



2012 Capacity Building Grant for USGBC Chapters

ABOUT CAPACITY BUILDING GRANTS FOR USGBC CHAPTERS

The 2012 Capacity Building Grant for USGBC Chapters is a one-to-one matching grant of up to \$45,000 to support the hire of chapter staff. The term of the grant is one year, from April 2012 – April 2013. The goal of the grant is to provide start-up funding for a new staff position, providing USGBC chapters even more capacity to be effective, self-sustaining organizations within the communities they serve.

USGBC will fund up to two (2) Executive Directors and up to three (3) “other” full-time chapter staff. Those chapters seeking funding for an Executive Director must demonstrate matching funds for \$45,000. Those chapters seeking funding for other staff must demonstrate a match equal to the amount requested from USGBC. Once the grant funds are awarded, both the grant monies as well as the matching funds from the chapter will be considered restricted funds and can only be used to fund the staff person’s first-year salary, benefits, employment taxes, and capital expenditures. This grant will also include benefits to the grantees in the form of ongoing training, coaching, and resources.

The 2012 Capacity Building Grant has been designed to provide a strategic investment in the USGBC chapter network to leverage USGBC’s organizational capacity and catalyze the market transformation required to achieve our mission.

The application period will open on January 4, 2012 and close on March 19, 2012 at 11:59pm Pacific Time. Proposals will be evaluated by a team of USGBC Chapter staff, other USGBC departmental staff members, and Chapter leaders who have not submitted a grant application. Award winners will be notified in early April 2012.

ELIGIBILITY REQUIREMENTS

- Only chapters that are recognized as full chapters by USGBC are eligible to submit proposals to the 2012 Capacity Building Grant program. A full chapter is an incorporated entity that has received its 501(c)(3) letter of determination from the IRS and has a current chapter charter in place with USGBC. USGBC affiliates are **not eligible** for this program.
- The Chapter:
 - Must operate in a manner consistent with the signed USGBC Chapter Charter and with USGBC policies and procedures, as well as applicable state and federal laws.
 - May have other staff persons at the time of application.
 - Must have proof of the matching funds in cash at the time of application OR signed commitments from donors or sponsors pledging the required funds contingent receiving the grant.
- A chapter previously awarded a USGBC Capacity Building or Challenge Grant is **not eligible** to receive this grant.
- Chapters located in a state with multiple chapters are **not eligible** to apply for funding for an Executive Director Position. As USGBC works towards a goal of fewer chapters with a greater impact in their regions, it is not fiscally responsible to support Executive Director hires in these states. Instead, USGBC encourages multi-chapter states to apply for funding for administrative or other hires that would support multiple chapters.
- Examples of other staff are: Chapter Administrator, Chapter Coordinator, Development Director, Education Director, Programs Associate, and Communications Associate. Be creative and strategic!



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- It is USGBC's expectation that the paid staff person hired through the 2012 Capacity Building Grant will be a strategic hire who will work with the chapter board to further develop the chapter and ensure its growth in the community. This person must be employed directly by the chapter. Consultant positions are **not eligible** for this grant.
- Grant funds and the chapter matching funds are restricted funds and shall be applied toward the staff person's first-year salary, benefits, employment taxes, and any capital expenditures required to support the successful performance of the staff person's responsibilities. Supporting capital expenditures may include individual computer hardware, office software, professional development, and related staff expenses.
- The grant will be awarded in four installments. Grantees will be required to submit scheduled reports before the installments can be provided. See page three for more detail on the timeline and deliverables.
- Additionally, board members of chapters receiving grants to fund their first Executive Director hire for the Chapter will be required to participate in an online training to support the development of the Executive Director. The training will last approximately two hours and will cover developing employee policies, the search and hire of new staff, board and staff relationships, and evaluation of staff members. It is expected that at least 75% of board members hiring their first Executive Director will participate in the training.

APPLICATION GUIDELINES

The grant proposal must include the following sections. The proposal will be evaluated on the overall clarity and consideration of these sections. It must include realistic, well-defined goals, results, and methods for measurement. Submissions are limited to thirty pages, including supporting documentation.

1. **Completed application** (incomplete applications will not be reviewed).
2. **NARRATIVE**
 - a. **Explanation of Need:** In one page please include the amount requested as well as the ways in which this staff person will make the chapter a healthier, more successful nonprofit that can deliver on its vision and mission.
 - b. **Chapter History:** Provide general information about the chapter's mission and vision and demonstrate its dedication to community leadership through a brief description of its current education, fundraising/development, advocacy, and recruitment and outreach programs.
 - i. **List of Board Members:** Please also provide a full list of current board members.
 - c. **Goals:** Describe the chapter's measurable goals and objectives that would benefit significantly from the addition of a new staff person. Goals and results must be clear and consistent with USGBC, as well as the chapter's mission, goals, and objectives. Goals should be considered on two levels:
 - i. Short- and long-term goals of the chapter itself; and
 - ii. Specific goals the chapter expects to accomplish through the new hire.
 - d. **Staff person's role in the chapter and metrics for success:**
 - i. Provide a realistic and appropriate job description for the new staff member.
 - ii. Provide a description of an orientation process to be used for a newly-hired employee.
 - iii. Provide potential evaluation metrics for the first year of employment. The proposal will be evaluated on the clarity of the evaluation metrics for the staff person with regard to the development of chapter capacity.
 - e. **Existing Staff:** *(If applicable)* For chapters with existing staff, describe your metrics for evaluating current staff. Please list your current staff members, their job descriptions, and length of



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employment with the chapter. If a staff member has left or been removed from your organization in the last two years, please explain the circumstances of their departure.

