

◆ Carol Elder ◆

Project Details

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Grant proposal writing

Ganzeria, 2004-2006

Wrote successful grant proposals for area businesses, nonprofit organizations, and government. Worked with each client to develop a strategy suited to the program and wrote the proposal documents.

- ◆ Obtained over \$5 million in federal funding for a new Moultrie County Jail as one of two funded proposals from among 80 applicants. Funding source: Department of Justice, Violent Offenders Incarceration / Truth in Sentencing program, administered by the Illinois Criminal Justice Information Authority.
- ◆ Obtained \$160,000 in funding over 9 months of part-time grant writing for a central Illinois nonprofit organization serving people with disabilities. Funding sources: Federal Department of Housing and Urban Development's Fair Housing Initiative, Illinois Housing Development Authority, Federal Home Loan Bank of Chicago, Illinois Department of Public Health, Illinois Department of Human Services, and the Lumpkin Family Foundation.
- ◆ Obtained funding for a local chamber of commerce to start a farmers market and for local agricultural businesses to increase marketing activities through the Illinois Department of Agriculture.
- ◆ Wrote a proposal to the National Endowment for the Arts for an area arts organization; funding decision pending until March 2007.

Statewide forum on local food systems

Ganzeria, 2003-2004

Organized and facilitated a statewide forum on local food systems for a state government client whose goals were to gather information about existing efforts and future priorities for the development of local food systems and provide a networking opportunity for stakeholders representing all parts of the state and all aspects of the food system.

- ◆ Identified key government, university, nonprofit, and private business stakeholders and conducted interviews to obtain input on needs and objectives for local food systems in Illinois.
- ◆ Created a brochure and invitation list to market the forum to stakeholders.
- ◆ Developed and managed the budget for the forum. Made all arrangements for meeting logistics.
- ◆ Developed forum activities and materials to promote discussion and knowledge sharing, facilitated forum discussions, and wrote a proceedings report for the client.

Full Service Community Schools

Ganzeria, 2003-2005

Developed training activities and materials and conducted training for the statewide Full Service Community Schools Initiative of the Illinois State Board of Education.

- ◆ Co-facilitated a statewide team that developed a plan to train teams of educators, human service providers, and parent organization representatives to assist local communities in developing school-community partnerships.
- ◆ Co-wrote training manuals using ideas and input from all team members.
- ◆ Co-planned and delivered training sessions to teach multi-sectoral teams to use the training materials in local communities.
- ◆ Planned and facilitated statewide meetings with educators, state agency representatives, parent organizations, and other nonprofit organizations to discuss Full Service Community School implementation strategies and collaboration among various school-community partnership initiatives.
- ◆ Provided training to teachers on the Full Service Community Schools philosophy, process, and approaches.

Community meeting facilitation

Ganzeria, 2004-2005

Planned and facilitated a community meeting for a grassroots Latino organization in central Illinois to obtain input on activities and increase volunteer participation.

- ◆ Worked with the organization's Executive Director to develop goals and an agenda for the meeting.
- ◆ Created publicity and invitation materials.
- ◆ Planned and facilitated meeting activities and discussion to get participants' input on community needs, prioritize needs that the organization should address, identify existing resources, and collect information on participants' skills and volunteer interests.

Nonprofit board training

Ganzeria, 2005

Developed and conducted training for the Board of Directors of a grassroots Latino organization in central Illinois.

- ◆ Met with Executive Director and board members to identify training needs. My research discovered that the organization's incorporation status had lapsed.
- ◆ Developed training materials appropriate to the audience of volunteer board members. Topics included effective meetings, incorporation process and implications, and legal responsibilities of boards.
- ◆ Attended two board meetings after the training to provide coaching on applying the lessons from the training.

Start-up multi-sectoral partnership for a nonprofit client

Ganzeria, 2002

Managed the start-up of a government-business-nonprofit partnership supporting an AmeriCorps literacy tutoring program.

- ◆ Facilitated a working committee of representatives from a nonprofit youth service corps providing volunteer literacy tutors, a university education program providing tutor training and materials, and a large urban school district where tutoring would take place. The working committee determined the program set-up tasks, timeline, and required training for the program.
- ◆ Organized and created materials for meetings of the high-level program steering committee composed of business leaders from the nonprofit's Board of Directors, the foundation funding the program, the university education program, and the school district.
- ◆ Developed a position description for a new staff member to direct the program and assisted the nonprofit client with recruiting, selecting, and orienting the new program director.
- ◆ Developed and conducted training for the nonprofit staff on the new service program, including program activities, timeline, and staff roles. Provided ongoing training and support until a permanent program director was hired.
- ◆ Developed materials and documentation to support the nonprofit client's implementation of the new service program: program documentation, school partner agreement, school management process and handbook, correspondence with schools. Provided regular updates to the nonprofit client's Board of Directors.
- ◆ Assisted the nonprofit client's staff with recruiting schools to participate in the literacy tutoring program.
- ◆ Facilitated general staff development sessions on roles, collaboration, and communication for the nonprofit client.

