



ANTONIO R. VILLARAIGOSA
MAYOR

February 23, 2007

Honorable Members of the City Council
c/o City Clerk
Room 395, City Hall

Re: Appointment of **Permanent** General Manager, Department of Neighborhood Empowerment (DONE): Ms. Carol Baker Tharp

Honorable Members:

Pursuant to Charter Section 508(b), I am appointing Ms. Carol Baker Tharp as the permanent General Manager, Department of Neighborhood Empowerment (DONE), effective March 12, 2007, subject to confirmation by the City Council.

This permanent appointment is being made concurrent with my separate letter of appointment of Ms. Baker Tharp as the interim General Manager of DONE, also effective March 12, 2007, such authority given to the Mayor pursuant to Charter Section 508(c). Ms. Baker Tharp will replace the current interim General Manager of DONE, Ms. Lisa Sarno, whose last day of service will be March 11, 2007.

Ms. Baker Tharp comes to her new position in DONE with a resume of extraordinary variety and depth. She currently serves as Deputy Director of the Civic Engagement Initiative at the University of Southern California School of Policy, Planning and Development for the past four years, where she is leading a project in collaboration with the California Community Foundation to map civic engagement in Los Angeles County, bringing together some 30 community organizations to build a shared agenda for engaging residents who typically have little or no voice in government.

For twelve years, from 1989 to 2001, Ms. Baker Tharp served as Executive Director of Coro Southern California, one of the oldest and most prestigious leadership education organization in the nation. From 1988 to 1989, she served as Member on the Strategic Planning Committee of the L.A. Central City Association and Member in the Downtowners Association (professional volunteers marketing Downtown Los Angeles).

From 1978 to 1982 Ms. Baker Tharp served as Community Relations Director, part of the City Manager's executive leadership team, for the City of Eugene, Oregon. In this capacity, she worked with that city's 22 neighborhood councils facilitating communication to and from government and assisting with community problem-solving. She taught journalism in government and politics at the University of Oregon School of Journalism in 1983. In the City of Los Angeles, she served as General Manager of the Los Angeles Theatre Center from 1987 to

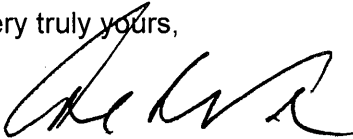
1989, supervising a 100-person staff, managing an annual budget of \$7.5 million and working with City departments, the Mayor's Office, the CRA and labor for this non-profit theatrical company. From 1986 to 1987 she served as Director of the 7-Eleven Olympic Velodrome in Carson, California.

Mr. Baker Tharp's involvement with community and educational groups is long and varied. Some of her activities: she is President-Elect of the American Society of Public Administration, Los Angeles Metro Chapter; serves as seminar leader for "Ethics and Public Policy" for the Coro Fellowship in Public Affairs, and member of the Endowment Committee for the Coro Southern California Leadership Center. Further, she served as Outreach Chair for the Eagle Rock Neighborhood Council Formation Committee; served as Director of the Southern California Leadership Network (regional executive leadership program), and Executive Committee Member for Mobilization for the Human Family. Ms. Baker Tharp has produced and published professional and journalistic articles and papers, and has expertise in the professional presentation of policy options, strategic plans and funding proposals.

Ms. Baker Tharp holds a Ph.D. in Political Science and Religion from Claremont Graduate University, Claremont, California, with her doctoral dissertation on Los Angeles' Neighborhood Councils. Additionally, she has completed graduate course work in the Master of Theology Program at San Francisco Theological Seminary in Claremont, California. She took her Bachelor's Degree in Speech, Communication and Theatre Arts from Wake Forest University, Winston-Salem, North Carolina. Attached please find Ms. Baker Tharp's resume which more fully describes her qualifications.

With her background and experience, I am confident that Ms. Baker Tharp possesses the leadership, managerial ability and enthusiasm to successfully lead the Department of Neighborhood Empowerment. I look forward to your favorable consideration of her appointment.

