

READY

LOCAL GOVERNMENTS



Appalachian
Regional
Commission

THE APPALACHIAN REGIONAL COMMISSION

(ARC) is an economic development partnership entity of the federal government and 13 state governments focusing on 423 counties across the Appalachian Region. ARC's mission is to innovate, partner, and invest to build community capacity and strengthen economic growth in Appalachia to help the Region achieve socioeconomic parity with the nation.

ARC's "READY Appalachia: A Community Capacity-Building Initiative" provides direct technical assistance and funding to support four key pillars of economic development in the Region: Appalachian local governments, local development districts (LDDs), nonprofit organizations, and community foundations. The READY Local Governments training program is designed to help local governments in the Appalachian Region better apply for, manage, leverage, and implement federally funded projects to invest in infrastructure, business and workforce development, and other long-term solutions to improve the lives of residents.

The curriculum was created in partnership with GrantWorks and CO.STARTERS to provide a nine week virtual cohort-based training at no-cost to participants. While the content has been developed with local governments in mind, it is relevant to many types of organizations doing important economic development work in grant application development.



COURSE 1

PROJECT IDENTIFICATION + SELECTION



WELCOME & INTRODUCTIONS

(30 minutes)

Thanks for joining this very special training! We're excited to dive in and help you learn some great ways to identify, secure, and manage federal grants—and ultimately impact your community in positive ways. During this nine-part training, you'll collaboratively work with peers in your cohort to strategize, problem solve, and apply grant fundamentals for your community. Our goal is to challenge you, stretch your thinking, and give you concrete tools to secure grant funding to support your local work. This training is not just about learning. It's about doing.

Our expectation is that you are focused and present during our time together. We've got a lot to cover and we want everyone to get the most out of this time!

To get started, let's get to know each other a little.

ACTIVITY: Introductions

Fill in the blanks and be ready to read to introduce yourself to the group (reading only what's here!).

My name is _____ from _____
(name) *(place)*

where I work with _____
(organization name)

as the _____. My vision for my community is
(role)

(describe the place you want your community to become)

EXPECTATIONS

(15 minutes)

Before we dive into the content, it will be helpful to know what brings you here, what you expect to get out of this training, and how we can best help each other.

ACTIVITY: Expectations

What brings you here today? What do you personally hope to get out of the READY Local Governments training?

If the group could help you with one thing, what would it be?

GRANTS 101

(25 minutes)

Simply put, a **grant** is a sum of money given for a specific purpose. Whether the grant comes from the government or a foundation, it is usually given to accomplish a specific goal or support a specific project.

Contrary to popular belief, grants are not “free” money—they come with a lot of strings attached. And if you don’t comply, it’s easy to get entangled in a messy situation. In fact, the funder can even require that some or all of the money be given back! (That’s referred to as a claw-back.)

Moreover, getting a grant isn’t as simple as knowing where to find one and submitting an application. Each organization giving a grant has its own mission and purpose—an idea of what it wants to see accomplished with its money. To be competitive in getting a grant you must be clearly aligned with the granting organization’s giving priorities and constraints.

While private entities also give grants, the focus of this training will be on **federal grants**—those given by the federal government.

Despite being competitive, federal grant funding has some major advantages. Federal grants are typically larger than other sources of funding and are already designated for the type of work you need done in your community. Getting a federal grant not only brings the monetary resources to your community, but also signals a vote of confidence that can help you recruit additional partners, financial and otherwise.

TYPES OF FEDERAL GRANTS

Federal grants come in various types, each serving specific purposes and addressing different needs. Some common types of federal grants include:

Competitive Grants: This is most likely what comes to mind when you think of federal grants. Applicants submit proposals, then the granting agency evaluates and selects recipients based on specific criteria. Grants are awarded based on the merit of the proposed project and how well it achieves the agency’s aims.

Formula Grants: Formula grants aim to ensure a fair distribution of funds. Funds are allocated to predetermined awardees based on formulas tied to demographic or economic factors like population size, income levels, or the recipients’ specific needs.

