

# SAPHIRA M. BAKER

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Accomplished consultant and senior leader with over 25 years of public, philanthropic, and nonprofit management, planning, and facilitation experience. Skilled in improving organizational effectiveness, mobilizing and organizing community stakeholders for greater impact, coaching executives, and evaluating social sector initiatives. Ability to understand complex organizations quickly, to write accessible and compelling reports, and to motivate and mentor diverse teams to achieve success.

## PROFESSIONAL EXPERIENCE

### COMMUNITAS CONSULTING • CHARLOTTESVILLE, VA • 2008 – PRESENT

#### FOUNDER AND PRINCIPAL CONSULTANT

*Work in partnership with state, regional, local, and national nonprofit, philanthropic, and public sector clients to improve organizational efficiency and community impact for over 30 regional and national clients through strategic and community planning, restructuring, coaching, and conducting research and analysis.*

- Serve as the lead strategy consultant and co-facilitator for an equity and health fellowship program for a regional health care foundation in Richmond, Virginia.
- Strategic advisor to Richmond healthcare foundation CEO seeking to address the social, economic, and structural conditions that contribute to poor health outcomes and increase equitable development.
- Executive coach to senior housing and community development leaders participating in national NeighborWorks® America leadership program with Harvard University. Rated 5 on a 5-point scale for value of coaching calls by clients.
- 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 in implementation.
- Facilitated three cross-sector community plans in the Richmond region through participatory and data informed process to advance housing stability, early childhood development, and out-of-school time.
- Transformed framework for spending \$29M in grants for a regional community foundation in new categories of cultural vibrancy, economic prosperity, educational success, health and wellness, and effective nonprofits.
- Increased community impact and efficiency through successful merger of two early childhood development coalitions in Virginia into a single regional entity.
- Prepared strategic plans and annual updates for a healthcare foundation in South Carolina resulting in more proactive grantmaking and receipt of two national awards for collaborative community health efforts.
- Contributed to a 16% decrease in chronic homelessness over a one-year period through facilitation of public and private stakeholders and development of a comprehensive statewide interagency plan in the Commonwealth of Virginia.
- Developed and delivered the first statewide report card on family violence, used by Virginia communities to understand conditions, secure grant resources, and increase awareness.

### UNIVERSITY OF VIRGINIA • CHARLOTTESVILLE, VA • 2010 – 2014, 2016

#### LECTURER – FRANK BATTEN SCHOOL OF PUBLIC POLICY AND LEADERSHIP

*Lead and engage teams of graduate students in strategic planning and consulting techniques through a combination of hands-on community projects with local nonprofits, lectures, discussion, and assignments.*

### CITY OF RICHMOND • RICHMOND, VA • 2005 - 2008

#### DEPUTY CHIEF ADMINISTRATIVE OFFICER FOR HUMAN SERVICES

*Provided leadership, direction, and oversight to the city's human services agencies, with budgets in excess of \$92M and over 800 employees. Served as City's lead executive in coordinating and aligning services with non-departmental*

*public agencies, including the City of Richmond's Health District, Behavioral Health Authority, Hospital Authority, Workforce Investment Board, and Public Library.*

- Spearheaded a human services and educational plan for improving the health and well-being of residents through coordination of city departments with schools, nonprofit agencies, and philanthropic organizations.
- Led the city's efforts to establish a regional workforce investment board with surrounding counties.
- 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 in collaboration with public and private organizations.
- Enriched a summer employment program for over 370 youth and new City Volunteer Office through revitalization of the city's Human Services Commission into a Youth and Workforce Division.
- Increased access to services for older residents through design of a new citywide Senior Advocate Office.
- Launched the city's first Teen Pregnancy Prevention initiative, serving over 1,600 young people.

## **CHARLOTTESVILLE / ALBEMARLE COMMISSION ON CHILDREN AND FAMILIES**

• CHARLOTTESVILLE AND ALBEMARLE COUNTY, VA • 1998 - 2005

### **DIRECTOR**

*Established a regional commission of 22 citizens, education, government, and human service representatives.*

- Improved child and family outcomes, access to services, and data on local conditions and services through advising local government and coordinating human service planning.
- Collaborated with regional governments and the local United Way to develop an outcome measurement system to guide public investment decisions affecting \$2.6M annually in grants to community-based nonprofits.
- Published the first regional annual report card on child and family well-being.
- Developed policy and program recommendations and addressed unmet needs through working groups of citizens, educators, young people, and public and private partners.

## **JOBS FOR THE FUTURE AND 21<sup>ST</sup> CENTURY LEAGUE** • PHILADELPHIA, PA • 1996 – 1998

### **CONSULTANT**

*Served as the Philadelphia liaison with the public schools for Jobs for the Future & advisor to the 21<sup>st</sup> Century League.*

- Provided technical assistance and coaching to school administrators, businesses, staff, and employees as part of Philadelphia's School-to-Career Initiative.
- Developed and presented briefings to public education and business leaders regarding the impact of federal welfare reform in Philadelphia for the 21st Century League.

## **OFFICE OF WORKFORCE DEVELOPMENT** • CAMBRIDGE, MA • 1994 – 1996

### **DIRECTOR**

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

- Served as a lead member of a seven school district planning team, and led efforts to secure a \$1.2M three-year grant for a regional school-to-career partnership.
- Spearheaded a citywide effort to bring a satellite office of a community college campus into Cambridge.
- Office awarded National League of Cities' Workforce Development Award and International City/County Management Association's Program Excellence Award for Collaborative Children and Youth Initiatives.

## CITYWIDE YOUTH EMPLOYMENT OFFICE • CAMBRIDGE, MA • 1990 – 1996

### DIRECTOR

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

- Increased the level of corporate support and the number of annual private sector summer jobs through development of Cambridge's first summer jobs campaign.
- 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.

## CAMPUS COMPACT: PROJECT FOR PUBLIC AND COMMUNITY SERVICE

• PROVIDENCE, RI • 1986 – 1988

### ASSISTANT DIRECTOR/COALITION COORDINATOR

*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.*

## EDUCATION

### MASTER'S DEGREE

*Public Administration, 1990*

**HARVARD UNIVERSITY**, JOHN F. KENNEDY SCHOOL OF GOVERNMENT | CAMBRIDGE, MA

### BACHELOR'S DEGREE

*History / Hispanic Studies, 1984*

**BROWN UNIVERSITY** | PROVIDENCE, RI

## COMMUNITY ENGAGEMENT

Frank Batten School of Leadership and Public Policy, University of Virginia, Advisory Board, May 2016-

Center for Nonprofit Excellence, Charlottesville, VA, Board of Directors, 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 of Directors, 2006 – 2008

Richmond Regional Early Childhood Leadership Council, United Way, 2007 – 2008

Sorenson Institute for Political Leadership, University of Virginia, Fellow, 2004

The Public Education Fund of Charlottesville/Albemarle, Program and Steering Committees, 2003

Charlottesville/Albemarle Civic Engagement Initiative, Steering Committee, 2002 – 2003

## SELECTED ARTICLES

“Second Generation Collective Impact,” *Stanford Social Innovations Review*, February 2016

[https://ssir.org/articles/entry/second\\_generation\\_collective\\_impact](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](http://communitasconsulting.com/wp/wp-content/uploads/2013/05/2011_WI_FirstPerson_Baker.pdf)