

**Civic Consulting Alliance
Civic Committee Steering Committee Update
January 27, 2021**

Civic Consulting Alliance is a nonprofit organization bringing together collaborative, pro bono investments to get big things done for Chicago. Our mission is to make the Chicago region a great place for everyone to live in and work. We address systemic problems to achieve lasting change with a unique approach to management consulting and *pro bono* resources from our partners. Philanthropy fuels our experienced staff, whose dedication is amplified by our best-in-class *pro bono* partners' generous commitments; for every dollar we invest in staff, we provide triple in *pro bono* services to our clients, with nearly \$15 million invested in our region's thorniest challenges annually since 2010. **Please be sure to check out our recently released [2020 Impact Report](#) that details accomplishments of our FY2020 fiscal year.**

Recent highlights of Civic Consulting Alliance's work are summarized below. Updates since the last report on December 10th are in **bold**. Projects are grouped by our three platform areas: Economic Vitality, Education, and Public Safety & Criminal Justice. Special Projects includes engagements that do not fit squarely within these core platforms. *Pro bono* partners are noted in (parentheses) as applicable.



SPECIAL PROJECTS *We capture timely opportunities and address urgent challenges that advance our mission.*

City of Chicago COVID-19 Response

- **Racial Equity Rapid Response Team:** Civic Consulting Alliance and its partners are supporting the City of Chicago and West Side United to address the racial health disparities of this crisis. **We helped roll out hyperlocal efforts led by community institutions to provide resources in northwest and southwest side neighborhoods with high positivity rates. We established a weekly cadence of data review by zip code and census tract, and coordination for communication, door to door outreach, testing expansion, and resource supports (e.g. food distribution, cash assistance).**
- **Racial Equity in Healthcare Progress Report:** Over the summer, Civic Consulting Alliance facilitated an unprecedented joint public statement calling for racial equity in healthcare from the forty providers in the Providers Working Group of the Racial Equity Rapid Response team (above). We have been developing a reporting system for these providers to assess their organization's progress towards racial equity, addressing four domains – leadership, organization, patients, and community. **After extensive socialization with providers, community members, and local and national experts, we launched a pilot to**

test the survey. Eleven providers are currently piloting the Racial Equity in Healthcare Progress Report, including a range of providers from large academic hospitals to community clinics. The team is also in discussions with the Illinois Hospital Association to support future ownership of the Progress Report and to institutionalize and socialize the practice across the state. (Oliver Wyman, KPMG Fellow)

- **Together We Heal:** We supported the City's Office of Equity and Racial Justice to develop this new [citywide racial healing strategy](#). The initiative began with a challenge launched in December to encourage community-level racial healing activities across Chicago. The challenge will culminate in a citywide summit on January 29th. Zeno Group is supporting the promotion and outreach strategy for the summit and developing a communications plan for the Office. (Zeno Group)
- **Vaccine Phase 1B Distribution:** Civic Consulting Alliance is providing critical interim capacity to the Mayor's Office to support the education, communication, and prioritization of vaccination distribution to "1B" industries. Work includes standing up and facilitating sector-specific working groups.



ECONOMIC VITALITY *We contribute to Chicago's long-term vitality by growing an economy that works for everyone.*

City of Chicago

- **Economic Recovery:** Civic Consulting Alliance has continued to support the Mayor's Office in efforts to ensure an inclusive and equitable recovery for the region, including the Recovery Task Force that resulted in 17 recommendations in the [Forward Together](#) report. Civic Consulting Alliance and *pro bono* partner EY helped design and implement a Project Management Office to manage implementation of the recommendations. **Recently, Civic Consulting Alliance supported the Mayor's Office to identify opportunities for accelerating access to jobs in priority sectors of the local economy. We established a baseline of current and expected job demand, capacity of existing workforce development programs, and workforce training needs for jobs expected to be in demand in the next 12-18 months. In January, Civic Consulting Alliance and a *pro bono* team from Deloitte began work to increase access to available jobs, augment existing workforce pipelines, and fill identified job training gaps. (Deloitte)**
- **INVEST South/West (ISW):** Since 2020, Civic Consulting Alliance has helped execute the business development priorities of this initiative to align \$750 million in public funding over the next three years along ten identified commercial corridors and to attract additional private capital. Our support has included developing a marketing strategy for the corridors, outreach to private sector real estate investors, identifying catalytic investment

opportunities for philanthropic and private sector investment, developing strategies for improving vacant lots, and securing corporate partnerships for the City's Regional Business Centers. **Recently, we created an evaluation process for responses to the City's Request for Proposals for development in Austin, Englewood, and Auburn Gresham, including interdepartmental coordination and community feedback. (Bain & Company)**

West Side United (WSU)

- **Establishing a 501(c)(3):** Kicked off support to transition WSU to a new stand-alone non-profit organization by June 2022. We are coordinating working groups to define and implement the legal structure and develop an operational model and financial planning.
- **Incumbent Workforce Health IT Pathway:** Civic Consulting Alliance is supporting WSU to develop a new Health IT pathway for current staff supported by federal funding under the federal Workforce Innovation and Opportunity Act and a grant from JP Morgan Chase. The pathway program at Cook County Hospital will provide free training to Computer Operators to earn industry-recognized certifications required for them to transition to new Service Desk Analyst roles.

