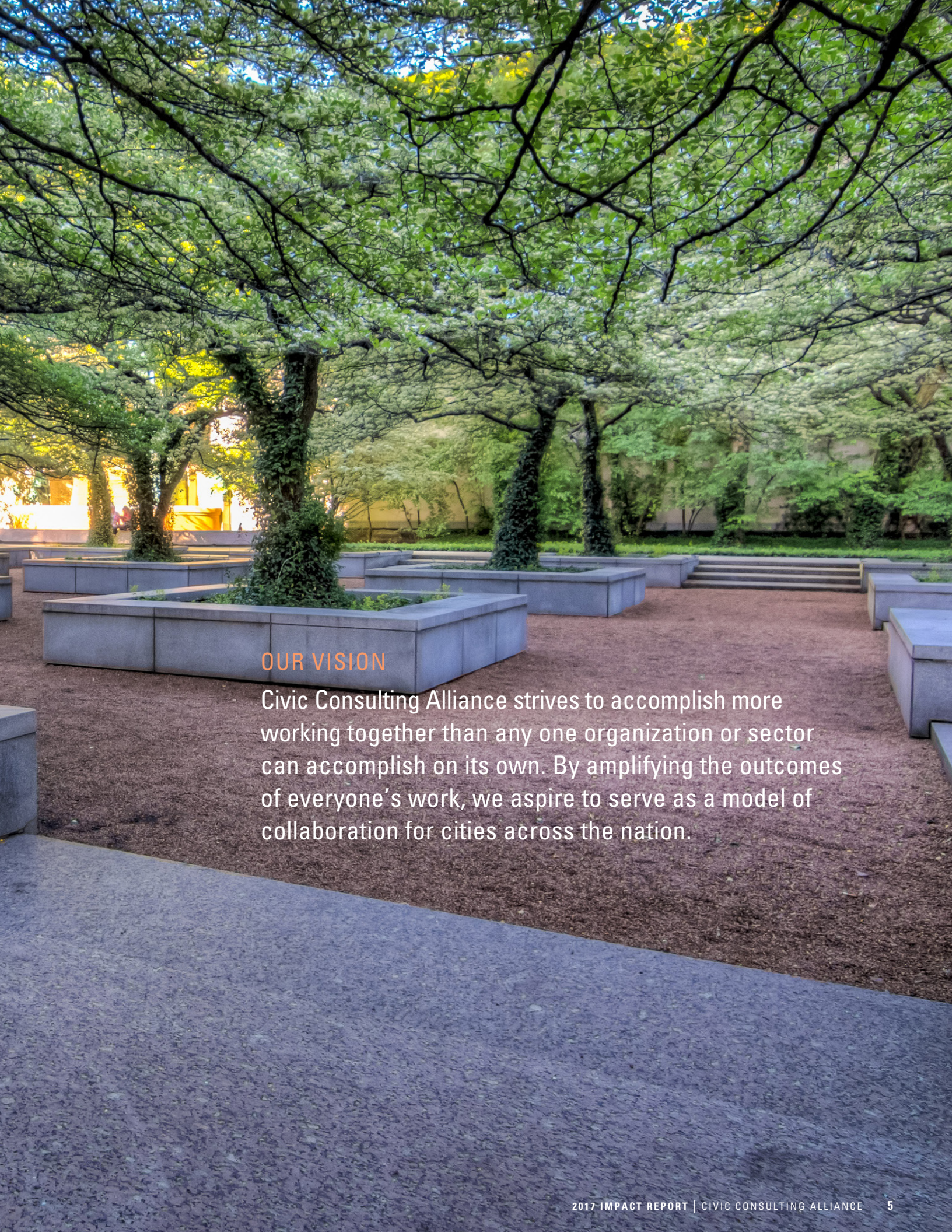
88 government and non-profit leaders have graduated from the Civic Leadership Academy, a region-wide leadership program developed by the University of Chicago, LISAC, and the Civic Consulting Alliance

74 Cook County Health and Hospital Systems leaders across 7 cohorts have completed the CCHHS University's Leadership Development Program



OUR MISSION

Our mission is to make Chicago a great region for everyone to live and work. We leverage incomparable professional resources with committed leaders to provide better educational opportunities, safer streets, vibrant communities 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.

Economic Vitality

One of the most pressing issues facing our region is its slow economic growth paired with an increasing disparity of opportunities. We are committed to increasing the vitality of our region by working across the three pillars of an inclusive economy.

- Our vision in economic vitality is to reduce the growing inequity of our region by growing an economy that works for everyone.

