

**Frequently Asked Questions:**  
**NJHSA Jewish Poverty Challenge**  
**July 2020**

**Q1. What form will the monthly check-ins with Start Co. take?**

A1. Start Co. will use Zoom or other similar service. The calls will likely last about 1 hour and will take place once a month.

**Q2. How much time will I have to dedicate to the program?**

A2. Our hope is the program will save you time. Participation in the monthly check-ins and educational sessions will take about 3 hours per month. The check-ins are exactly that – an opportunity for you to “check in” with us - to speak about topics and issues of your choosing. You may wish to discuss the use of a specific tool, or you may simply want us to serve as a sounding board for your current thinking. As a result of the pandemic, you’re already spending significant time addressing new challenges and crafting new solutions. We designed the program to help you do this work using an innovation framework. In other words, the framework has the potential to be a more productive and effective way to do what you’re already doing.

**Q3. How many of my coworkers have to participate during the program?**

A3. You should have at least one lead person committed to the program and at least one support person helping you along the way. We find that teams of 2+ persons accomplish more. It’s important to note that you can have as many people as you like take advantage of the free monthly programming. We suggest, however, you limit the number of people on the monthly Start Co. calls.

**Q4. How would participating in an incubator benefit my organization?**

A4. The incubator will provide you with a structure to engage with your environment, gain a deeper understanding of your clients, identify potential partners, address potential obstacles, and test underlying assumptions. The approach is action oriented with less focus on research and more on engagement - running measured tests in the market to learn, evolve and improve.

**Q5. Do I need any specific technology or communication platforms?**

A5. You will need access to a computer with internet access, a Webcam for video conferencing and a gmail account.

**Q6. Is there any out-of-pocket cost that I need to account for?**

A6. If you have access to a laptop with a high-speed internet connection, the only out-of-pocket expenses will be office supplies.

**Q7. What do I get at the end of the program?**

A7. At completion, you will have (1) a well-rounded view of how to take your project to the next level; (2) experience and skills employing a lean approach to launch new or improved solutions to existing problems; and (3) direct feedback from clients, partners and funders on the viability of your approaches. You will start to gather the feedback referred to in #3 above almost immediately following commencement of the program.

**Q8. How important are collaborations as a part of a successful proposal?**

A8. Collaborations are critical to the creation of a high impact solution. Few if any organizations possess the diversity of resources and expertise necessary to help clients overcome the range of obstacles keeping them in poverty or pulling them back in once they've escaped. Meaningful collaborations among organizations with the required resources and expertise will almost always be a part of a scalable solution (see Question #9 below for the definition of "scalable"). You don't necessarily need to have identified your collaborators at the inception of the program, but it will be helpful if you can provide some information as to the collaborations you seek.

**Q9. In the request for proposal and during the information session, we used the terms "scale" or "scalable". What does this mean in context of the Jewish Poverty Challenge?**

A9. In business, the term "scalable" general refers to a business's ability to grow over time, increase profits and adapt to the inevitable market challenges associated with growth. In context of the Jewish Poverty Challenge, the term has another meaning – specifically, the term refers to the leverage inherent in your solution. In other words, how will your solution enable you to generate an increase in measurable impact per unit of investment when compared to existing solutions?

**Q10. To qualify for the Jewish Poverty Challenge, what percentage of your targeted clients must be Jewish?**

A10. To qualify for the Jewish Poverty Challenge, at least 50% of your targeted clients must be Jewish, although we understand you may ultimately extend your programming to include non-Jewish clients.

**Q11. How aggressive should applicants be in terms of the potential impact of their solutions or the nature of the problems they wish to solve?**

A11. The applicants should be both ambitious and aspirational in the problems they choose and the solutions they develop. As an example, it would be easy and pragmatic to conclude that the lack of affordable housing is an unsolvable problem in context of current resources, economic conditions, and other practical constraints. Given the chaos and rapidly changing environment caused by the Pandemic, your choice of problem to address may be even more significant than

your current concepts of potential solutions. We have found, however, in working with for-profit and nonprofit organizations, that aspirational goals help facilitate breakthrough thinking, even if the initial approaches prove to be impractical. Applicants may, however, find it helpful to focus on a well-defined clientele, even though the challenges faced by that clientele are rapidly changing.

**Q12. Can multiple organizations apply jointly, and if so, do they need to select a lead organization or individual?**

A.12. Multiple organizations can apply jointly but we strongly recommend the applicant(s) select a leader. We value collaborations, but we're concerned that collaborations among equals has the potential to undermine the ability of the applicant to aggressively engage in acceleration.

**Q13. How rigid is the requirement that the proposed program or concept serve a client base that is at least 50% Jewish?**

A.13. We understand that many members work in communities with relatively small Jewish populations or serve predominantly non-Jewish client bases. At least at the testing phase, the program or concept should prove its efficacy in context of Jewish clients even though the program, once scaled, may engage a predominantly non-Jewish client base.

**Q14. Will every applicant be entitled to a phone interview as part of the selection process?**

A14. The evaluation committee does not plan to conduct phone interviews. If, however, the committee has questions about your application, the committee may choose to set up a brief call or possibly submit the questions to you via email.

**Q15. I have an idea I'd like to submit, but I'm not sure I have the time to engage in intensive acceleration between now and the end of the year. Should I submit the application now or wait until next year?**

A15. We suggest you submit the application now. At a minimum, the process of preparing the application and engaging with the committee should help you clarify your concepts and position your organization for 2021 intensive acceleration. If you are selected for one-on-one support and you do not believe you have the time or resources to engage, we may be able to work with you to accommodate your needs and constraints.

**Q16. We and our clients have no shortage of challenges, but we haven't yet come up with well-defined solutions and supporting business models. Should we apply or wait until we've developed solutions?**

A.16. During the online panel discussion and information session on July 8, 2020, Lisa Countryman-Quiroz shared the following advice given to her by a well-regarded consultant – "Don't fall in love with your solution. Fall in love with your problem." Essentially, this means we

don't expect you to have completely baked solutions. It is only by continuous engagement with your clients and partners in context of a particular problem that breakthrough solution result. It is therefore acceptable for you to bring an urgent problem, need or goal and some concept of where you're going to begin your search for a solution.