



INSTITUTE of
Museum and Library
SERVICES

2009

21st Century Museum Professionals Grants

Grant Program Guidelines
CFDA No. 45.307

Application Deadline: March 16, 2009

*Applicants must apply through Grants.gov
(see www.ims.gov/grantsgov for more information).*

FOR MORE INFORMATION, CALL OR WRITE:

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IMLS will provide visually impaired or learning-disabled persons with an audio recording of this publication or any other grant publication upon request.

Office of Management and Budget Clearance Numbers

Guidelines: OMB No. 3137-0029; Expiration Date 7/31/2010.
Forms: OMB No. 3137-0071; Expiration Date: 7/31/2010.

Burden Estimates and Request for Public Comments

Public reporting burden for the collection of information per the guidelines' instruction is estimated to average 40 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Institute of Museum and Library Services at the address above; and to the Office of Management and Budget, Paperwork Reduction Project (3137-0029), Washington, DC 20503.

Public reporting burden is estimated to average 15 minutes per response for the Program Information Sheet, 3 hours per response for the Detailed Budget and Summary Budget, and 10 minutes per response for the Partnership Statement. Send comment regarding this burden estimate or any other aspect of this collection of information, including suggestion for reducing this burden, to the Institute of Museum and Library Services, Chief Information Officer, 1800 M Street, NW, 9th Floor, Washington, DC 20036-5802; and to the Office of Management and Budget, Paperwork Reduction Project (3137-0071), Washington, DC 20503.

IMLS programs do not discriminate on the basis of race, color, national origin, sex, disability, or age. For further information, write to the Civil Rights Officer, Institute of Museum and Library Services, 1800 M Street, NW, 9th Floor, Washington, DC 20036-5802.

DEAR COLLEAGUES

I am pleased to present the 2009 guidelines for 21st Century Museum Professionals Grants. Building professional capacity is a top priority for the Institute of Museum and Library Services. These grants are designed to strengthen the knowledge, skills, and abilities of museum professionals at all levels to help ensure that this workforce will be well-equipped to serve the diverse needs of its communities.

The rapidly changing environment of the knowledge society, the possibilities provided by new technologies, the increasing diversity of the population, and the need to demonstrate public value and accountability require an expanding portfolio of skills for museum professionals at every level. The Institute encourages proposals from museums, service organizations, and universities that will build the capacities of the nation's museums.

I invite you to read these guidelines, speak with IMLS staff, and develop a proposal that will build a stronger community of museum professionals for the 21st century.

Sincerely,

A handwritten signature in blue ink that reads "Anne-Imelda M. Radice". The signature is fluid and cursive, with the first name "Anne-Imelda" written in a larger, more prominent script than the last name "M. Radice".

Anne-Imelda M. Radice, PhD
Director

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GENERAL INFORMATION

ABOUT THE INSTITUTE OF MUSEUM AND LIBRARY SERVICES

The Institute of Museum and Library Services is the primary source of federal support for the nation's 122,000 libraries and 17,500 museums. The Institute's mission is to create strong libraries and museums that connect people to information and ideas. The Institute works at the national level and in coordination with state and local organizations to sustain heritage, culture, and knowledge; enhance learning and innovation; and support professional development. To learn more about the Institute, please visit www.ims.gov.

The Institute supports the full range of museums, including art, history, science and technology, children's, natural history, historic houses, nature centers, botanical gardens, and zoos; and all types of libraries, including public, school, academic, research, and archival. Our robust capacity for research, evaluation, policy analysis, grantmaking, and partnerships helps make it possible for libraries and museums to be leaders in their communities.

Museums and libraries are America's leading public institutions, making knowledge available to millions at little or no cost. As public institutions they must meet a very high threshold of mission accountability and use resources wisely for public good.

Through grants and information resources, we annually reach thousands of museums and libraries in myriad ways—from providing much needed technical assistance for small institutions to establishing national and replicable models, strengthening state networks, and supporting professional development. To aid institutions in program design, we also provide tools for strategic planning and evaluation. Funding from the Institute helps museums and libraries operate effectively and give value to their communities. It also leverages additional public and private support.

