

SAPHIRA BAKER

EXPERIENCE

PRINCIPAL CONSULTANT, COMMUNITAS CONSULTING, CHARLOTTESVILLE, VA, 05/2008 -

Founded consulting practice that helps state, regional and local nonprofit and public sector clients launch and sustain collaborative community improvement initiatives, increases the efficiency and capacity of nonprofit organizations through strategic and operational planning, and conducts community-based research, writing and analytical services.

- Prepared the Commonwealth's first social indicator report on the state of family violence in Virginia localities.
- Developed a strategic plan for a new nonprofit entity, merging four independent programs, to increase their overall effectiveness and impact in a regional metropolitan area.
- Facilitated and drafted a regional school readiness plan with ownership and accountability for results from the public schools, regional governments, nonprofit and private agencies.
- Conducted an assessment of neighborhood needs and resources for a local housing non-profit through interviews with agencies and a bi-lingual survey engaging 390 residents, and developed program recommendations.

Clients include the University of Virginia, the Community Foundation *Serving Richmond and Central Virginia*, United Way of Greater Richmond and Petersburg, Robins Foundation, Senior Connections, Better Housing Coalition, Martha Jefferson Hospital Foundation, Jefferson Area CHIP, and the Family and Children's Trust Fund of Virginia.

DEPUTY CHIEF ADMINISTRATIVE OFFICER FOR HUMAN SERVICES, CITY OF RICHMOND, RICHMOND, VA, 12/2005-3/2008

Provided leadership, direction and oversight to the City's human services agencies -- including the departments of Parks, Recreation and Community Facilities, Social Services, Justice Services, the Hispanic Liaison Office and the Youth and Workforce Development Division -- with budgets totaling over \$92 million and over 800 employees. Spearheaded and advanced the implementation of the City's Vision 2020 plan for improving social conditions. Provided oversight and served as Richmond's liaison to the Richmond City Health District, the Richmond Behavioral Health Authority, the Richmond Hospital Authority, the Richmond Workforce Investment Board and the Richmond Public Library.

Program Design and Development

- Created a citywide Early Childhood Development Initiative resulting in increased parent education opportunities, child care training, and home-visiting services, operated in partnership with public and private organizations.
- Revitalized and restructured the City's Human Services Commission into a Youth and Workforce Division, resulting in an enriched summer employment program for over 370 youth and a new City Volunteer Office.

Collaborative Leadership

- Completed a restructuring of the City's Health Department from a City to a State agency, with the Deputy Commissioner of the Virginia Department of Health (VDH), including transition of staff, information technology services, finances, human resources and infrastructure, and led communication with staff and the public.
- Established an interagency Human Services Cabinet to spearhead implementation of the Vision 2020 plan across local agencies and city departments, foster creative solutions and increase efficiency through coordination.

Strategic Planning and Management

- Championed the City's efforts to establish a regional workforce investment board with seven surrounding counties. Commissioned study resulting in a recommendation for regionalization, secured technical assistance and financial support from the Office of the Governor's Special Advisor for Workforce Development and initiated discussions with peer regional officials in support of this effort.

- Improved the management and oversight of over \$2.7 million in City non-departmental grants to community-based organizations by aligning the application process with City priorities and establishing site visits, quarterly outcome reporting and tracking requirements.
- Assumed responsibility during Tropical Storm Ernesto for overseeing the City's emergency operation response to flooding including sheltering, evacuation, transportation, communication and coordination of city resources while serving as the Acting Chief Administrative Officer.

DIRECTOR, CHARLOTTESVILLE/ALBEMARLE COMMISSION ON CHILDREN AND FAMILIES, CITY OF CHARLOTTESVILLE AND ALBEMARLE COUNTY, VA, 6/1998 - 11/2005

Established a regional commission of 22 citizens, education, government and human service representatives to advise local government on improving child and family outcomes, coordinate and improve access to services, provide data and information on local conditions and services, and act as a catalyst for new resources to improve conditions for children and their families. Awarded Bridge Building Award from City Manager's Office.

- Created an outcome measurement system to guide the public investment decisions affecting \$2.6 million annually in grants to community-based non-profits in collaboration with regional governments and United Way.
- Published the community's first annual report card on child and family well-being to track community trends; designed and produced a comprehensive assessment to identify unmet needs and solutions for the region;
- Conceived of and secured private funding for the development and publication of the first regional Children and Family Budget to guide investment decisions by local governments.
- Led work groups of citizens, educators, young people, public and private partners to develop policy and program recommendations and address unmet needs, such as access to structured out-of-school time opportunities. Raised state, federal and private funds to enhance juvenile justice and family violence prevention initiatives.

COMMUNITY RELATIONS/WORKFORCE DEVELOPMENT SERVICES TO JOBS FOR THE FUTURE; 21ST CENTURY LEAGUE; AND THE PHILADELPHIA SCHOOL DISTRICT, PHILADELPHIA, PA, 1996 - 1998

- Served as Job for the Future's (JFF) Philadelphia liaison with the public schools; provided technical assistance to school administrators, staff and employers to enhance Philadelphia's School to Career initiative; represented JFF at community and school district meetings; wrote a manual for Philadelphia employers on working with schools.
- Developed and presented briefings to public education and business leaders regarding the impact of welfare reform in Philadelphia. Produced report with recommendations to policy makers to prepare them for forthcoming changes in federal and state workforce development policies.

