



## LLNJ Alternative Funding Focus Group July 19, 2017

### Participants

	Participant	Organization	Email	Notes
1	Abby Straus	<a href="#">Maverick &amp; Boutique</a>	<a href="mailto:akstraus@gmail.com">akstraus@gmail.com</a>	
2	Chris Ellis	<a href="#">Fourth Economy</a> , Social Innovation Strategist, Pittsburgh PA	<a href="mailto:chris.ellis@fourtheconomy.com">chris.ellis@fourtheconomy.com</a>	United Way Collective Impact model/ Impact Investing, Pay for Success
3	Cindy Czesak	Director, <a href="#">Paterson Public Library</a>	<a href="mailto:Czesak@patersonpl.org">Czesak@patersonpl.org</a>	
4	Eileen Morales	Grants Manager, <a href="#">New Jersey State Library</a>	<a href="mailto:emorales@njstatelib.org">emorales@njstatelib.org</a>	Museum background
5	Irene Sterling	Board Rep., <a href="#">LibraryLinkNJ</a>	<a href="mailto:isterling@paterson-education.org">isterling@paterson-education.org</a>	Extensive non-profit experience
6	Joanne Roukens	Assistant Director, <a href="#">LibraryLinkNJ</a>	<a href="mailto:jroukens@librarylinknj.org">jroukens@librarylinknj.org</a>	
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9	Miguel Figueroa	<a href="#">American Library Association Future of Libraries Project</a>	<a href="mailto:mfigueroa@ala.org">mfigueroa@ala.org</a>	
10	Mi-Sun Lyu	IT Manager, Program Coordinator, <a href="#">LibraryLinkNJ</a>	<a href="mailto:lyu@librarylinknj.org">lyu@librarylinknj.org</a>	
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14	Steve Spohn	Resource Sharing Director, <a href="#">Mass Library System</a>	<a href="mailto:steve@masslibsystem.org">steve@masslibsystem.org</a>	
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## **General Thoughts**

Abby: There's no shortage of money. We need to move it from where it is to where we need it to be to deliver on our mission.

There's no shortage of money, there's a shortage of ideas. Ideas percolate from aspirations of frontline ideas. What are the Big Ideas in NJ? How might LLNJ mine the membership for these ideas and facilitate turning them into something that would be of collective benefit?

If you want money, ask for advice. Establish a relationship before you ask for money. Craft the kinds of ideas that might be of interest to funders (outcomes they want to achieve).

Some funders are becoming less interested in ALA...Are there ways that LLNJ could help libraries advance a particular outcome....overarching, coordinating role....lessons learned eventually rolled out to other organizations? Sometimes we're so obsessed with moving the whole thing forward that we don't get anything done. Work with smaller groups of members in a particular locale. How can we be nimble to do this?

As a small organization, LLNJ can be nimble and act quickly.

How might we partner so everyone gets what they need, thus designing out the idea of competition for resources as a deterrent to success?

What can LLNJ let go of to free up resources?

Overall role for LLNJ to attract funds: Convener/connector.

## **The Library Brand**

Is working against us

Who "transforms" lives? (Confusing for potential funders.)

- ALA
- Individual libraries
- State libraries

- Consortia...
- Library staff

Libraries have an image problem- better branding about what libraries do and the outcomes we facilitate  
We've been afraid of corporate funders and we need to engage them, e.g.

- National moving company to support delivery (we move minds)
- Merrill Lynch or others to fund job info

## **Impact Investing**

### **Invest in Results Event: Sept. 12, 2017 in DC**

Galvanize investors to provide services and give a return on investment to givers.

Transition from outputs to outcomes. Funders are insisting on this way of doing things.

5 Components of Pay for Success

1. Investor
2. Intermediary
3. Non-profit
4. Independent evaluator
5. Outcome payer

See Salt Lake City example: <http://www.payforsuccess.org/project/utah-high-quality-preschool-program>

## **Factors**

- Upfront time
- Longitudinal data component, 2-3 years in the making
- Identify the key players in the Pay for Success data

Look at opportunities to work with external partners to develop strategy to create guidelines and a map to work within.

United Way uses [Collective Impact](#) as a model. There are training programs for resource development cross-training for staff. (Chris can consult on this)

## **Grants**

Foundations appreciate really being partners in the whole process. Talk to program officers early, pitch idea simply to test the water. Work with funders and other external partners to strategize.

Grants should be part of the mix and they're not long term. So much giving is done locally that it's a blessing that LLNJ has a locale.

Big grants...Do we supply direct services to the public? Getting \$\$ for intermediate level projects can be an issue. The need for the partnerships that involve the local level will be key.

Big federal grants, like the [Second Chance Act for ex prisoners](#)  
Statewide projects

What to consider when looking for funding? If you want money, ask for advice...establish a relationship before you ask for money. A lot of work for us to do to craft the kinds of ideas that might be of interests. Establish libraries as centers in communities that produce outcomes in alignment with the goals of [community development block grants](#) (CDBGs). [https://www.hudexchange.info/resources/documents/CDBG\\_Guide\\_National\\_Objectives\\_Eligible\\_Activities.pdf](https://www.hudexchange.info/resources/documents/CDBG_Guide_National_Objectives_Eligible_Activities.pdf)

Value of libraries as centers for Economic Development: How do you make this case to potential funders (USEDA, NJEDA, etc.) How might LLNJ and its members become a partner in regional economic development activities, e.g. New Jersey Urban Mayors Association Comprehensive Economic Development Strategy (CEDS). [See Abby for connections to this.]