Collecting and disseminating results from funded projects, engaging in research, and publishing reports enables the Institute of Museum and Library Services to make a significant contribution to library, museum, and information policy and practice in the United States.

ABOUT 21ST CENTURY MUSEUM PROFESSIONALS GRANTS

The purpose of the 21st Century Museum Professionals (21MP) program is to increase the capacity of museums to connect people to information and ideas by improving the knowledge and skills of museum staff in multiple institutions.

Museums play a critical role in the education of the public in the United States by preserving the world's rich cultural heritage and helping to transmit it from one generation to the next. Museum professionals need high levels of knowledge and expertise as they help to create public value for the communities they serve. IMLS supports this purpose by providing grants that help museum professionals acquire, improve, and maintain their knowledge and skills.

21st Century Museum Professionals grants are intended to reach broad groups of museum professionals throughout a city, county, state, region, or the nation and increase their capacity to serve their audiences. These projects should reach multiple institutions and diverse audiences. "Museum professionals" include both paid and unpaid museum staff and both practicing and future professionals. Applications from eligible museums or other organizations should demonstrate how the proposed project will benefit multiple institutions and diverse audiences.

Successful proposals will reflect an understanding of museum service needs in the communities to be served by the project and will explain why the proposed activity will be effective in meeting those needs.

Funding will support projects in the full range of museum operations, involving core management skills such as planning, leadership, finance, program design, partnership, and evaluation. Project focus areas may also include, but not be limited to, collections care and management, interpretation, marketing and audience development, visitor services, governance, and other areas of museum operations. Proposals may also focus on projects that help museums attract and retain staff, and improve the capacity of museums to address the rapid changes facing many communities. Examples of activities may include one or more of the following:

- development and implementation of classes, seminars or workshops that deliver information on how to improve staff practices in the operation of museums;
- resources and activities to support the development of museum leaders;
- organizational support for the development of internship and fellowship programs;
- support for the enhancement of pre-professional training programs;
- collection, assessment or development of information that leads to better museum operations;
- dissemination of information to museum professionals through publications, Web sites or other means;
- activities that increase and strengthen the use of contemporary technology tools to deliver programs and services.

Outcomes-Based Planning and Evaluation (OBPE)

IMLS encourages the use of an approach called outcomes-based planning and evaluation (OBPE) when it is appropriate for the type of project to be conducted. Any project that identifies learning or education for any audience among its goals should plan to measure representative outcomes for that aspect of its work. Information about evaluation is available on the IMLS Web site at www.imls.gov/applicants/obe.shtm or on request from IMLS. IMLS encourages applicants to consider participating in Shaping Outcomes, a Web-based course for which information is available at www.shapingoutcomes.org, or a similar learning experience in advance of application. Such programs are intended to help planners refine their purposes and evaluation plans.

Museums and Libraries Engaging America's Youth

Museums and libraries have a rich array of resources—collections, staff, programs—that engage youth by inspiring curiosity and fostering learning. These cultural institutions also provide safe and welcoming environments for kids. Libraries and museums are essential community partners that have a significant role to play in helping youth succeed in school, work, and life. Through its *Museums and Libraries Engaging America's Youth* initiative, the Institute looked back at the youth-oriented programs it funded to examine what works and to share effective practices. A convening of practitioners, educators, and informal learning experts looked at elements of successful programs – such as positive environment, institutional support, professional development, and evaluation—and how museums and libraries can enhance their role as community partners. If your application to the 21st Century Museum Professionals Grants program involves youth, please see these publications for tips and recommendations in designing effective programs, as well as for valuable resources and bibliography.

Youth Resources (available at www.imls.gov/youth)

The **Final Report** shares the results of the year-long study on the impact of IMLS grants (1998-2003) through programs that served youth aged 9-19. Nearly 400 museum and library programs were surveyed about their goals, strategies, content, audience, and structure, as well as about their impact, effectiveness, and outcomes.