3. **Budget:** Include an accompanying budget demonstrating the chapter's ability to support the one-to-one match of the grant and an ability to maintain the cash flow to sustain this position past the one-year period of this grant. Justify the salary of the staff person based on the job description, expected hours, and salary ranges in their chapter's region (i.e. the wages of a full time staff person in Idaho may differ from those in New York City). For reference, see your state nonprofit association's annual salary and benefits survey results, if available.
4. **Supporting Documents:** Provide any relevant documentation and information that further supports your proposal in addition to the items requested above. Supporting documentation must be directly relevant to the application.

GRANT MANAGEMENT AND TIMELINE

NOTE: Failure to meet these deliverable deadlines will result in the Chapter refunding USGBC for the full amount of the grant.

The 2012 Capacity Building Grant funds will be disbursed in four installments over a period of twelve months and shall not exceed \$45,000. To demonstrate progress in meeting the desired outcomes, these payment cycles correspond with reporting requirements for each phase in the grant cycle, which shall be sent to the USGBC Chapter Development Specialist.

Ongoing: Scheduled quarterly calls including the chair, new staff person, and the Chapter Development Specialist. The board and new staff person will provide ongoing feedback to USGBC on the 2012 Capacity Building Grant process.

Payment 1: Twenty-five percent (25%) of the funds will be disbursed upon receipt of the signed grant contract.
DEADLINE APRIL 13, 2012

Report 1-Payment 2: Twenty-five percent (25%) of the funds will be disbursed upon successful completion of the following: *DEADLINE JUNE 1, 2012*

1. Submission of the final job description.
2. Submission of the chapter's three-year strategic plan.
3. Submission of a budget that demonstrates how the grant amount and matching funds are proposed to be used for staff including benefits, taxes and support.
4. Submission of a fundraising plan that includes current funding sources as a baseline (i.e. where the chapter is currently obtaining funding) and development goals to ensure the continued ability to fund the position past the 1-year grant cycle.
5. *(For Chapters making their first hire only)* Submission of financial controls that were adopted by the board.
6. *(For Chapters making their first hire only)* Submission of employee, board, and other related policies that were adopted by the board. The written policies will include dispute resolution, whistleblower guidelines, confidentiality of data, document retention standards, and financial controls.
7. *(For Chapters making their first Executive Director hire only)* Verification that at least 75% of the board has completed the USGBC training session.

Report 2-Payment 3: Twenty-five percent (25%) of the funds will be disbursed upon successful completion of the following: *DEADLINE SEPTEMBER 7, 2012*



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8. Notification to USGBC upon the extension of an offer of hire, including the candidate's resume. (A Short Release form to release the contents of the resume to USGBC will be provided for the candidate to sign)
9. Notification to USGBC upon the candidate's acceptance and start date.
10. Submission of three month, six month, and one year SMART goals for new hire. SMART = Smart, Measureable, Achievable, Realistic, and Time Bound.

Report 3-Payment 4: Twenty-five percent (25%) of the funds will be disbursed upon successful completion of the following: *DEADLINE DECEMBER 7, 2012*

11. *For Executive Director Hires only:* Submission of a list of programs and events planned for completion in 2013-2014, created with input from the new hire.
12. *For Executive Director Hires only:* Submission of a list of advocacy efforts and accomplishments planned for completion in 2013-2014, created with input from the new hire.
13. *For Executive Director Hires only:* Submission of a list of education and outreach activities planned for completion in 2013-2014, created with input from the new hire.
14. *For all "other" staff hires:* Submission of programmatic activities that the new hire will assist or lead on planned for completion in 2013-2014, created with input from the new hire.

Final Reporting Requirements: Failure to meet the final reporting requirements will result in the Chapter refunding USGBC for the full amount of the grant. *DEADLINE APRIL 12, 2013*

15. Submission of the written evaluation conducted by the Board of the staff person for the 6-month performance reviews.
16. The final report should detail what the grant-funded staff has enabled the chapter to accomplish. These accomplishments should be related to programs and outreach efforts enacted with the assistance of the new hire, and should be consistent with the anticipated results outlined in the chapter's original grant application. The report should also include feedback on the 2012 Capacity Building Grant process.

Timeline:

Applications Open:	January 4, 2012
Application Deadline:	March 19, 2012, 11:59 p.m. PT
Recipients Notified:	April 5-6, 2012

RESOURCES

- Sample Executive Director job descriptions can be found on this [page of the Extranet](#).
- For your reference, please review the "[Hiring an Executive Director](#)" page on the Extranet for budgeting tips.