

SAPHIRA M. BAKER

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EXPERIENCE

PRINCIPAL CONSULTANT, COMMUNITAS CONSULTING

Charlottesville, VA — 2008- Present

Improve organizational effectiveness and community impact by providing strategic guidance, executive coaching, evaluation services, facilitation, and community planning for over 35 regional and national philanthropic, nonprofit, and public-sector clients (communitasconsulting.com/projects.)

Increase Impact and Reach

- Designed and facilitated two equity and health fellowship programs for a regional health care foundation to open up decision making and make recommendations to the board to foster greater racial and health equity; program described as “resounding success” by national evaluators. *Client: Richmond Memorial Health Foundation*
- Coached nine senior housing and community development executives in national leadership program, hosted by Harvard University, to help pass legislation, raise funds for affordable housing, and streamline operations. *Client: NeighborWorks® America*

Improve Local Communities

- Designed and facilitated a citywide plan to reduce poverty for a municipal commission of 34 citizens in Norfolk, Virginia, resulting in a \$3.9M investment; \$1.4 in an affordable housing trust fund, a universal newborn screening program, and redevelopment of a low-resourced neighborhood. *Client: City of Norfolk, Virginia*
- Led statewide initiative and facilitated public and private stakeholders to create interagency plan to address homelessness resulting in 16% decrease in chronic homelessness in the first year. *Client: Commonwealth of Virginia.*

Lead Strategy Change

- Transformed funding approach to a results-based framework, resulting in greater impact for approximately \$29M annually. *Client: Community Foundation for a Greater Richmond.*
- Facilitated a strategic plan for southern health care foundation resulting in more proactive grantmaking, and receipt of two national awards for collaborative community health efforts. *Client: Mary Black Foundation, Spartanburg, SC.*

Translate Research to Policy

- Conducted national evaluation of collaborative grants program for 34 nonprofits totaling over \$5.8 million, resulting in improved grant making processes for housing and community development nonprofits. *Client: NeighborWorks® America.*
- Evaluated impact of a multi-year \$20 million investment in a place-based early childhood development initiative leading to a major redesign of a signature initiative and philanthropic practices. *Client: Robins Foundation. Richmond, VA*

LECTURER, FRANK BATTEN SCHOOL OF PUBLIC POLICY & LEADERSHIP

University of Virginia, Charlottesville, VA — 2010-2014, 2016-2017

Led and engaged teams of graduate students in strategic planning and social sector consulting techniques through hands-on projects with local government and nonprofits.

DEPUTY CHIEF ADMINISTRATIVE OFFICER FOR HUMAN SERVICES

City of Richmond, VA — 2005-2008

First occupant of new leadership position to coordinate and advance city human services, overseeing and deploying the departments of social services, parks and recreation, juvenile justice, and Office of Multicultural Affairs to expand quality services to children and their families. Managed a budget of \$92M with 800 employees.

- Provided strategic guidance to city affiliated agencies, including the Health District, Richmond Behavioral Health Authority, Workforce Investment Board, and Library.
- Led the city's efforts to establish a regional workforce investment board, bringing increased funding and resources to Richmond residents.
- Reduced costs and improved departmental productivity through restructuring of the health department from a city to a state agency.
- Increased parent education opportunities, childcare training, and home-visiting services through development of a citywide Early Childhood Development initiative.
- Increased access to services for older adults by establishing a citywide Senior Advocate Office.
- Launched the city's first Teen Pregnancy Prevention initiative, connecting over 1,600 young people to education and health resources.

DIRECTOR, CHARLOTTESVILLE/ALBEMARLE COMMISSION ON CHILDREN AND FAMILIES

Charlottesville, VA — 1998-2005

Established and led a regional planning commission of citizens, education, government, and human service representatives. Improved child and family outcomes, access to services, coordination of services, and availability of data on local conditions. Advised local government, convened community stakeholders to address needs, conducted research, and generated new funds. Led outcome-based team review process to effectively deploy \$2.6M annually in community nonprofit grants in collaboration with local United Way.

CONSULTANT, JOBS FOR THE FUTURE & 21ST CENTURY LEAGUE

Philadelphia, PA — 1996-1998

Provided technical assistance and coaching to school administrators, businesses, staff, and employees to serve students in Philadelphia's School-to-Career Initiative and briefed public education and business leaders on changes in federal welfare reform.

DIRECTOR, OFFICES OF WORKFORCE DEVELOPMENT & CITYWIDE YOUTH EMPLOYMENT

Cambridge, MA — 1990-1996

First director of municipal office to oversee and coordinate workforce development services in partnership with the private sector and nonprofits. Office received National League of Cities' Workforce Development Award and International City/County Management Association's Program Excellence Award for Collaborative Children & Youth Initiatives.

EDUCATION

JFK School of Government, Harvard University — Masters of Public Administration, 1990
Brown University, Providence, RI — A.B, History & Hispanic Studies, 1984

COMMUNITY ENGAGEMENT

- Frank Batten School of Leadership and Public Policy, University of Virginia, Advisory Board, May 2016-
- Center for Nonprofit Excellence, Charlottesville, VA, Board, 2009 – 2014
- Member, Older Dominion Partnership, Richmond, VA, 2008 – 2009
- Homeward, Richmond, VA, Board of Directors, 2006 – 2008
- Senior Connections, Richmond, VA, Board of Directors, 2006 – 2008
- Richmond Behavioral Health Authority, Richmond, VA, Board, 2006 – 2008
- Richmond Regional Early Childhood Leadership Council, United Way, 2007 – 2008
- Sorenson Institute for Political Leadership, University of Virginia, Fellow, 2004

SELECTED ARTICLES

- Unplanned “Donor Legacies: How to Avoid Them, and How One Family Foundation Corrected Course with an Evaluation,” *Foundation Review*, December 2018.
<https://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1426&context=tfr>
- “Participatory Planning,” *Philanthropy Journal News*, December 2018,
<https://pj.news.chass.ncsu.edu/2018/12/17/participatory-planning/>
- “Second Generation Collective Impact,” *Stanford Social Innovations Review*, February 2016 https://ssir.org/articles/entry/second_generation_collective_impact.
- “Effective Partnerships,” *Stanford Social Innovations Review*, Winter 2011
http://communitasconsulting.com/wp/wp-content/uploads/2013/05/2011_WI_FirstPerson_Baker.pdf