Continuation Grants: A continuation grant is a follow-up or renewal grant that extends the financial support for a project beyond its initial funding period.

Pass-Through Grants: Sometimes a federal agency will provide funds to a state or local government who then re-grants—“passes through”—the federal funds to the ultimate recipients, who are responsible for implementing specific projects or programs.

The focus of this course will be on how to apply for competitive grants.

PROJECTS ELIGIBLE FOR GRANT FUNDING

Federal grant programs fund a broad range of projects to address specific national priorities and public needs. While available grants and priorities vary from agency to agency and may shift over time, they have one thing in common: they all fund public benefit projects. In simple terms, **a public benefit project** is something done to make life better in a community. Federal grants may fund projects such as:

Education Programs: K-12 education initiatives or higher education grants for research, student financial aid, or institutional development.

Health and Human Services: public health initiatives, disease prevention, healthcare services, or social services programs addressing issues like homelessness, domestic violence, or substance abuse.

Scientific Research: scientific research in areas such as biology, physics, chemistry, and environmental science; research and development funding for technology and innovation.

Infrastructure Development: transportation projects, such as road and bridge construction or water and wastewater infrastructure improvements.

Community Development: programs addressing various aspects of community life, focusing on social, economic, and environmental factors, including affordable housing.

TIP:

Most states have pass-through funds available to local governments in the form of CDBG (community development block grant) funds. If you aren’t already leveraging these, you should look into them.

Economic Development: initiatives to promote private sector investment, job creation, small business support, and growing local economies.

Environmental Conservation: environmental protection and conservation projects, including clean energy and sustainability initiatives.

Social Justice and Civil Rights: programs addressing civil rights, equality, and social justice issues aimed at fostering inclusivity and reducing discrimination.

Agriculture and Rural Development: agricultural research, rural economic development, and farm assistance programs.

Disaster Preparedness and Response: projects aimed at disaster preparedness, response, and recovery efforts.

Arts and Culture: cultural programs, museums, and arts education initiatives.

Technology and Innovation: projects that promote, innovation, entrepreneurship, and the development of new technologies.

Law Enforcement and Public Safety: community policing, crime prevention, and public safety initiatives.

Grant Brainstorm

TYPE	DESCRIPTION / OBJECTIVE	PROJECT TITLE	PROBLEMS/NEEDS IDENTIFIED	IMPACT / BENEFIT	NUMBER OF PEOPLE	COST
Healthcare	...					
Economic Development	...					
Environment	...					
Education	...					
Arts and Culture	...					
Public Safety	...					
Community Improvement	...					

ACTIVITY: Grant Brainstorm

Use the *Grant Brainstorm* template to come up with potential project ideas that would be eligible for grant funding. For each area of ARC's focus, come up with at least one potential project that would help your community address a real need.

Share a couple of your ideas with your cohort.

SETTING PRIORITIES

(45 minutes)

A common mistake is trying to do too many things at once. It can feel like the needs are so great that they all need to be addressed! The danger in this type of thinking is that the more items you tackle at the same time, the less focused you'll be.

The truth is, you only have so much time, energy, and resources. To succeed, you must identify what is most critical, strategic, or important to do at the moment. Focusing on the most strategic project will get you further faster and provide the runway upon which to build future projects.



Thinking through a couple elements can help you figure out where to put your limited time and resources first.

IDENTIFY THE PROBLEM OR NEED BEING ADDRESSED

Strategic projects are those that truly meet a pressing community need. We refer to this as the **problem or need**—something in your community isn’t working as well as it could or some desire isn’t being met. Why does this project need to happen? What do your constituents need? What is holding your community back?

ACTIVITY: Identifying Problems + Needs

Again using the *Grant Brainstorm* template, identify the problem/need each project idea would address.