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

- Growth: Supporting economic growth in the region, as a prerequisite for prosperity and inclusion
- Prosperity: Enabling growth that is powered by the increased productivity of workers and that increases standards of living
- Inclusion: Ensuring that people in neighborhoods and communities throughout the region have the ability to contribute to and benefit from growth

“ Civic Consulting pushed our thinking and helped us refine our strategy to be actionable on Day 1. ”

SAM SCOTT III,
President, Black Chicago Tomorrow



2017 ECONOMIC VITALITY SNAPSHOT

9

PROJECTS
EXECUTED

\$6.1M

DOLLARS
INVESTED

8

PARTNERS
ENGAGED

58

PEOPLE
INVOLVED



Black Chicago Tomorrow Matches Needs to Resources

BLACK CHICAGO TOMORROW PRO BONO PARTNERS

Thrive Chicago
A.T. Kearney, Inc.
TSLG, Inc.

In the spring of 2016, Sam Scott, retired Chairman and CEO of Ingredion Inc., addressed Chicago’s civic and business leaders at the Chicago Council on Global Affairs. “If the Chicago black community issue were a business or a business problem, we would address it in a totally different way,” he told the council. “In a business context, the reward would be financial. In my scenario, the reward would be saving lives.”

While addressing the Council, Scott cited staggering statistics of violence, inequity, and lack of opportunities affecting African-Americans in Chicago. He declared that Chicago’s business community could and should work with African-American communities to address neighborhood-level challenges and institutional barriers. Such a partnership, he argued, would uplift the communities as well as Chicago overall.

Heeding the call to action, Civic Consulting Alliance and its pro bono partners worked to develop a framework of six pathways to guide Scott’s work: Economic Opportunity, Safety and Justice, Education, Public Health, Family Strength, and Community Development. This framework helped Scott focus on initiatives that build off existing neighborhood assets

and leadership to match needs voiced by community members, with the resources of partner corporations and universities.

Rather than developing a top-down plan, the team approached communities to build relationships with active neighborhood leaders, residents and anchor institutions, thereby gaining a deeper understanding of local needs and assets. Civic Consulting developed an intricate matrix of community engagement opportunities to leverage Scott’s business connections. After rallying non-profit organizations and corporations for their commitment to engagement and contribution of resources, Black Chicago Tomorrow (BCT) was launched in early 2017. By using the framework of six pathways developed by CCA and our partners, Scott was able to focus work on initiatives that expanded existing neighborhood assets to match the needs voiced by community members with resources of partner corporations and universities.

Dedicated to revitalizing African-American neighborhoods in Chicago through place-based and community-wide initiatives, BCT will drive better coordination of resources and ensure that resident’s voices are heard. BCT is now implementing pilot

Continued on next page



- Black Chicago Tomorrow Operational Support and Corporate Partnership Pilots
- Chicago Region Transportation Planning
- Chicago Small Business Advantage
- Cook County Long Range Transportation Plan Implementation
- Future Ready Illinois

- Metropolitan Pier and Exposition Authority Strategic Plan
- Pension Pricing Analysis
- South Suburban Cook County Sub-Regional Planning

“Civic Consulting Alliance offered an ideal environment for both Black Chicago Tomorrow and me to grow. I am so fortunate to have worked with a team that challenged me and continually pushed me to drive the most impact.”

DANIELLE HARBISON,
Executive Director, Black Chicago Tomorrow



initiatives in several neighborhoods, including Auburn Gresham. There, BCT is working with the Faith Community of St. Sabina and the Auburn Gresham Development Corporation to offer investments in commercial activities, programs to open job opportunities to residents, resources to provide services to youth in need, and to broaden engagement through corporate volunteer programs.

BCT Executive Director Danielle Harbison, formerly a Civic Consulting Associate Principal who led a CCA team through the project’s initial strategy development, defines the new organization’s goal as “[making] all of Chicago more inclusive so that everyone can benefit from what the city offers and the city can benefit from the talent and ingenuity of all of its residents.”

Collaborating to make a difference in increasing economic vitality:

Community metrics database tracks access to valuable growth assets

Black Chicago Tomorrow Works to Match Community Needs to Resources

“Chicago’s African American Community is In Crisis”

Top Chicago Civic and Business Leader addressing institutional denial of minority ownership

Neighborhood Vitality

Chicago is a world-class city by any measure. It is also home to significant disparities in quality of life and opportunity. Despite years of investments by government, businesses, foundations, anchor institutions and many others, parts of Chicago are rocked by violence, persistent poverty, inadequate access to healthcare and high-quality schools. ■ Our vision in neighborhood vitality is to reduce disparity between Chicago neighborhoods to help all residents participate in the opportunities of our region.