Metropolitan Water Reclamation District (MWRD)

- **Strategic Plan:** In August, Civic Consulting Alliance launched a project to develop a five-year strategic plan for the MWRD to articulate its vision and strategic goals, identify initiatives to achieve those goals, and provide a framework for measuring progress. **In the fall, we supported an external stakeholder workshop, and helped launch a public survey and an internal employee survey. Based on this input, the client identified five overarching strategic goals and 29 preliminary strategies to attain those goals. Working groups are now developing success measures, detailed initiatives, activities and timelines for each strategic goal and associated strategies. (Arup, Kearney)**

Chicago Community Trust

- **Together We Rise (TWR):** The Chicago Community Trust launched TWR to unite the region's philanthropic, corporate, public, nonprofit and community sectors to ensure an equitable economic recovery following the social, financial and health crises of 2020. The effort aims to reverse disinvestment in Black and LatinX communities and neighborhoods, by making grants and investments; promoting more equitable business practices; and advancing public policies. Civic Consulting Alliance with its partner BCG kicked off work in January to develop a strategic framework and operating model for TWR. (BCG)



EDUCATION *We advance an education system that provides equitable access to opportunity for all Chicago students and prepares them for lifelong success.*

City of Chicago Mayor's Office

- **Chicago Early Learning Collaborative Governance:** In November, we started a project to refresh and reboot the Chicago Early Learning governance model and use of metrics in decision-making. Civic Consulting Alliance is supporting a Steering Committee of early childhood leaders within Chicago Public Schools, Department of Family and Support Services, and the Mayor's Office. To date, our work has resulted in alignment around a revised mission statement, strategic goals, key performance indicators, and the application of City values in the Steering Committee's collaboration model.

Chicago Public Schools (CPS)

- **High School Strategy Collaborative:** **Completed** a project to support CPS in prioritizing initiatives and developing cross-functional groups for their recently released High School Strategy. **The project management tools, including a project charter template to align the goals of the workgroup, a project milestone tracker, and an overall dashboard will allow CPS to track progress and resolve any obstacles.** This project is aligned to CPS's five-year vision that establishes goals for graduation rate, SAT attainment, and college enrollment and leverages work that Civic Consulting Alliance recently completed for early literacy.
- **Whole School Safety Plans:** The Board of Education charged CPS with creating an inclusive process to ensure that by the beginning of the 2021-22 school year, schools will have access to "Whole School Comprehensive Safety Plans" that account for a range of school safety needs, regardless of School Resource Officer presence in a school building. Civic Consulting Alliance developed a process for community organizations to host design sessions to generate a range of school safety options. CPS will present these recommendations to its Board for principals to use in their planning for next school year.
- **Portfolio Strategy:** Kicked off project to support the development of a portfolio strategy for CPS, which entails building an equity-based decision-making framework for resource investment in schools to help guide decisions about academic programs and resources.

Chicago State University (CSU)

- **Equity Working Group:** Since July, Civic Consulting Alliance has supported a new working group of 40 stakeholders, convened by CSU and the Illinois Board of Higher Education, to address access, success, completion and connection to the workforce for Black students in higher education in Illinois. **The Working Group has reviewed extensive data and emerging actionable solutions. A final report of the Working Group with recommended actions and commitments from members is expected this quarter.**



PUBLIC SAFETY AND CRIMINAL JUSTICE *We facilitate collaborative public safety and criminal justice reform with institutions and communities to ensure that everyone is safe and justice is exercised equitably.*

City of Chicago Mayor's Office

- **Deputy Mayor Search Process:** Helped structure a search process for the vacant position of Deputy Mayor of Public Safety, including development of a prioritized competency scorecard for evaluating candidates. (Lantern Partners)

Chicago Police Department (CPD)

- **Youth Intervention Strategy:** In July, Civic Consulting Alliance began work with CPD and the Mayor's Office of Violence Reduction to minimize youth involvement in the justice system and achieve reforms in the consent decree. This work focuses on implementing immediate changes to the City's Juvenile Intervention Support Center (JISC) to address concerns raised by the Inspector General; and developing a long-term vision to increase both access to case management services and the number of juveniles diverted. **We supported the JISC Advisory Council, a city-wide body of juvenile justice stakeholders, to monitor short-term reform efforts executed at the JISC; present best practice research from peer jurisdictions; and solicit feedback for future-state youth deflection and diversion.**

Civilian Office of Police Accountability (COPA)

- Policy Working Group: Civic Consulting Alliance and our *pro bono* partner, Sidley, supported the review of COPA's policies as required by the consent decree. **Work concluded in November, resulting in recommendations for improvements to six policies. (Sidley)**

Partnership for Safe and Peaceful Communities (PSPC)

- Strategic Refresh: Civic Consulting Alliance continues to support the management of PSPC, a coalition of more than 40 philanthropic organizations committed to reducing gun violence in Chicago by aligning grant-making and collaborating across sectors. Starting in the fall, Civic Consulting Alliance has been working to identify PSPC's highest priorities for 2021-2022 within the four current focus areas (direct services; police reform/community engagement; gun policy; and community grants) and new areas for investment.



FISCAL UPDATE

The Civic Consulting Alliance Board and leadership are focused on building a more fiscally sustainable organization to maintain the scope and scale of our impact. After several years of rapid growth, last fiscal year our foundation revenue decreased significantly. We have cut expenses by 20% and are pursuing strategies to diversify our revenues. Please contact Board Chair Deb DeHaas and/or CEO Rebekah Scheinfeld about ways to support during this critical time.