## **Sponsorships/Partnerships**

Reach out to the Community Foundation community...they can be good partners

[Community Foundation of NJ](#) (Bob Guarasci-Abby and Irene know Bob), Princeton Area Community Foundation, Some of them have custody of donor advised funds that might provide interesting avenues...

We've been afraid of corporate funders and we need to engage them, e.g.,

- National moving company to support delivery ("we move minds")
- Merrill Lynch or others to fund job info

Sponsorships/corporate relationships. It's tempting to look at the biggest. Also look at the small to medium enterprises (SMEs) that might be interested in supporting piloting projects, particularly those that would have positive outcomes/impact in their community, for their workers, etc.

We should be paying attention to who the gubernatorial candidates are talking about re. their transition people and potential partnerships.

Example of a possible partnership: [Robert Wood Johnson Community Health Initiative](#)-. Theme, inclusion and access to health outcomes. (Diane Hagerman- Irene knows and will contact)

## **Membership**

### **Membership Fees (for LLNJ and like organizations)**

Membership is free. Could LLNJ or Massachusetts Library System create an enhanced membership category that is optional and that confers some special status or service that might be of interest?

Is it possible/within the legislation to charge dues to members?

Individual memberships? Ex. New York Metro.

Lyracis has had a good degree of success with individual memberships. There are a few organizations around the country that have their own line in the state budget

## **Products/Services**

What about products that libraries and/or the public wants/needs that LLNJ could provide? Is there a targeted area that might provide revenue in a new and different way/digital projects? Summer reading programs, digital product that provides access to a collective group of programs.

## **LLNJ: How the organization will handle funding development**

Is LLNJ thinking about hiring someone to do development work? Having someone dedicated to it would be important. New way to use existing funds or developing something new. Important to look strategically at how we spend our staff time.

James Keebler looking for a development librarian...Piscataway library.

## **Resources from Participants**

The American Library Association Center for the Future of Libraries. A source for trends/new thinking about libraries and how they connect to what's going on in the world. <http://www.ala.org/transforminglibraries/future>

Center for Nonprofits in NJ. [View the full report](#) on New Jersey's non-profits' funding and expenses, outlook for 2017, and actions taken by non-profits to address trends <http://www.njnonprofits.org/2017AnnualSurveyRpt.pdf>

Investing in Results. Initiative focused on exploring what it takes for nonprofits, funders, and government to achieve outcomes and focus on the root causes of social problems. <http://www.investinresults.org/>

Futures Conference (libraries - spearheaded by the NJ State Library and LLNJ is a co-sponsor) <http://www.njstatelib.org/event/futures-conference/>

Utah's Pay for Success Transaction Focused on Early Childhood Education. Stakeholders in Salt Lake City, UT developed and implemented a social impact bond that utilized private capital to expand access to a proven high-quality preschool program with the agreement that the initial investment would be paid back from a public agency if the intervention was successful in reducing the need for special education and remedial services. <http://www.payforsuccess.org/project/utah-high-quality-preschool-program>

Misc Links / Resources on Pay for Success (Pro and Con):

- **National Council of Nonprofits** - Principles for Consideration of New Funding Mechanisms <https://www.councilofnonprofits.org/trends-policy-issues/pay-success-social-impact-bonds-principles-new-funding-mechanisms>
- **Third Sector Capital Partners** – “Pay for Success Programs: An Introduction,” [http://www.thirdsectorcap.org/articles/policy\\_practice\\_pay\\_for\\_success.pdf](http://www.thirdsectorcap.org/articles/policy_practice_pay_for_success.pdf)
- **Nonprofit Finance Fund** – “Pay for Success 101” web page, <http://payforsuccess.org/learn-out-loud/pfs-101>
- **Nonprofit Quarterly** - "Social Impact Bonds Not Well Received at [U.S.] Senate Budget Hearing," May 8, 2014, <https://nonprofitquarterly.org/policysocial-context/24149-social-impact-bonds-not-well-received-at-senate-budget-hearing.html>

- **New York Times** - “Investors Profit by Giving through Social Impact Bonds,” November 9, 2012, [http://www.nytimes.com/2012/11/09/giving/investors-profit-by-giving-through-social-impact-bonds.html?pagewanted=all&\\_r=1](http://www.nytimes.com/2012/11/09/giving/investors-profit-by-giving-through-social-impact-bonds.html?pagewanted=all&_r=1)
- **Hudson Institute**, “SIBling Revelry: Are Social Impact Bonds the Next Big Thing?” - Two-hour panel discussion, January 16, 2013, <http://www.youtube.com/watch?v=m07W2jKYeEc&feature=youtu.be&a>
- **Nonprofit Quarterly** - "Does Pay for Success Really Pay Off?" - October 17, 2014, <https://nonprofitquarterly.org/policysocial-context/25003-does-pay-for-success-actually-pay-off-the-roi-of-social-impact-bonds.html>

Collective impact: [https://en.wikipedia.org/wiki/Collective\\_impact](https://en.wikipedia.org/wiki/Collective_impact)

Stanford Social Innovation Review article on collective impact- [https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact)

Other good people to talk to:

- Gigi Naglak, Grants Manager, NJ Council for the Humanities
- Bill Brookover, National Historic Landmarks Program, National Park Service (retired)
- Eliav Decter, Grants Manager, Esperanza: Strengthening Our Hispanic Communities
- Avi Decter, Director, Jewish Museum of Maryland (retired)