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

- Place-based strategies that bring together multiple institutions
- Anchor strategies that help large institutions use their resources to support positive changes in neighborhoods

“*Working with Civic Consulting allowed us to accelerate our impact and deepen our anchor strategy. Now we will be able to spread these best practices to other health systems to improve vitality on West Side of Chicago.*”

LARRY GOODMAN,
CEO, Rush University Medical Center



2017 NEIGHBORHOOD VITALITY SNAPSHOT

13

PROJECTS
EXECUTED

\$2.4M

DOLLARS
INVESTED

12

PARTNERS
ENGAGED

55

PEOPLE
INVOLVED



Partnering for prosperity on Chicago's West Side

WEST SIDE TOTAL HEALTH COLLABORATIVE PRO BONO PARTNERS

- A.T. Kearney, Inc.
- Emanuel Basnight
- Bain & Company
- Lantern Partners
- TLSG, Inc.
- World Business Chicago

The West Side of Chicago is comprised of nine distinct and culturally rich neighborhoods, home to racially and ethnically diverse populations. For too long, however, West Side residents have faced major health, economic, and other inequities that prevent their communities from thriving. Basic social determinants including crowded housing, poverty, homelessness, limited educational opportunities, and lack of access to healthcare, when concentrated together contribute to dramatic differences in life span expectations. Data shows vast life expectancy differences in populations living in different neighborhoods in close proximity to one another. In Chicago's Loop business district, for example, life expectancy reaches 85 years, while just seven stops west on the El, in West Garfield Park, life expectancy falls to 69 years, a gap as large as that between some of the poorest areas of the Western Hemisphere and the United States.

A great number of residents and organizations across the West Side work daily to address the social and structural issues causing these inequities. In many instances, efforts are intensely focused on a single issue plaguing a community, or are poorly coordinated due to limited resources. Any approach to mitigating these vast

gaps must go beyond incremental improvements.

With the vision and leadership of Rush Medical Center CEO Dr. Larry Goodman, the University of Illinois at Chicago (UIC), Cook County Health and Hospitals System (CCHHS) and Presence Health joined Rush to form the West Side Total Health Collaborative (WSTHC), to combat the complex and intertwined community challenges limiting vitality. Civic Consulting Alliance and many dedicated partners have been supporting the WSTHC team since fall 2016. Bringing together stakeholders from across sectors, including community leaders, the WSTHC's multi-faceted approach is addressing Economic Vitality, Education, Health and Health Care, and Neighborhood and Physical Environment. This collaborative seeks to increase life expectancy, improve quality of life indicators, and reduce economic hardship in nine Chicago neighborhoods home to more than 480,000 individuals.

With a target community of 480,000, the WSTHC is the largest place-based healthcare-led improvement effort in the country. WSTHC efforts are coordinated with Chicago's Healthy Chicago 2.0 and the Chicago Department of Public Health's priority areas for the region and WSTHC leaders have records of success

Continued on next page



- Black Chicago Tomorrow
- Community Areas Metrics and Assets Database
- Directory of Nearly Everything
- Incentive Landscape Study
- Library Diversity and Inclusion Implementation
- Neighborhood Jobs Initiative
- Rush Anchor Partnership

- South Side Economic Development Board
- Urban Farming Plan
- West Side Anchor Committee
- West Side Total Health Collaborative

“The neighborhood vitality model will help the West Side Total Health Collaborative set ambitious, evidence-based targets to build health and wellness.”

KISH KHEMANI,
Partner, A.T. Kearney



in other city-wide partnerships with institutions and community networks.

As plans for the WSTHC developed, natural partnerships surfaced and are growing along with the larger collaborative. One example is the West Side Anchor Committee, through which nine health care systems are collectively organizing four place-based initiatives such as:

- Hire locally and create career pathways for low wage employees
- Purchase locally and encourage business incubation around the health system supply chain
- Local impact investments to create low-

interest loans to stimulate businesses

- Volunteer locally and create volunteer opportunities for employees in targeted communities

Despite co-existing on the West Side for decades, these institutions have not worked together in the past on a scale that the Anchor Committee is striving for. The West Side Total Health Collaborative is changing this pattern, to support a brighter future for the nearly half million residents who live on Chicago’s West Side.

Collaborating to make a difference in increasing neighborhood vitality

“Rush University Medical Center Again Honored for Equity of Care”

Winning Back the West Side: Economic Drivers for Sustainable Community Ownership

“Rush University Medical Center Targets Community Health Disparities”

Fifty organizations come together for opening discussions on community-led redevelopment

Public Safety

In recent years, Chicago has been making headlines for all of the wrong reasons. Escalating numbers of shootings and murders have painted a picture of a city that is not providing for the safety of its residents. Too many in our region do not feel safe in their neighborhoods and feel that they have an adversarial relationship with law enforcement. ■ Our vision in public safety is to create a region where everyone - residents and police - are safe.