The **Practitioner's Guide** provides practitioners with the information needed for planning and implementing effective youth programs. It includes a variety of resources and references to critical works that have been gathered from the fields of youth and community development, education, and informal learning.

Conference Calls with 21st Century Museum Professionals Grants Staff

IMLS offers an opportunity to discuss your application or general issues about the 21st Century Museum Professionals Grants program with the program staff. We do this through a conference call. We invite anyone to join the call to listen to the comments of the IMLS and those of other callers as well as asking any questions you might have. The conference call schedule is:

Friday, January 9, 2009 at 2:00 p.m. Eastern Time

Dial-in number: (800) 603-9527

Conference ID#: 72455038

Thursday, February 12, 2009 at 2:00 p.m. Eastern Time

Dial-in number: (800) 603-9527

Conference ID#: 72455651

INSTITUTIONAL ELIGIBILITY

An applicant must

1. be either a unit of state or local government or a private nonprofit organization that has tax-exempt status under the Internal Revenue Code;
2. be located in one of the 50 states of the United States of America, the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, the Virgin Islands, the Commonwealth of the Northern Mariana Islands, the Republic of the Marshall Islands, the Federated States of Micronesia, or the Republic of Palau; and
3. qualify as one of the following three types of organizations:
 - a museum¹ that, using a professional staff,² (1) is organized on a permanent basis for essentially educational or aesthetic purposes; (2) owns or uses tangible objects, either animate or inanimate; (3) cares for these objects; and (4) exhibits these objects to the general public on a regular basis through facilities that it owns or operates.³
 - An organization or association that engages in activities designed to advance the well-being of museums and the museum profession.⁴
 - An institution of higher education, including public and nonprofit universities.

¹ Museums include, but are not limited to, aquariums, arboretums, art museums, botanical gardens, children/youth museums, general museums (those having two or more significant disciplines), historic houses/sites, history museums, natural history/anthropology museums, nature centers, planetariums, science/technology centers, specialized museums (limited to a single distinct subject), and zoological parks.

² An institution uses a professional staff if it employs at least one professional staff member, or the full-time equivalent, whether paid or unpaid, primarily engaged in the acquisition, care, or exhibition to the public of objects owned or used by the institution.

³ An institution exhibits objects to the general public if such exhibition is a primary purpose of the institution. An institution that exhibits objects to the general public for at least 120 days a year is deemed to exhibit objects to the general public on a regular basis.

An institution that exhibits objects by appointment may meet the requirement to exhibit objects to the general public on a regular basis if it can establish, in light of the facts under all the relevant circumstances, that this method of exhibition does not unreasonably restrict the accessibility of the institution's exhibits to the general public.

An institution that does not have as a primary purpose the exhibition of objects to the general public but that can demonstrate that it exhibits objects to the general public on a regular basis as a significant, separate, distinct, and continuing portion of its activities, and that it otherwise meets the museum eligibility requirements, may be determined to be eligible as a museum under these guidelines. For more information, please see 45 C.F.R. Chapter XI, Subchapter E (Institute of Museum and Library Services).

⁴ A friends group associated with a single museum is not an eligible applicant.

Please note that a museum located within a parent organization that is a state or local government or multipurpose not-for-profit entity, such as a municipality, university, historical society, foundation, or cultural center, may apply on its own behalf if the museum: (1) is able to independently fulfill all the eligibility requirements listed above; (2) functions as a discrete unit within the parent organization; (3) has its own fully segregated and itemized operating budget; and (4) has the authority to make the application on its own. When any of the last three conditions cannot be met, a museum may apply through its parent organization.

Prospective applicants that cannot fulfill all of these requirements should contact IMLS to discuss their eligibility before applying. IMLS may require additional supporting documentation from the applicant to determine the museum's autonomy. Each eligible applicant within a single parent organization should clearly delineate its own programs and operations in the application narrative. A parent organization that controls multiple museums that are not autonomous but which are otherwise eligible may submit only one application per grant program; the application may be submitted by the parent organization on behalf of one or more of the eligible museums.