Grant Brainstorm

TITLE	DESCRIPTION ALTERNATE	PROJECT TOTAL	PROBLEMS ADDRESS	STATUS DETAIL	NUMBER RATED	COST
Building Bicycle Lanes	Build bicycle lanes on main street to improve safety and encourage more people to bike to work.					
Revitalize Main Street	Revitalize main street with new landscaping, street art, and pedestrian-friendly infrastructure.					
Community Garden	Establish a community garden to provide fresh produce and a gathering space for residents.					
Regional Market Expansion	Expand the regional market to include more vendors and products, increasing local economic activity.					
Local Food Security	Initiate a local food security program to provide food assistance to families in need.					

GET MORE SPECIFIC ABOUT WHO IS AFFECTED

Now that we’ve identified the most pressing needs, let’s dive deeper into understanding it.

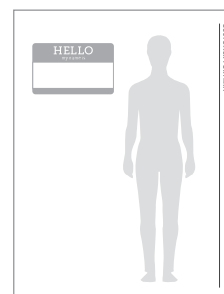
As community leaders, it’s natural to see the problem or need from our particular vantage point. Today, we’re going to stretch to see it from a different perspective, the perspective of the person who is feeling it most intensely. We’ll refer to this person as the **“customer.”** At the end of the day, this is the person who will truly benefit from the project, whose life will be positively impacted. They may also be referred to as the **beneficiary**.

ACTIVITY: Customer Portrait

Choose one of your projects (the one you think is the priority). Using the *Portrait* template, draw the person experiencing the problem you identified and put them in a place. Who is experiencing this problem? How is it affecting them? What are the risks of not addressing it? When you are done with the portrait, give your “customer” a name and be ready to introduce them to the group.

When you have time after today’s session, repeat the process for other projects to gain additional insight.

Portrait



CONDUCT A COST/BENEFIT ANALYSIS

The best projects are transformative—they meet real needs and change lives. But, as a local government, you have a responsibility to serve *all* your constituents.

TIP:

When calculating your costs, be sure to think about what is needed long-term beyond initial grant investment (for example, maintenance costs).

Understanding how many people will be impacted or served by a potential project is one step in conducting a cost-benefit analysis. Simply put, **cost-benefit analysis** is a way to help decide if a project is a good idea. It involves comparing all the positive things we expect from the project (benefits) with all the things it will cost us. If the benefits are greater than the costs (and the costs are reasonable!), then the investment is likely a good choice.

Both the benefits and costs might be monetary in nature, but they should also factor in non-monetary things like environmental impacts, social benefits, or changes in quality of life.

While conducting a full analysis can take some time, drawing on the basic principles can help you gain insight when comparing potential projects.

Grant Brainstorm

TOPI	DESCRIPTION	PROJECT	PROGRAMMED	ONCE	NUMBER	COST
		TYPE	PROJECT	PROJECT	OF PEOPLE	
Public Safety	...					
Public Works	...					
Community Development	...					
Public Health	...					
Public Safety	...					

ACTIVITY: Calculating Benefits + Costs

Again using the *Grant Brainstorm* template, identify the benefits/ impact for each project. Add the approximate number of people this project would affect.

Next, add the approximate cost of the project. It's okay to not have hard numbers at this stage and make your best guess!

PRIORITIZE YOUR PROJECTS

Sometimes even after doing a cost-benefit analysis, a clear winner fails to emerge. And sometimes the most important project isn't necessarily the right one. You have to weigh a variety of factors to decide what should be the priority.

We'll look at other factors more in-depth in the next course (like timing and funding requirements), but it is worth noting that you may need to display some flexibility in your project to find a good funding match.

However, as a general rule of thumb, if a project is high impact and low lift, that would be a great place to start! Low impact and high lift projects should probably wait—unless the perfect grant comes along.

TIP:

If you're still not sure where to start, consider a planning grant. The planning process can help engage the community to help identify key areas of need and set priorities.

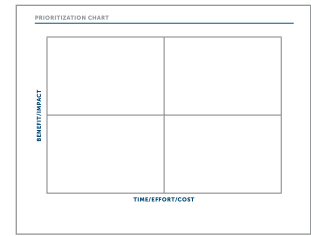
ACTIVITY: Plot Your Projects

Use the chart to map each project. Think about the overall impact that project would have in your community and how much effort (cost) it will take to implement.