In the area of public safety, Civic Consulting Alliance focuses on:

- Reducing gun violence by intervening with those most at risk of being victims or perpetrators of gun violence
- Improving the fractured relationship between those enforcing justice and the communities that they serve
- Improving alignment between and within the public, private, community, and philanthropic sector actors who are all working to reduce gun violence

“*Public safety and police reform are a top priority for the city of Chicago. It will take continued strategic and methodical alignment with partners from all sectors. With Civic Consulting, the City engages with the private sector in a meaningful way and continues to build partnerships that support our city to thrive.*”

WALTER KATZ,

Deputy Chief of Staff for Public Safety, City of Chicago



2017 PUBLIC SAFETY SNAPSHOT

6

PROJECTS
EXECUTED

\$840K

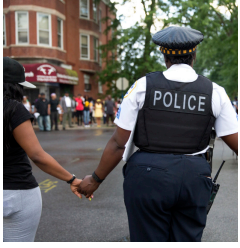
DOLLARS
INVESTED

11

PARTNERS
ENGAGED

38

PEOPLE
INVOLVED



Reassessing Reform at the Chicago Police Department

COPA TRANSITION AND CHICAGO POLICE DEPARTMENT PLAN FOR REFORM PRO BONO PARTNERS

Zeno Group
A.T. Kearney, Inc.
EY
ComEd
Accenture
West Monroe Partners, LLC
Crowe Horwath

In 2017, Civic Consulting Alliance worked to combat the crisis in gun violence along several fronts. After staffing the Police Accountability Task Force (PATF) that made more than 100 recommendations for improving policing and public safety, CCA and our partners developed and helped to manage the process for filling the newly created position of Deputy Inspector General of Public Safety. At the same time, Civic Consulting and several partners helped to build and launch the new Civilian Office of Police Accountability. Both of these were core recommendations of the PATF report.

Recognizing the critical need for improving police legitimacy in some communities, Civic Consulting and our partners began in 2017 to work directly with CPD to support its reform agenda. In March, CPD released its “Next Steps for Reform,” a roadmap outlining more than 30 initiatives across five focus areas: Community Policing; Training; Supervision; Use of Force; and Accountability, in response to the PATF and the US Department of Justice reports. Civic Consulting and multiple pro bono partners helped to manage these wide-ranging reform efforts. Together, we created project management and long-term accountability

systems, enabling CPD to monitor progress and address challenges in real time.

A lasting solution to the crisis in gun violence requires all Chicagoans to play a role. As such, CCA last year helped to stand up and staff the Partnership for Safe and Peaceful Communities, a coalition of more than 30 philanthropic organizations committed to reducing gun violence by aligning grant making in four key strategies:

- Intervening with likely victims and perpetrators through street outreach, constructive policing interventions, cognitive behavioral therapy and jobs
- Increasing legitimacy for and effectiveness of the Chicago Police Department through improved training, better police-community relations, greater community voice in the design and operations of police accountability structures, and other reforms
- Strengthening gun laws to reduce the availability of illegal firearms
- Supporting 120 grassroots community-based organizations for events and projects in 2017

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2017 Public Safety Projects

Civilian Office of Police Accountability Transition & Launch

CPD Plan for Training and Reform

Deputy Public Safety Recruitment

Partnership for Safe and Peaceful Communities
Violence Reduction Strategy

“Civic Consulting Alliance was a critical partner in the work of the Police Accountability Task Force, and has continued to advance several of the Task Force’s important recommendations. Their persistence, along with their partners and the many stakeholders and supporting agencies who are involved in reform across Chicago, are critical in moving our city forward.”

LORI E. LIGHTFOOT,
Chair, Chicago Police Board



across 17 Chicago community areas to foster stronger community bonds, crowd out violence and promote constructive engagement with law enforcement

To date, members have collectively committed more than \$30 million to support these strategies, with a focus on the communities that suffer from the highest rates of gun violence.

As evidenced by our work in 2017, there is no one cause or single initiative that will address all the levels

of public safety needed in Chicago. Many dedicated individuals and organizations are working at all levels to do their part. Civic Consulting Alliance and our partners are working hard to do ours.

Collaborating to make a difference in public safety:

“The Most Interesting Recommendations from Chicago’s Police Accountability Task Force”

“New Anti-Violence Program to Focus on People at High Risk”

“Civilian Office of Police Accountability to Launch in September, Replace Long Criticized IPRA”

“Agency That Investigates Police Misconduct to Undergo Transformation”

Criminal Justice

Too often, a person's treatment by our criminal justice system is dictated by his race or economic status. For example, some people are kept in jail for no other reason than they cannot afford cash bail. At the same time, people arrested for serious gun crimes are set free awaiting trial or serve sentences after conviction that do not ensure public safety. Our criminal justice system is built on the presumption of innocence, and while maintaining that presumption we must ensure the general public is protected from those who pose a real threat to everyone's safety. Our vision in criminal justice is to ensure that justice is applied consistently and effectively across communities.