PARTNERSHIPS

Partnerships may strengthen applications submitted to this program, if they are appropriate to the project. Partnerships are not required in this program, however.

If an applicant chooses to work in partnership with other organizations, IMLS encourages partnerships that are on a scale sufficient to address the broadest possible needs, including statewide and regional collaborations. An application may include one or more partners. The lead applicant serves as the fiscal agent for the project and must be an eligible entity. All partners must complete a Partnership Statement.

The members of the partnership shall either designate one member of the partnership to apply for the grant, or establish a separate, eligible legal entity consisting of the partnership members to apply for the grant. Any group application must contain a Partnership Statement that details the activities that each member of the partnership plans to perform and binds each member of the partnership to every statement and all assurances made by the applicant in the application. The applicant shall submit the Partnership Statement with its application.

By submitting the Partnership Statement with the application, the applicant affirms that (1) the partner(s) is available and has agreed to participate, and (2) the Partnership Statement is true, complete, and accurate to the best of the applicant's authorized representative's knowledge. The applicant will ensure that the partner(s) also provides a signed original version of the Partnership Statement to the applicant, which will be available to IMLS if requested by IMLS.

If IMLS makes a grant to a partnership, the lead applicant for the partnership is the grantee and is legally responsible for the use of all grant funds and for ensuring that the project is carried out by the partnership in accordance with the terms of the grant and applicable federal laws, regulations, and requirements. The lead applicant must be the fiscal agent but may subcontract with partners for other specific activities or services. Each member of the partnership is legally responsible for carrying out the activities it agrees to perform and using the funds it receives in accordance with the terms of the grant and applicable federal laws, regulations, and requirements

DATA UNIVERSAL NUMBERING SYSTEM (DUNS), TAXPAYER IDENTIFICATION NUMBER (TIN), AND EMPLOYER IDENTIFICATION NUMBER (EIN)

To improve the statistical reporting of federal grants and cooperative agreements, the Office of Management and Budget (OMB) has directed all federal agencies to require all applicants for federal grants to provide a Dun and Bradstreet Data Universal Numbering System (DUNS) number when applying for federal grants or cooperative agreements on or after October 1, 2003.

Organizations should verify that they have a DUNS number or take steps to obtain one. Organizations can receive a DUNS number at no cost by calling the dedicated toll-free DUNS number request line at 1-866-705-5711 or by visiting www.dnb.com/us. Individuals who would personally receive a grant or cooperative agreement award from the federal government apart from any business or nonprofit organization they may operate are exempt from this requirement.

The Taxpayer Identification Number (TIN) is an identification number used by the Internal Revenue Service (IRS) in the administration of tax laws. It is issued either by the Social Security Administration (SSA) or by the IRS. A Social Security number is issued by the SSA, whereas all other TINs are issued by the IRS. An Employer Identification Number (EIN), also known as a federal tax identification number, is a nine-digit number that the IRS assigns to business entities. The IRS uses this number to identify taxpayers that are required to file various business tax returns.

If an organization does not have DUNS and TIN numbers, its application will be rejected.

AWARD INFORMATION

21st Century Museum Professionals Grants range from \$15,000 to \$500,000. Generally, project activities supported by these grants may be carried out for up to three years.

Cost sharing

A 1:1 cost share is required for 21MP grants. Refer to page 15 for more information on cost sharing requirements.

Project Start Date

Projects may begin no earlier than October 1, 2009 and no later than December 1, 2009. Projects must begin on the first day of the month and end on the last day of the month.

Use of Funds

Allowable expenses include such items as

- training and education;
- technical assistance or consultation with museum and/or business professionals;
- program development and implementation;
- purchase of equipment, materials, supplies, or services;
- research;
- publication;
- integration of technology into training activities or programs;
- activities related to general museum operations;
- internship stipends and support activities;
- costs associated with evaluation of grant activities;
- staffing; and
- indirect or overhead costs (see pages 35-36).