Look your chart and decide which three projects are most strategic. Circle them.

Which one do you think most important to do first? Put a star by it. After today's session, discuss with your local team and agree on your top three projects. Be sure to rank them in order of importance!

Prioritization Chart



PLAN YOUR PROJECT WITH THE CO.STARTERS CANVAS

(20 minutes)

One of the most critical things you bring to your project is your set of **assumptions**—those hunches or ideas you have about why your idea is going to work. The most successful projects are those that, rather than being based on hunches, are conducted with due diligence. As we go through this training, we want you to constantly test your ideas to figure out which of your assumptions are right and which ones need to change. Our role is to guide you through this discovery process.

The CO.STARTERS Canvas will help you create a realistic picture of your project. The Canvas helps you identify, test, and adapt your assumptions in order to create a sustainable model. Once the ideas are out of your head, the Canvas provides a process to refine them by talking with “customers” and stakeholders. Because you probably won’t get everything perfect at the start, the Canvas should constantly change as your project is refined. That’s why we use sticky notes. Nothing should be permanent. You should always be learning and adapting. Each box represents a part of your project:

Customer: Who is the ideal person you plan to serve?

Problem: What is the problem your customer has? What’s not working as well as it could? What desire is not being met?

Alternatives: How is the problem currently being addressed? What are the alternative solutions to the problem?

Solution: What will you offer your customer to solve the problem? What sort of activities will be done?

Benefit: How will these activities solve the customer’s problem? What are the intangible benefits they receive?

Advantage: Why are you the best organization to do this? What will make your project succeed?

Message: What is the story? How does your customer hear it?

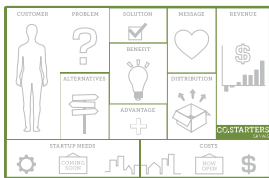
Distribution: How does what you’re offering get to the customer? What are the logistics involved?

Revenue: How will you fund your project? Where does the money come from?

Startup Needs: What are your one-time needs to get started (money, people, things, technology, activities)? What needs to be in place for you to serve your first “customer” or for constituents to benefit?

Costs: What ongoing needs are essential to keep you going (money, people, things, technology, activities)? What will you need to pay for day in and day out?

CO.STARTERS Canvas



ACTIVITY: CO.STARTERS Canvas

Make your best attempt at filling out the *CO.STARTERS Canvas* for your #1 priority project idea. Don’t worry if you’re not sure what to put where. Just make your best guess and we’ll refine it later. Spend no more than 5 minutes getting your idea on paper using the sticky notes. Who is the ideal person you seek to serve? What problem do they face? How do you want to help them? What sort of resources will you need to pull this off? A few people will share their Canvases with the cohort.

HOW DO YOU KNOW IF A PERCEIVED NEED IS REAL?

(35 minutes)

Working in local government, you’re constantly asking these questions:

- What do people in my community actually need?
- What are the resources already available?
- Do people even use existing resources? Where are the gaps?

And justifiably so. Understanding the true needs in your community is critical for developing strong, impactful initiatives.



So far we've looked at your community from your particular vantage point—stretching to try to understand the constituents impacted. However, all the work we've done so far relies on your assumptions of what the community needs.

How do we know if a perceived need is real?

HAVE ONE-ON-ONE MEETINGS

Sometimes, it's as simple as a conversation.

ACTIVITY: Example Conversation

Listen to the two different conversations. In your cohorts discuss: Which conversation was more effective? Why?

A few tips for getting the most out of your conversations:

Ask about the problem. Local governments exist to solve problems for constituents. Something isn't working as well as it could, or some desire isn't being met. You can learn a lot by focusing your attention on the problem itself instead of how you plan to solve it.

Probe into their current patterns. Another way to discover what they want is to ask about what they are currently doing. If they are truly experiencing a problem, they'll be doing something about it. Even if it isn't ideal.