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

- Creating multi-stakeholder collaboration to develop a model bond court
- Improving the effectiveness of the State's Attorney's Office in prosecuting those accused of the most serious crimes
- Pursuing alternatives to incarceration through diversion programs and specialty courts
- Understanding the financial and public safety implications of incarceration, as a platform to make better policy decisions

“*The recent reduction in Cook County's jail population is an early sign of what can happen when leaders come to the table and work together.*”

JUSTICE ANNE M. BURKE,
Illinois Supreme Court



2017 CRIMINAL JUSTICE SNAPSHOT

9

PROJECTS
EXECUTED

\$1.3M

DOLLARS
INVESTED

11

PARTNERS
ENGAGED

50

PEOPLE
INVOLVED



New Approaches to Old Challenges for the Cook County State’s Attorney

STATE’S ATTORNEY TRANSITION

Deloitte
 The Boston Consulting Group
 KPMG LLP
 Mayer Brown LLP
 CIBC

Cook County State’s Attorney, Kim Foxx, took office at a critical time for criminal justice in Cook County. Nearly a dozen neighborhoods in Chicago were (and are) suffering from staggering levels of gun violence, while the public’s faith in the criminal justice system had eroded, in part due to the lack of progress in reducing this violence and in part due to the system’s disproportionate impact on communities of color. Following her election, the new State’s Attorney laid out a vision to promote public safety by seeking justice in an equitable, efficient, and effective manner.

Along with several partners, Civic Consulting Alliance worked with the State’s Attorney’s team to translate Foxx’s vision into a plan of action. The result was an organizational redesign and forward-looking strategic plan that, through specific initiatives, defined operational goals, metrics, and implementation steps toward a more effective, engaged, and fair Office.

Building upon the strategic planning work, Civic Consulting and our partners helped the team

implement several of the most pressing initiatives. In one effort, the approach to staffing was changed to allow more resources to be allocated to the highest priority cases, such as murders and other violent crimes. Through this effort, the State’s Attorney announced a new unit to prosecute the most violent criminal cases. The new approach will allow the prosecutor assigned to the case to be more effective, as well as advocate for and protect the interests of victim’s families as the case moves through the system. By doing so, Civic Consulting and its pro bono partners were able to re-frame a challenging human resources problem into a problem of organizational structure, with specific frameworks for improvement.

Civic Consulting Alliance and our partners also helped the State’s Attorney’s team evaluate its internal office structure and culture. The group defined decision rights for leadership staff and created an employee survey to identify opportunities for increasing team engagement. One of the

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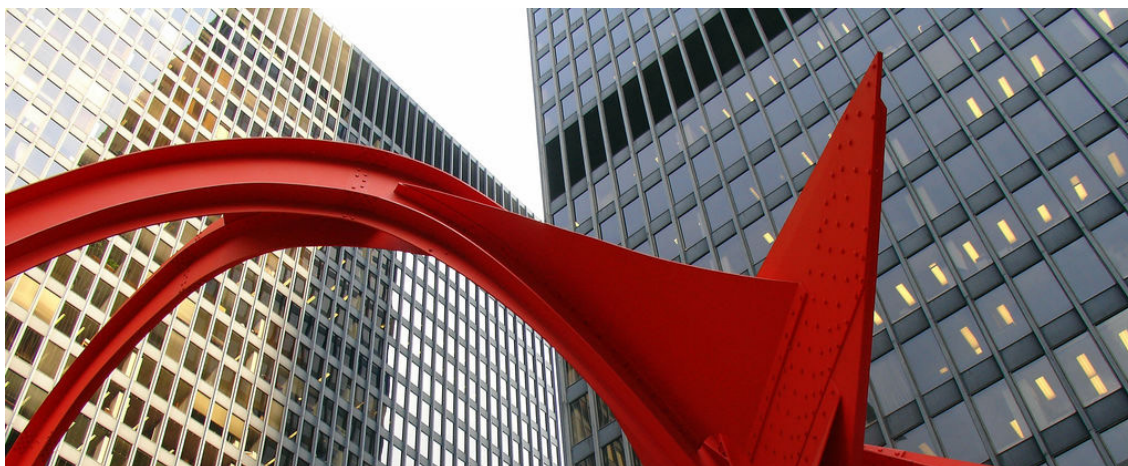
2017 Criminal Justice Projects

- Assistant State’s Attorney Staffing Optimization
- Bond Court Reform Oversight
- Mental Health Resource Unit
- Physical Bond Court Redesign
- Public Defender Multiple Defendant Cases Messaging
- State’s Attorney Employee Performance Management

- State’s Attorney Transition
- Alternative Prosecution Strategy

“Civic Consulting Alliance laid the groundwork for my team to hit the ground running after the election. We have made significant gains on improving the criminal justice system in Cook County thanks to their work.”

KIM FOXX,
State's Attorney, Cook County



survey's most important findings revealed employee dissatisfaction driven by the Office's performance evaluation system. To improve employee morale, promote a culture of professional improvement, and drive strategic change, Civic Consulting and its pro bono partners helped the Office define a new employee evaluation system that was more objective, transparent, and consistent.

Much work remains to be done. But with the

support of CCA and multiple pro bono partners, the Office of the Cook County's State's Attorney is today more effective and responsive to the people of Cook County than just a few months ago.