All proposed expenses must be justified in the application budget.

Unallowable Expenses include such items as

- general museum fundraising costs, such as development office expenditures or other staff time devoted to general fundraising;
- general advertising or public relations costs designed solely for promotional activities other than those related to the specific project;
- contributions to endowments;
- acquisition of collections;
- social activities, ceremonies, receptions, or entertainment;
- construction and renovation of museum facilities;
- exhibit fabrication that includes creation of large-scale permanent structures for animals or objects that would involve contract labor of the construction trades. (*Note:* Applicants with questions about the eligibility of exhibition activities should call IMLS staff immediately.)

- collection conservation activities, including installation of collections, HVAC systems, creation of collections storage facilities, object treatment, collections surveys, or historic structure renovation (*Note: For these activities, please review the IMLS Conservation Project Support Guidelines regarding possible eligibility.*); and
- pre-grant costs.

Cost Sharing

Project cost must be matched 1:1 through cost share by the applicant. Applicants must provide at least half of the total cost of the project from nonfederal sources. These costs may be supported by the grantee's cash outlays, including cash contributions from third parties that are used to support project costs, the value of the grantee's contributions of property and services to the project, and third-party in-kind contributions that are used to support project activities. IMLS encourages applicants to contribute as cost sharing the salaries of any permanent staff to be employed on a project in proportion to the amount of time they will spend on the project. If IMLS funding is requested for salaries of permanent staff, the proposal should explain how their regular duties will be performed during the grant period. Unallowable expenses cannot be used as cost sharing.

IMLS strongly encourages applicants to seek third-party donations of cash, equipment, and services. If any funds are to be contributed as cost share by sources other than the applicant or its official partners, the applicant must identify whether the commitment of funds is assured or pending. If the funds are assured, the applicant should include a letter from the source affirming its commitment. If the funds are not assured, the applicant should describe the plan for meeting the promised cost share from other sources in the event that the pending funds are not received. All revenues generated with project funds during the grant period must be reported as program income and should be applied to the grant recipient's cost sharing. All listed expenses, including all cost sharing, must be incurred during the grant period.

Copyright/Work Products

IMLS requires acknowledgment of IMLS assistance in all publications and other products resulting from the project. Products should be distributed for free or at cost unless the recipient has received written approval from IMLS for another arrangement. With written permission, the recipient may copyright any work that is subject to copyright and was developed under an award or for which ownership was purchased. IMLS reserves, for federal government purposes, a royalty-free, worldwide, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use the work and authorize others to reproduce, publish, or otherwise use the work. IMLS requires that grantees provide three copies of any products produced with IMLS funds to IMLS with final reports.

Project Evaluation

At the end of the project all grantees are required to submit a final performance report that documents project goals and project design, and that provides an analysis of the project. The report requires quantitative information on project activities and audiences reached. It also requires quantitative and qualitative data that documents project achievements, summarizes lessons learned, and documents outcomes (changes in individual's knowledge, skills, attitudes, behaviors, etc.) and, if applicable, large-scale or long-term results that affect one or more institutions, communities, or fields.

Applicants should include information in the application narrative that demonstrates that the project plan and evaluation design will enable the grantee to provide the data and analysis necessary to meet the requirements of the final report. See the final report form at www.imls.gov/docs/rptInstructions.doc and a glossary of key reporting terms at www.imls.gov/pdf/Glossary.pdf.

IMLS encourages applicants to consider participating in *Shaping Outcomes*, a Web-based course for which information is available at www.shapingoutcomes.org, or a similar learning experience in advance of application. Such programs are intended to help planners refine their purposes and evaluation plans.

All applicants are expected to include the costs of evaluation, reporting, and dissemination in their project budget. Associated costs may be for consultants or staff, development of instruments, information collection, and analysis. Any of these may be budgeted as direct costs or cost share.