Get them to dream. The magic really happens when you get them to dream about what could be. Create the space for them to share their deepest desires and wishes. If there were no limits, what would they envision?

ACTIVITY: Plan Your “Customer” Conversations

Going back to the *Portrait* template of your ideal “customer,” think of three people you know like that person who you could talk with this week. Write their names down below.

_____ is like my ideal “customer”

_____ is like my ideal “customer”

_____ is like my ideal “customer”

Then, write down three questions you should ask to get the stories that tell you what your customer truly needs.

QUESTIONS TO ASK:

1. _____

2. _____

3. _____

CONDUCT COMMUNITY MEETINGS

While one-on-one conversations will provide deep insight, it can be hard to conduct these with every resident in your community. Community meetings allow you to hear from many people at once, while having several additional benefits such as:

Community Engagement: Community meetings provide a platform for residents to actively participate in decision-making processes. Engaged community members feel a sense of ownership and involvement, which can lead to more successful and sustainable initiatives.

Deeper Understanding of the Local Context: Through direct interaction, you gain a deeper understanding of the unique challenges, opportunities, and dynamics within the community. This firsthand knowledge helps tailor solutions to better fit the local context.

Building Trust: Regular community meetings build trust between leaders, organizers, and community members. Open and transparent communication helps establish credibility and fosters a sense of collaboration and partnership.

Identifying Priorities: Because of their interactive nature, community meetings allow you to identify the most pressing needs and priorities of the community. This information is crucial for resource allocation, strategic planning, and grant writing.

TIP:

Similar to general community meetings, consider holding focus groups for specific topics (housing, transportation, economic development...) and invite stakeholders with special expertise on the topic at hand.

ACTIVITY: Effective Community Meetings

Think of your experiences participating in community meetings—both good and bad. In your cohorts, discuss best practices for running community meetings. What makes for an effective meeting? What sort of practices should be implemented? What should be avoided? Any tips for the other communities in your group?

DEPLOY A SURVEY

Another tactic is to administer a survey to gather feedback from the community. Several benefits include:

Quantitative Data: Surveys are effective for gathering quantitative data and measurable insights. They allow for statistical analysis, making it easier to identify trends, patterns, and statistically significant findings.

Anonymity: Respondents get to share their opinions anonymously. This can encourage individuals to express their views honestly, especially on sensitive topics, without fear of judgment or reprisal.

Reach: Surveys also have the potential to reach a larger and more diverse audience. People with varying schedules and commitments can participate in surveys, providing a more comprehensive representation of community perspectives.

Preventing Groupthink: In community meetings, there's a risk of groupthink, where individuals may conform to popular opinions. Surveys provide an opportunity for independent thought, ensuring a diverse range of perspectives is considered.

USE EXISTING RESEARCH + DATA

Opinions are helpful, but data can help back up what you learn from the community (and help you create a compelling case for why a project is needed!). Really, any sort of study can be helpful to inform local priorities, but to get you started, pull together information from any of the following sources:

Demographic Data: Analyzing demographic data, such as population growth, age distribution, income levels, and cultural diversity, provides insights into the composition of the community and its evolving needs.

Economic Data: Understanding the local economic landscape, including employment rates, business growth, and industry trends, helps identify opportunities for economic development projects.

Infrastructure and Public Services: Assessing the condition of existing infrastructure (roads, bridges, utilities) and public services (schools, healthcare, emergency services) helps prioritize maintenance, upgrades, or new projects.

TIP:

Consider conducting surveys with targeted groups, like health and human service providers. They know community needs because they're out in the community every day.

TIP:

Check out the Data Sources resource in Course 3 for some available federal data sets that might help.

Other sources you may want to look into include the United Way, as well as regional planning agencies and universities in the region.

You'll also want to consult your region's Comprehensive Economic Development Strategy (CEDS), a plan that outlines how the region will grow and improve its economy. In addition to providing an analysis of conditions and challenges, it outlines strategies to address them. These strategies can cover a wide range of areas, including workforce development, infrastructure investment, business retention and expansion, entrepreneurship support, and more.