Very truly yours,



ANTONIO R. VILLARAIGOSA
Mayor

ARV:jl

Attachment

cc: Councilmember Janice Hahn, Chair
Education & Neighborhoods Committee
Board of Neighborhood Commissioners
Karen Sisson, Interim CAO
Susan Harbach, Office of CAO
Gerry Miller, CLA

Margaret Whelan, Personnel Dept.
Gloria Sosa, Personnel Dept.
Frank Martinez, City Clerk
City Ethics Commission
General Managers Association

CAROL BAKER THARP—RESUME

PROFESSIONAL EXPERIENCE WITH NEIGHBORHOOD EMPOWERMENT AND PUBLIC ADMINISTRATION

**DEPUTY DIRECTOR, CIVIC ENGAGEMENT INITIATIVE
SCHOOL OF POLICY, PLANNING, AND DEVELOPMENT
UNIVERSITY OF SOUTHERN CALIFORNIA**

2003 – present

Responsible for direction and start-up logistics for a research project of major size and scope to expand the School of Policy, Planning, and Development's Neighborhood Participation Project (begun in 1996 to study and evaluate the formation and implementation of the Los Angeles Neighborhood Council system) into an academic center focused on theory and practice of civic engagement as a vital element of democratic governance. Responsibilities include strategic planning, marketing, development, team-building, community outreach, and facilitation of academic research. Assignments include defining, organizing and managing highly visible research projects; researching, cultivating and obtaining funding for projects; planning and implementing marketing strategies; seeking publication for research, conference proceedings, surveys, and other project activities; serving as the primary resource for project information; developing effective oral presentations for large audiences; participating in national discussions and maintaining an active network of contacts with expertise in participatory democracy; writing for the scholarly and popular press.

**INSTRUCTOR
SCHOOL OF POLICY, PLANNING, AND DEVELOPMENT
UNIVERSITY OF SOUTHERN CALIFORNIA**

2005 – present

Teach a required section of "Citizenship and Public Ethics" (PPD 240) for undergraduates in the school. The course examines basic concepts of ethics, with special attention to self-interest and common good and how they apply to the role of citizen in a democracy. The primary focus is the responsibility of those who work and do business in the public arena, including key concepts of democracy, citizenship, and community in light of today's alienation of the U.S. citizenry from their governments.

Lead seminars on developing authentic civic engagement in the school's leadership program. Recent program participants have included the leadership development program of the Latino Caucus Institute and San Gabriel Valley Council of Governments. Also provide an introductory ethics and team-building seminar for new classes of Masters of Public Policy students.

**EXECUTIVE DIRECTOR
CORO SOUTHERN CALIFORNIA**

1989 - 2001

Coro, one of the oldest and most prestigious leadership education organizations in the United States, offers an intensive post-graduate Public Affairs Fellowship of hands-on preparation for community service and public leadership, Neighborhood Leadership Programs, and other civic leadership programs. Created a contemporary vision and culture change for a 60-year-old organization and developed the

funding to support it. Responsible for long range planning and daily management of operations in Southern California and for executive consulting and support for the Coro National organization.

Key responsibilities included developing and maintaining a regional network of leaders in government, politics, business, labor, media, education, and the nonprofit communities from whom Coro Fellows and other program participants could learn; strategic planning and evaluation; business development and marketing, fund raising, budget and cash flow management, board and staff development.