Collaborating to make a difference in criminal justice:

“New Cook County State's Attorney Kim Foxx Talks Reform Plan”

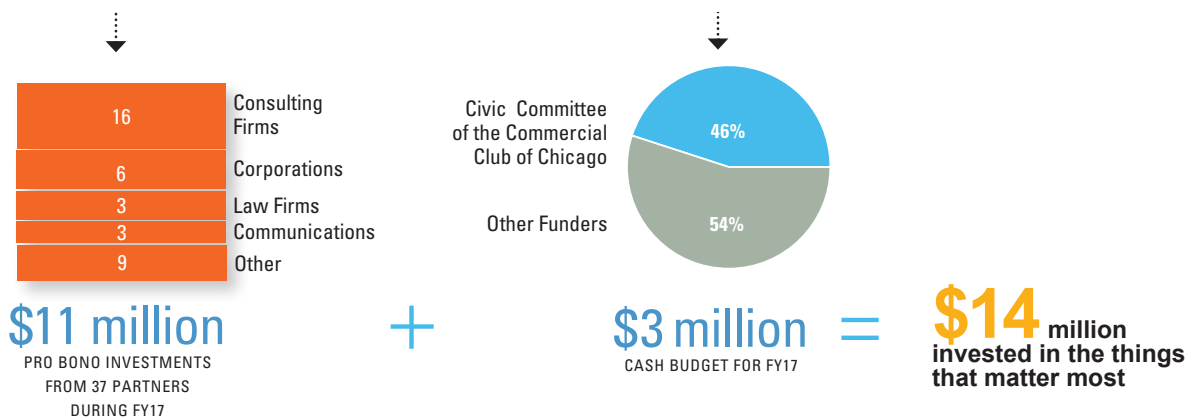
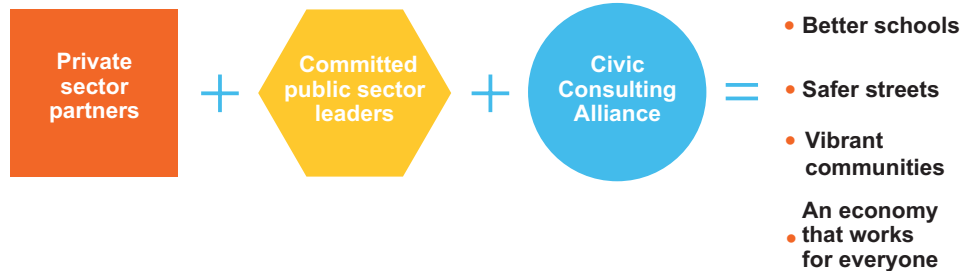
“Judges ordered to set affordable bonds for defendants who pose no danger”

“Kim Foxx Makes Big Change Days After Being Sworn in As Cook County State's Attorney”

“Latest move in bail reform: Chief judge replaces all bond court judges”

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.



In Summary

In last year's Impact Report, I shared this space with outgoing Board Chair James Glerum. Jim looked back on the impressive impact of several Civic Consulting projects over his six year tenure. I shared my past experiences with Civic Consulting Alliance as a pro bono partner at Deloitte, through my work with the Civic Committee, and as Treasurer of the Executive Committee of the Commercial Club. I described my admiration for the staff, Board members, and pro bono partners whose work has allowed Civic Consulting Alliance to consolidate its unique leadership position in Chicago. Finally, I stated my resolve to keep Civic Consulting Alliance focused on the issues that matter most in our city and our region.

My first full year of service as Board Chair has been eventful. Economic vitality in Chicago is increasing day-by-day, and more Chicagoans than ever are taking advantage of the improved outcomes at the City Colleges of Chicago. The Chicago Police Department released its Next Steps for Reform in March, with a commitment to system-wide reforms and new strategic initiatives in response to reports of the Department of Justice and the Police Accountability Task Force. Chicago's philanthropic leaders stepped up their efforts to reduce gun violence. Cook County State's Attorney Kim Foxx came into office in January on a platform of reform to the prosecutorial side of our criminal justice system. Despite working in an environment of budget uncertainty, the Chicago Public Schools continued to develop ambitious and innovative programs such as CS4All (an introduction to computer science for all students) and Early College STEM education. And civic leaders across multiple sectors proactively sought out ways to improve quality of life for residents of our region.

I am proud of the role Civic Consulting Alliance has played in these developments. Dedicated teams of Civic Consulting staff and pro bono partners have spent much of the year working with the Chicago Police Department, the Partnership for Safe and Peaceful Communities, the State's Attorney's Office, the Chicago Public Schools and City Colleges of Chicago, Black Chicago Tomorrow, Rush University Medical Center and its partner institutions in the West Side Total Health Collaborative, among other important clients. On all these fronts, Civic Consulting is fulfilling its mission to invest in the things that matter most to our region.