Environmental Studies: Evaluating the impact of the proposed projects on the environment is essential. This includes assessing potential effects on air and water quality, wildlife habitats, and overall sustainability.

Transportation Studies: Analyzing transportation patterns and conducting traffic studies can inform decisions about road improvements, public transit projects, and pedestrian/cyclist infrastructure.

Land Use Planning: Understanding current land use patterns and future growth projections helps guide decisions on zoning, land development, and the allocation of space for various purposes.

Public Health Data: Examining health indicators and public health data helps identify areas that may require interventions or improvements, such as healthcare facilities, recreational spaces, or programs promoting healthy lifestyles.

Crime Statistics: Analyzing crime data assists in identifying areas with higher crime rates, informing decisions related to community safety, law enforcement resources, and crime prevention programs.

ACTIVITY: Data Sources

Think about the community data you have available to you already. In the space below, jot down some of the sources you can consult to learn more about community needs and opportunities.

BUILD A PROJECT TEAM

(10 minutes)

Even though you're only in the ideation stage of figuring out your project, it's never too early to start pulling together your grant "team." Making sure the right people are involved from the start will give you the edge in both crafting your application and executing your project. Various roles will need to be filled, including:

Project Leader: The project leader is responsible for the overall design and execution of the project. This person is often the primary contact with the funding agency.

Specialists: Depending on the complexity of the project, there may be specialists who contribute specific expertise or resources to the project.



Project Manager: This person coordinates and manages the day-to-day activities of the project, ensuring that tasks are completed on time and within budget.

Grant Writer: The grant writer works closely with the team to articulate the project’s goals, objectives, and budget in a compelling way.

Budget Specialist/Financial Officer: This person is responsible for developing and managing the project’s budget, including estimating costs, allocating resources, and ensuring financial compliance.

Evaluator or Researcher: Depending on the nature of the project, an evaluator or researcher may be needed to assess the impact and effectiveness of the proposed activities.

Administrative Support: Someone needs to handle administrative tasks such as document preparation, submission logistics, and communication with the funding agency.

While every role needs to be filled, you don’t necessarily need a different person for each role. For example, the Project Lead might also be the Project Manager and Grant Writer. The important thing to think through is who is going to do what in order to ensure a strong project.

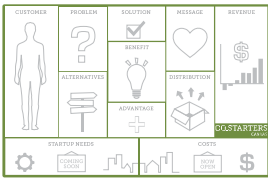
ACTIVITY: Project Team

Use the *Project Team* worksheet to plan out who will need to be involved in your grant initiative. Put your best idea down for now and revise this week as you discuss with your local team.

Project Team

ROLE	RESPONSIBILITIES	NAME	EMAIL	PHONE
Project Lead	Overall project management and coordination			
Grant Writer	Developing grant proposals and reports			
Budget Specialist/Financial Officer	Managing project budget and financial reporting			
Evaluator or Researcher	Assessing project impact and effectiveness			
Administrative Support	Handling administrative tasks and communication			