DIRECTOR, OFFICE OF WORKFORCE DEVELOPMENT, CITY OF CAMBRIDGE, CAMBRIDGE, MA, 1994 - 1996

Launched a new municipal office to plan, coordinate, and oversee adult and youth nonprofit and public employment and workforce development services in Cambridge.

- Spearheaded citywide effort to bring a satellite office of a community college campus into Cambridge, serving 120 residents in its first year.
- Led effort to secure a \$1.2 million, three-year grant for a regional school-to-career partnership as a lead member of new seven school-district planning team.
- Managed the expansion of a community-based youth employment coordinating office to a municipal division of City government with oversight of a summer employment program for 500 teens and adult employment initiatives.
- Recipient of the National League of Cities' Workforce Development Award and International City/County Management Association's Program Excellence Award for Collaborative Children and Youth Initiatives in 1996.

DIRECTOR, CITYWIDE YOUTH EMPLOYMENT OFFICE, CITY OF CAMBRIDGE, CAMBRIDGE, MA, 1990 - 1996

Created and managed a new partnership office combining the resources of a nonprofit agency with Cambridge City government aimed at coordinating and enhancing career and employment opportunities for young people.

- Designed and launched two school-to-career initiatives in collaboration with the public high school, local industry, and nonprofit agencies in health care and finance.
- Established and secured private funding for City Links, an after-school leadership and apprenticeship program in the public sector for linguistic minority high school youth based in a nonprofit organization.
- Created Cambridge's first Summer Jobs Campaign; obtained in-kind advertising, sponsored major special events, and increased the level of corporate support and number of private sector summer jobs annually.

INTERN, THE FUND FOR THE HOMELESS, THE BOSTON FOUNDATION, BOSTON, MA, SUMMER 1989/90

Lead developer of a database project to connect Massachusetts' homeless shelters and support statewide education campaign for affordable housing. Edited and produced a technical assistance manual to build the nonprofit management capacity of Massachusetts' homeless shelters.

ASSISTANT DIRECTOR/COALITION COORDINATOR, CAMPUS COMPACT: THE PROJECT FOR PUBLIC AND COMMUNITY SERVICE, EDUCATION COMMISSION OF THE STATES, PROVIDENCE, RI, 1986-1988

Provided hands on technical assistance to faculty, administrators and students at over 130 public and private university communities to establish community service programs and initiatives. Organized regional conferences and training workshops for higher education presidents and their staff. Wrote a national resource guide of college and university-based community service programs; Administered a national college student service award program.

ADMINISTRATIVE ASSISTANT, NATIONAL COUNCIL FOR RESEARCH ON WOMEN, NEW YORK, 1985 - 1986

Generated increased national interest in women's studies scholarship by connecting staff of member women's research, policy and advocacy centers across the country with national resources. Wrote a national newsletter, organized conferences, and provided information and referral services.

TRIAL PREPARATION ASSISTANT, SEX CRIMES UNIT, NEW YORK COUNTY DISTRICT ATTORNEY'S OFFICE, NEW YORK CITY, 1984 - 1985

Analyzed, compiled and presented evidence to Linda Fairstein, Assistant District Attorney; prepared reports for pending court cases, and interviewed witnesses, victims and police officers involved in felony arrests.

ADDITIONAL BACKGROUND

- Lecturer, Frank Batten School of Leadership and Public Policy, Fall 2010
- Center for Nonprofit Excellence, Board of Directors, 2009 -
- Member, Older Dominion Partnership, 2008 - 2009, http://www.olderdominion.org/members_baker.php
- Homeward, Richmond, Board of Directors, 2006 - 3/2008; Strategic Planning Team, 10-year Plan to Prevent and End Homelessness in the Richmond Region, 2007
- Senior Connections, Richmond, VA, Board of Directors, 2006 - 3/2008
- Richmond Behavioral Health Authority, Richmond, VA, Board of Directors, 2006 - 3/2008
- Richmond Regional Early Childhood Leadership Council, United Way, 2007 - 3/2008
- Sorenson Institute for Political Leadership, Weldon Cooper Center, University of Virginia, Fellow, 2004
- The Public Education Fund of Charlottesville/Albemarle, Program and Steering Committees, 2003
- Albemarle County Department of Social Services, Strategic Planning Team, 2004
- Albemarle County Public Schools, Strategic Planning Team, 2005
- Charlottesville/Albemarle Civic Engagement Initiative, Steering Committee, 2002 - 2003
- Employment Resources, Inc., Cambridge, MA, Vice Chair, Board of Directors, 1995-1996.
- Rindge School of Technical Arts, Cambridge, MA, School Council Member, 1994 - 1996.
- Cambridge Partnership for Public Education, Board of Directors, 1995 - 1996
- Proficient in Spanish Language.

EDUCATION

HARVARD UNIVERSITY, JOHN F. KENNEDY SCHOOL OF GOVERNMENT, 1988 - 1990, Master's Degree in Public Administration, 1990. Course work in social welfare policy, management, economics, secondary education, evaluation and statistics.

BROWN UNIVERSITY, Providence, Rhode Island, A.B. History/Hispanic Studies, 1984. Sarah Doyle Women's Leadership Prize, 1982.