This year the Civic Consulting Board concluded a strategic planning cycle that helped to define our focus areas. Our new strategic plan takes account of the increasing opportunities we see to work with a wider range of partners, including major non-profits with far-reaching impact on their communities. Our focus on economic vitality signals our recognition that economic growth alone is insufficient if the benefits of growth are not shared. Tellingly, public safety and criminal justice challenges are correlated with our region's economic vitality, also requiring our focus on equitable treatment and community partnerships in all of Chicago's neighborhoods.

Through its strategic vision and its engagements on the ground, Civic Consulting Alliance continues to present a unique value proposition to Chicago's corporate leaders. With thirty-seven pro bono partners engaged in Civic Consulting projects and \$14 million of investment in fiscal year 2017, Chicago's business community continues to signal its confidence in Civic Consulting Alliance. I am grateful to all those who have made these collaborative ventures successful over the last year and those who remain committed to the work still ahead of us.

Sincerely,

A handwritten signature in black ink that reads "Deborah L. DeHaas". The signature is fluid and cursive.

Deborah DeHaas,
Board Chair

2017 Contributing 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

The Allstate Corporation	DigitasLBI	McKinsey & Company
A.T. Kearney	EY	Microsoft Corporation
Accenture	Goldman, Sachs & Co.	Protiviti
AECOM	Hyatt Hotels Corporation	Riley Safer Holmes & Cancila LLP
Bain & Company	Kellogg School of Management at Northwestern University	Rush University Medical Center
Baker & McKenzie	Kepler	Strategic Talent Solutions
The Boston Consulting Group	Kirkland & Ellis LLP	TLSG, Inc.
CannonDesign	Korn Ferry	University of Chicago Booth School of Business
CIBC	KPMG US LLP	University of Michigan Ross School of Business
Classic Color	Lantern Partners	West Monroe Partners, LLC
Crowe Horwath LLP	Mayer Brown LLP	Zeno Group
Deloitte US		

INDIVIDUALS

Emanuel Basnight	Frank Beal	Jason Schmitt
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“CCA provides Deloitte with a direct channel to help the city with some of its most important initiatives. Our people value the experiences that working with CCA provides.”

MICHAEL EVANGELIDES,
Partner, Deloitte Consulting LLP

“We were excited to contribute to the important work going on at CPD, applying our organizational and management expertise to a reform effort that will fundamentally change how law enforcement relates to community in...Chicago. Our manager...said it was one of the most meaningful [projects] of her career.”

CHRIS BRADLEY,
Managing Director, Accenture

“Civic Consulting offered the opportunity to magnify the public impact of Bain’s strategy work across multiple anchor institutions working to improve economic vitality in Chicago.”

JAMIE CLEGHORN,
Partner, Bain & Company

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

2017 Contributing Funders

Our cash budget is funded by the Civic Committee of the Commercial Club of Chicago, as well as 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
The John D. and Catherine T. MacArthur Foundation
The Joyce Foundation
JP Morgan Chase Foundation
Polk Bros. Foundation
The Pritzker Traubert Family Foundation
The Robert R. McCormick Foundation
The Searle Funds at the Chicago Community Trust

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Liz and Eric Lefkofsky
Daniel Reidy
D. Gideon Searle
The John G. Searle Family Trust
Nancy S. Searle
The Searle Funds at the Chicago Community Trust
Susan and Robert Wislow Charitable Foundation

“Civic Consulting is playing a vital role in helping Chicago reduce violent crime by bringing people to the table, helping move the agenda forward, creating consensus and designing strategy.”

MAURICE CLASSEN,
*Program Officer, MacArthur
Foundation*

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, funding and counsel that helps our work have the greatest possible impact.

Deborah L. DeHaas

BOARD CHAIR

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

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Chancellor Emerita, Professor of Medicine, John Corbally Presidential Professor, University of Illinois at Chicago

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Consultant to Skadden, Arps, Slate, Meagher & Flom LLP

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Senior Advisor, Civic Consulting Alliance

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President and CEO, Chicago Public Media/WBEZ

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Kelly R. Welsh*

President, The Civic Committee of the Commercial Club of Chicago

Robert Wislow*

Chairman, CBRE Chicago

*Member of 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.

Barbara Ford
CO-CHAIR
Partner,
Phoenix Strategic Advisors

Doug Scott
CO-CHAIR
President,
A Better Chicago

Bill Abolt
Vice President,
AECOM

Brian Greenblatt
Managing Director,
CIBC

Mike Stringer
Co-Founder and Partner,
Datascope Analytics

Peter Bresler
North America Practice Leader,
Health Analytics,
Willis Towers Watson

Gareth Hayes
Partner,
Roland Berger

Susana Vasquez
Associate Vice President,
University of Chicago Office of Civic
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and Associate Director
of Account Planning,
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Michelle Russell
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The Boston Consulting Group

Bryony Winn
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Randy Burt
Principal,
A.T. Kearney

Whitney Smith
Philanthropic Giving Lead, Midwest,
JPMorgan Chase & Co.