CO.STARTERS Canvas



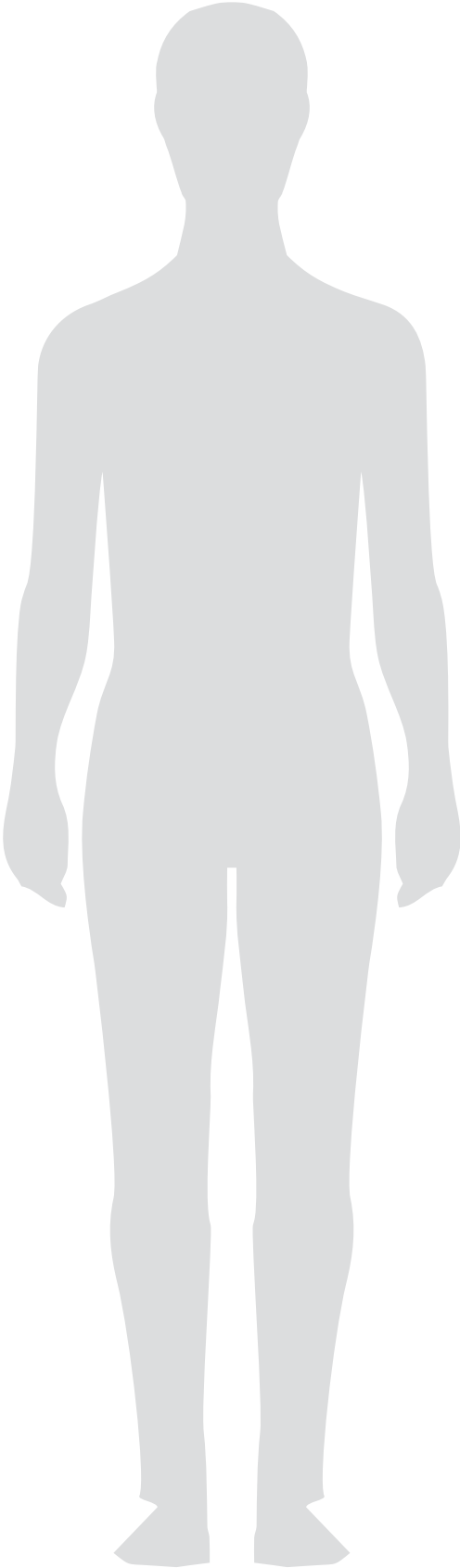
FIELDWORK

- Taking what you've learned this session, work with your local team to review your potential projects and rank your top three in order of priority.
- For the top ranked project, go back and refine your **CO.STARTERS Canvas** project plan. Then, share your CO.STARTERS Canvas with at least 2 community stakeholders. Do they agree? Do they see anything you missed or have a different perspective?
- Use the list you created in the **Customer Conversation** activity to have at least 3 exploratory conversations. Capture what you learn.
- Find 2-3 external data sources /statistics to help support why the top project is the right one for your community. Make sure to make note of the source to use in your grant application.
- Make sure to complete your **Project Team** chart. Share your project ideas with a few of your team members to get their thoughts and feedback prior to our next session.

GRANT BRAINSTORM

TOPIC	DESCRIPTION & EXAMPLES	PROJECT IDEAS	PROBLEM/NEED ADDRESSED	BENEFITS + IMPACT	NUMBER SERVED	COST
Building Businesses	Investment in entrepreneurship and home-grown business development helps communities build sustainable, diverse economies. Examples: <ul style="list-style-type: none"> > <i>Small business + entrepreneurial support</i> > <i>Access to capital</i> > <i>Growing entrepreneurial ecosystems</i> > <i>Business resiliency</i> 					
Workforce Development	Expanding and strengthening community systems, including education, healthcare, housing, and childcare, to help people obtain a job, stay on the job, and advance their careers. Examples: <ul style="list-style-type: none"> > <i>Technical training</i> > <i>Recovery services for substance abuse</i> > <i>Digital literacy</i> 					
Community Infrastructure	Access to reliable and affordable utilities and infrastructure. Examples: <ul style="list-style-type: none"> > <i>Water, sanitary sewer, and municipal storm wastewater energy (including electric, heat, oil and gas, and alternative energy sources)</i> > <i>Emergency management infrastructure to protect against natural disasters</i> 					
Regional Culture + Tourism	Preserving and investing in local, cultural heritage, and natural assets. Examples: <ul style="list-style-type: none"> > <i>Revitalizing historic buildings</i> > <i>Arts and cultural heritage</i> > <i>Outdoor spaces for recreation and tourism</i> 					
Leaders + Local Capacity	Investing in the capacity of local leaders, organizations, and communities to address local challenges. Examples: <ul style="list-style-type: none"> > <i>Capacity building and planning efforts</i> > <i>Leadership development</i> 					