- Instituted a culture of strategic planning and continuous evaluation based on staff teamwork and board development. Shared innovations with the Coro national network.
- Expanded the organization from \$500,000 annual budget with approximately 48 program participants per year, to \$1 million annual budget, training 100 - 300 people per year. Implemented these changes during a prolonged economic recession
- Initiated a Neighborhood Leadership Program which brought together citizens and residents of diverse Southern California communities to learn techniques for local problem-solving in a multi-cultural environment, and initiated a neighborhood leadership training program designed for neighborhood council participants in Los Angeles
- Introduced multi-lingual programming to enhance neighborhood leadership development
- Spent extensive time in Los Angeles and Southern California neighborhoods, becoming familiar with geography, culture, community leaders, and issues of concern to residents
- Developed multi-year philanthropic underwriting for the flagship Fellows Program in Public Affairs, and re-established the Coro Fellows Program Endowment.
- Wrote business plans, and instituted finance and development strategies to identify in advance of budgeting over 60% of annual funding.
- Established an entrepreneurial arm of programming to diversify the organization's funding sources. By providing fee-based leadership training to other institutions, was able to change the mix of revenue from 85% corporate philanthropy and 15% individual donations to include 40% earned income in addition to charitable contributions.
- Oversaw the creation and implementation of leadership development programming for Leadership Southern California (now called the Southern California Leadership Network), an organization to develop a cadre of executive-level regional leaders
- Helped to launch the Ventura Leadership Academy, neighborhood leadership training in Long Beach, and an arts leadership program for the California Arts Council
- Supervised professional staff of 15.

**COMMUNITY RELATIONS DIRECTOR
CITY OF EUGENE, OR**

1978 - 1982

- Reported directly to the City Manager as member of the executive management team, providing a link between elected officials, city government departments and the citizenry
- Directed a public and employee outreach and communication program for local government, acting as official city spokesperson on citywide issues
- Involved over 1.5% of the city's total population in civic voluntarism
- Worked closely with the City's 22 neighborhood councils, providing information and support
- Advised City Manager, department heads and other city officials on community relations issues;
- Supervised the Public Service Officer (ombudsperson), and coordinated the activities of departmental information officers

- Created and implemented campaigns to educate voters about municipal tax, charter and other ballot measures
- Researched and wrote about subjects ranging from broad policy issues of economic diversification, voting trends, and tax impacts to a detailed history and description of local government for use by the citizenry. Produced publications to communicate with city employees and community residents about city activities and issues
- Wrote speeches for elected and appointed officials, including "State of the City" speeches for three mayors
- Served as City's appointed representative to the countywide Metropolitan Cable Television Commission, helping to negotiate new rates and public access provisions from the cable company.

**ADJUNCT FACULTY, PUBLIC AFFAIRS REPORTING
UNIVERSITY OF OREGON SCHOOL OF JOURNALISM**

Spring Term, 1983

- Taught senior journalism students the theory, practice and ethics of reporting on government and politics.

**INFORMATION COORDINATOR
CITY OF EUGENE PARKS & RECREATION DEPARTMENT**

1974 - 1978

**INFORMATION AND PUBLIC RELATIONS ASSISTANT
CITY OF WINSTON-SALEM, NC**

1973

OTHER MANAGEMENT EXPERIENCE

**GENERAL MANAGER
LOS ANGELES THEATRE CENTER**

1987 - 1989

- In charge of business aspects of a multi-cultural non-profit, professional producing theatrical company, with an 80,000 square-foot four-theatre complex, a 100-person full-time staff with c.150 additional production-specific contractors for 14 main stage productions per year, and an annual budget of approximately \$7.5 million. Departments supervised include Finance and Accounting, Marketing, Sales and Service, Development, Press and Public Relations, Facilities, and Administrative Services.
- Brought knowledge of public policy and politics to bear on politically sensitive deliberations with the City of Los Angeles Mayor's Office and the Community Redevelopment Agency, both of which oversaw significant start-up funding for the Center.
- Negotiated labor contracts with theatrical unions (IATSE) for ticket sellers and stage hands

**DIRECTOR
7-ELEVEN OLYMPIC VELODROME, CARSON, CA**

1986 - 1987

Created a plan to turn a \$4 million, 5000-seat bicycle stadium built for the 1984 Olympics into a multi-use, self-supporting entertainment facility. Successfully implemented the 1st year of the plan.