Farmers market start-up

Ganzeria, 2002

Managed the start-up of a local farmers market.

- ◆ Facilitated collaboration between a local chamber of commerce, soil and water conservation district, city government, county health department, and vendors to plan the location and operations of the farmers market.
- ◆ Researched characteristics of successful farmers markets.
- ◆ Obtained grant funding for marketing and coordination. Administered the grant, including tracking finances and writing monthly and final reports.
- ◆ Created materials documenting market regulations, vendor registration requirements, and procedures for market operations.
- ◆ Developed a marketing strategy and created marketing materials, including fliers, signs, magnets, newspaper ads, and press releases.
- ◆ Managed day-of-market operations, including signage, parking, and vendor fees.

Web site content development

Ganzeria, 2003

Developed Web site content for a local chamber of commerce visitor's guide.

- ◆ Defined site structure based on audience and client needs.
- ◆ Researched relevant Web links to maximize the information available to readers while minimizing the frequency of updates required of the client.
- ◆ Wrote site content, much of which has been used in the client's successor site.

Cross-functional procurement teams

FRAC, 2000-2001

Worked as part of a team that planned and facilitated the development of cross-functional procurement teams for a city government client.

- ◆ Facilitated sessions with a pilot team for capital construction projects to map the procurement process, identify bottlenecks, and define a new process to be used by the team. Conducted team-building activities to overcome a history of conflict and finger-pointing. Team members represented end users, purchasing agents, legal counsel, and contract compliance staff.
- ◆ Served as a coach to the pilot team during its first six months. Provided feedback to the team leader in private and to the team as a whole on their collaboration.
- ◆ Wrote a process manual for use by cross-functional procurement teams dealing with other types of procurements. Adapted the construction procurement team process for use in professional services, commodities, and small purchases.
- ◆ Developed recommendations for implementing city-wide cross-functional procurement teams based on the pilot team's experience.

Public housing relocation process manual

FRAC, 2002

Wrote a process manual for relocation of residents during a public housing capital improvement program, clarifying the timeline and steps in the relocation process and detailing the responsibilities for staff and residents throughout the process.

- ◆ Interviewed and conducted focus groups with relocation staff, property managers, and legal staff to document the steps of the relocation process and ensure that the process manual content included all legal requirements.
- ◆ Wrote content breaking the process down by step, by timeline, and by role, so that users could reference the process from various perspectives. Explained legal terms in plain English.
- ◆ Worked with graphic designers to ensure a user-friendly manual design.
- ◆ Provided regular updates to the client to manage expectations on a sensitive project.

MWBE certification and compliance process improvement**FRAC, 2000**

Researched best practices and wrote recommendations for improvement in minority- and women-owned business certification and compliance processes for city government.

- ◆ Researched companies and governments known for best practices in MWBE certification and compliance.
- ◆ Interviewed staff from best practice organizations. Created and used an interview guide to facilitate comparisons and identify trends. Wrote a compilation of best practices and examples.
- ◆ Mapped the processes currently used by the client and identified bottlenecks.
- ◆ Developed client recommendations for process improvement.

Knowledge management system**FRAC, 2000-2002**

Designed and led the implementation of an internal knowledge management system to track past projects and catalog document templates and examples.

- ◆ Defined the organization's knowledge management needs and researched best practices.
- ◆ Developed a proposal and implementation plan for approval by the Executive Director.
- ◆ Created an intranet with links to key research sources and client sites.
- ◆ Developed and implemented a project tracking spreadsheet.
- ◆ Revised the project document archiving system and supervised a summer intern who created a log to enable staff to find past project files stored off-site.

Intern management**FRAC, 2000-2002**

Hired and supervised summer interns.

- ◆ Worked with colleagues to identify intern projects and developed a job description with responsibilities and desired qualifications.
- ◆ Researched target universities and Web sites and posted the job description.
- ◆ Screened resumes, conducted first round interviews, and selected candidates for second-round interviews with Executive Director.
- ◆ Organized an orientation and conducted exit interviews.
- ◆ Supervised some intern projects and served as a mentor at all times.

International youth exchange program management**Global Outreach, 1994-1996****FFA, 1992-1994**

Managed all aspects of international youth exchange programs for youth age 16 to 26, including both foreign participants coming to the United States and U.S. residents going overseas. Programs included internships, high school study, summer homestays, and study tours.

- ◆ Evaluated applicant and host qualifications and matched participants with appropriate hosts.
- ◆ Planned and facilitated interactive orientation and debriefing sessions for groups of 2 to 50 participants. Orientation topics included cultural adjustment, program guidelines, participant expectations, country-specific practical living advice, and emergency procedures. Debriefing topics included re-entry adjustment, individual learning, and program evaluation.
- ◆ Counseled participants and hosts on cultural adjustment, communication, and conflict resolution.
- ◆ Developed and administered surveys and focus groups to evaluate program effectiveness and participants' personal growth.
- ◆ Wrote and designed program manuals, newsletters, and promotional materials.
- ◆ Collaborated with overseas partners to organize exchange program activities.