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Accenture

Shelley Stern Grach
Director of Civic Engagement,
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Maria Wynne
Chief Executive Officer,
Leadership Greater Chicago

Jamie Cleghorn
Partner,
Bain & Company

Robert Soles
Partner, Advisory, IT Audit & Assurance,
KPMG LLP

If you are interested in becoming a Leadership Council member, please contact Stephanie Dolan (sdolan@ccachicago.org).

Our Alumni

The impact of our work extends beyond projects. Those who work on our teams rise up in their organizations, and those who work on our staff move on to become leaders across Chicago's civic landscape. Alumni include:

STAFF ALUMNI

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*

Elizabeth Coon

*Management Consultant,
Volar Adventures and Advising*

Gillian Darlow

*Chief Executive Officer,
Polk Bros. Foundation*

I. Alexandra Dumitriu

*Risk Management Specialist,
Federal Reserve Bank of Chicago*

Rose Fealy

*Chief Financial Officer,
Vice President of Finance
& Administration,
Museum of Science and Industry*

Sameer Gadkaree

*Chief Program Officer,
The Joyce Foundation*

Leslie Glotzer

*Special Projects Associate,
Thrive Chicago*

Danielle Harbison

*Executive Director,
Black Chicago Tomorrow*

Shruti Jayaraman

*VP of Market Strategies,
AVIA Health Innovations*

Don Laackman

*Former President,
Harold Washington College*

Belinda Li

*Founder, CEO
& Chief Consultant,
CiTTA Partnership*

Marie Lynch

*President & Chief
Executive Officer,
Skills for Chicagoland's Future*

Tom McKone

*Chief Administrative
Officer,
Chicago Transit Authority*

Michael Modak-Truran

*Chief Executive Officer,
Coffee House Films, Inc.*

Lydia Murray

*Former CIO,
Cook County*

Elory Rozner

*Founder, CEO,
Uncommon Classrooms*

Kelly Ruppel

*Chief of Staff,
Madison [WI]
Metropolitan School
District*

Steven Shaw

*Former Deputy Chief of
Staff,
Cook County Board
President*

Alexander Shermansong

*CEO,
Civic Consulting USA*

Asheley Van Ness

*Executive Director, Research
Operations,
Mayor's Office of Criminal
Justice, New York City*

Aliza Warwick

*Yenching Scholar,
Peking University*

Owen Washburn

*Vice President,
Global Philanthropy,
JP Morgan Chase*

Sara Wasserteil

*Engagement Manager,
Mission Management*

“Civic Consulting offers young civic-minded leaders the opportunities to be directly involved in creating and implementing solutions to the region's biggest problems. My time here grew and developed my capacity as a civic leader in ways that will carry over the duration of my career.”

SARA WASSERTEIL,

Engagement Manager, Mission Measurement

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 economic vitality, education, and public safety. 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.

Our alumni go on to do big things. Some become leaders in the public, non-profit, and for-profit sectors. Others go back to their firms and use their experience to move upward. Some go on to the most prestigious graduate programs in the country.

“Civic Consulting Alliance is a unique place - an institution sitting between sectors, a high-powered consulting firm, and a mix of talented people from myriad experiences. It is inspiring to see a place constantly adapting to the needs of its clients and staff.”

MICHAEL MODAK-TRURAN,
CEO, Coffee House Films, Inc.

“Civic Consulting Alliance pushed me to think bigger and more strategically in more ways than I can count. Civic Consulting brings together smart, talented, and driven people, and will continue to make Chicago a better place for many years to come.”

LESLIE GLOTZER,
Special Projects Associate, Thrive Chicago

“My time at Civic Consulting Alliance gave me the chance to dive into some of the toughest policy issues facing Chicago. I grew personally and professionally from the mentorship of the Civic Consulting team and our collaboration with dedicated partners and clients. It's hard to imagine a better opportunity to learn about Chicago's civic landscape while developing skills that will be valuable for any future endeavor.”

ALIZA WARWICK,
Yenching Scholar, Peking University

“Civic Consulting has created a project management system that enables the Chicago Police Department to keep track of progress on all its reform initiatives, assign ownership of key deliverables and raise issues to leadership as they arise. CPD is grateful to the entire team at Civic Consulting and their pro bono partners for this collaboration.”

EDDIE JOHNSON,
Superintendent, Chicago Police Department

“Civic Consulting Alliance’s external perspective added a new level of rigor and depth to our Council’s discussion. For an organization that thinks in terms of decades, this work will improve our strategic decision-making for a very long time.”

ARNOLD RANDALL,
Superintendent, Cook County Forest Preserve

“It was exciting to see all the stakeholders coming to every meeting full of new ideas. Civic Consulting’s skill in providing an environment and structure for effective collaboration helped generate some truly impactful solutions.”

AMY CAMPANELLI,
Public Defender, Cook County

**Civic
Consulting**
alliance

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