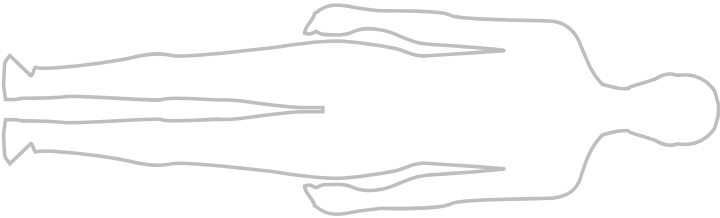


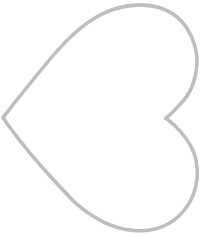

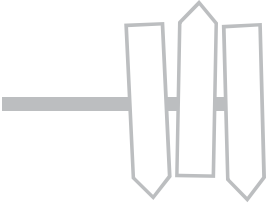
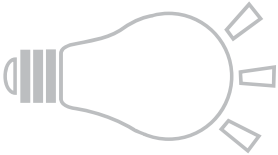
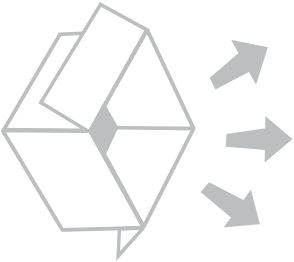




HELLO
my name is



PRIORITIZATION CHART

BENEFIT/IMPACT

TIME/EFFORT/COST

<p>CUSTOMER WHO DO YOU SERVE?</p> 	<p>PROBLEM WHAT IS THE PROBLEM YOUR CUSTOMER HAS?</p> 		<p>SOLUTION WHAT DO YOU OFFER YOUR CUSTOMER? WHAT DOES YOUR CUSTOMER GET?</p> 	<p>MESSAGE WHAT IS YOUR STORY? HOW DOES YOUR CUSTOMER HEAR IT?</p> 	<p>REVENUE HOW DO YOU MAKE MONEY FROM YOUR CUSTOMERS?</p> 
<p>ALTERNATIVES HOW IS YOUR CUSTOMER CURRENTLY SOLVING THE PROBLEM? WHAT ARE THE ALTERNATIVE SOLUTIONS TO THE PROBLEM? WHAT'S THE COMPETITION?</p> 		<p>BENEFIT WHY DOES YOUR CUSTOMER WANT YOUR PRODUCT OR SERVICE? HOW DO YOU SOLVE THE PROBLEM?</p> 	<p>DISTRIBUTION HOW DOES YOUR PRODUCT OR SERVICE GET TO YOUR CUSTOMERS?</p> 	<p>ADVANTAGE WHAT GIVES YOU THE EDGE OVER THE ALTERNATIVES? WHY ARE YOU THE BEST PERSON TO DO THIS?</p> 	
<p>STARTUP NEEDS WHAT ARE YOUR ONE-TIME NEEDS TO GET STARTED (MONEY, PEOPLE, THINGS, TECHNOLOGY, ACTIVITIES)?</p>  <p>COMING SOON</p> 		<p>COSTS WHAT ONGOING NEEDS ARE ESSENTIAL TO KEEP YOU GOING (MONEY, PEOPLE, THINGS, TECHNOLOGY, ACTIVITIES)?</p>  <p>NOW OPEN</p>		<p>\$</p>	

NAME _____

CO.STARTERS®
CANVAS

ROLE	RESPONSIBILITIES	NAME	WHY THEM?
Project Leader	leads the overall design and execution of the project; primary contact		
Specialists	contributes specific expertise or resources to the project		
Project Manager	coordinates and manages the day-to-day activities of the project, ensuring that tasks are completed on time and within budget		
Grant Writer	articulates the project's goals, objectives, and budget in a compelling way		
Budget Specialist/ Financial Officer	develops and manages the budget for the project (estimating costs, allocating resources, and ensuring financial compliance)		
Evaluator/ Researcher	assesses the impact and effectiveness of the proposed activities		
Administrative Support	conducts administrative tasks such as document preparation, submission logistics, and communication with the funding agency		