MARKETING COORDINATOR

HULT CENTER FOR THE PERFORMING ARTS, EUGENE, OR

1984 - 1986

- \$26 million municipal facility containing a 2500-seat concert hall and 500-seat theatre. Responsibilities included developing and scheduling the entertainment season; marketing, promotions, community relations and audience development for the Center as well as work with a City Council-appointed Performing Arts Commission.
- Mediated among competing interests of local arts organizations and community groups for use of facility.
- Created a children's performance season

COMMUNITY RELATIONS DIRECTOR

LINN-BENTON COMMUNITY COLLEGE, ALBANY, OR

1982 - 1984

- Created and implemented the first marketing and strategic community outreach program for a community college district serving two counties. Won first employee performance award for outstanding contributions.

LANGUAGE CAPABILITY

French: scholarly and conversational; Spanish: conversational; German: rudimentary; Japanese: limited niceties

EDUCATIONAL BACKGROUND

Ph.D., Political Science and Religion (Public Policy and Ethics)

Claremont Graduate University, Claremont, CA

January, 2003

Dissertation Title: Who and Why: Los Angeles' Neighborhood Councils and the Prevalence of Socio-Economic Status, Self-Interest, and Public Interest in Civic Participation, Claremont, CA: 2003.

(Graduate Course Work) Master of Theology Program

San Francisco Theological Seminary, Claremont, CA

1993-1997

Coro Community Leadership Program

Southern California

1989

B.A. *Cum Laude*, Speech, Communication and Theatre Arts

Wake Forest University, Winston-Salem, NC

1973

COMMUNITY SERVICE

PRESENT INVOLVEMENTS

- President-Elect, Los Angeles Metro Chapter, American Society of Public Administration (ASPA), and ASPA Ethics Section member, 2006.
- Seminar Leader, "Ethics and Public Policy" for the Coro Fellowship in Public Affairs, Coro

Southern California, 2001-present.

- Current Member, Endowment Committee for Coro Southern California Leadership Center. Co-Chair Coro Endowment Committee, August 2001 to 2004.
- Current member, Multicultural and Community Ministries Committee, Pasadena Presbyterian Church. Chaired the committee January 2003 – January 2006.
- Confirmation Class (7th and 8th graders) Teacher/Leader, Pasadena Presbyterian Church, 2003-present.

PREVIOUS INVOLVEMENTS

- Outreach Chair, Eagle Rock Neighborhood Council Formation Committee, 2001 –2002.
- Director, The Southern California Leadership Network, a regional executive leadership program, 1991 – 2001
- Principal-for-a-Day in the Los Angeles Unified School District through Los Angeles Educational Partnership, 2001
- Executive Committee Member, Mobilization for the Human Family, 1996 to 2001; Advisory Board member, Progressive Christians Uniting (formerly Mobilization for the Human Family, a movement in Southern California to present public policy position papers from a progressive Christian perspective), 2001 to 2004.
- Advisory Board Member, Andrus Center for Gerontology, University of Southern California, 1995 – August 2001
- Session (Board) Member, Pasadena Presbyterian Church, January 2003 to January 2006. Member, Strategic Planning Taskforce, March 2003 to present. Ordained Elder in the Presbyterian Church, USA, since 1976.
- Trustee, Pasadena Presbyterian Church, 1995 -1997
- Advisory Board member, Latino Theater Company, at Plaza de la Raza, East L.A., 1995-1996
- Member, Program Committee, Shakespeare Festival/L.A.
- Session (Board) member and Summer Pulpit Supply (substitute preacher), Eagle Rock Presbyterian Church, 1994, 1995, 1996
- Member, Rebuild L.A. Human Relations Taskforce, 1992-1993.
- Grants Panelist for California Arts Council 1991 and 1992 and Los Angeles Cultural Affairs Department 1993 and 1994.
- Member Strategic Planning Committee of the Los Angeles Central City Association, 1988-1989.
- Member, The Downtowners Association (professional volunteers marketing Downtown Los Angeles), 1988-1989.
- Member (appointed), Metropolitan Cable Television Commission, Lane County, Oregon, 1979 – 1982.
- Session (Board) member, Central Presbyterian Church, Eugene, Oregon 1978-1980.
- Founding Committee member, Eugene Opera, 1976-1978.