Applicants are required to request travel funds to attend IMLS-designated meetings to share project information. Applicants should budget \$2,000 for this IMLS-designated travel for each year of the project request, or \$4,000/year for partnership projects.

Announcement of Awards

No information about the status of an application will be released until the applications have been reviewed and all deliberations are concluded. IMLS will notify applicants of final decisions by late September 2009, with projects to begin no earlier than October 1, 2009.

Payment, Accounting, Management, and Reporting Procedures

A federal accounting office handles the payment of grants. Grant recipients may request cash advances or reimbursements as needed during the project period. Payments are made electronically. IMLS requires each grant recipient to maintain a restricted account for funds received during the project period. A recipient does not need to maintain a separate bank account for IMLS grant funds; however, it must establish and maintain a separate accounting category within an internal accounting system to show that the funds have been used for project costs only. This restricted accounting record must be adequate to satisfy normal auditing procedures. Grants are subject to the provisions of Office of Management and Budget audit requirements.

Grant recipients are required to submit semiannual interim performance reports every six months during the grant period as well as annual financial reports. They are also required to submit a final performance report and a final financial report at the end of the grant period.

APPLICATION REVIEW PROCESS

IMLS staff determines whether an applicant is eligible and whether an application is complete. If an applicant is determined to be ineligible as an official applicant, the applicant will be rejected without evaluation (see “Institutional Eligibility”), and notified by IMLS. Applicants are encouraged to call IMLS Senior Program Officer Christopher Reich prior to submission of their proposals to discuss their applications.

All eligible and complete applications for 21MP grants will be evaluated by peer review. Reviewers will have professional experience in either museums or professional service organizations that serve museums, or institutions of higher education. The IMLS Director will make the final funding decisions on the basis of the peer evaluations and the appropriateness of the projects to the goals of the 21MP Grant program and the overall goals of IMLS.

GUIDANCE FOR PROJECTS THAT DEVELOP DIGITAL PRODUCTS

Information to Include in Proposal

In the proposal narrative, include a description of the subject matter and its significance, including relationships to related digital content. Explain how the material to be included in the project was or will be selected. Describe the additional value that any digital conversion or repurposing will bring to the materials, such as enabling innovative new uses or attracting new audiences. Describe how potential users will discover any new digital material. The application also includes a form, Specifications for Projects That Develop Digital Products, that must be completed and submitted with the application.

Interoperability

Project design should demonstrate the use of existing standards and best practices for digital material where applicable, and products should be interoperable with other digital content. Grantees creating digital collections are expected to participate in the IMLS Digital Collection Registry currently operated by the University of Illinois at Urbana-Champaign. The Grainger Library has created a registry and a metadata repository of collections digitized with IMLS funding. (See the project site at <http://imlsdcc.grainger.uiuc.edu>.)

Digitization Plans

Projects that include digital conversion are strongly encouraged to develop a digitization plan before writing the grant application.

Resources for Digitization Projects

IMLS has published *A Framework of Guidance for Building Good Digital Collections* as a resource for applicants planning digital projects. This document is now maintained by the National Information Standards Organization (NISO) and is available at <http://framework.niso.org/>. The third edition of this document contains links to many Web sites with useful information for planning and implementing digital projects. IMLS offers a wealth of information, including lists of funded digital projects, at the Digital Corner on the IMLS Web site at www.ims.gov/about/digitalCorner.shtm.

The list of resources below, provided to help you learn more about digital projects, is neither exhaustive nor an endorsement by IMLS of any particular resource.

Training

Many universities, organizations, and businesses provide training in digitization and related topics. The following are examples only—check the general resource lists for leads to more training opportunities and the topic lists below for training resources in specific subject areas.

- www.library.cornell.edu/preservation/tutorial/contents.html—*Moving Theory into Practice: Digital Imaging Tutorial*, by Cornell University Department of Preservation and Collections Maintenance.
- www.solinet.net—The Southeastern Library Network offers training in digital imaging, copyright, digital preservation, and other related topics.

- www.oclc.org/us/en/community/education/regional/usa/—OCLC (Online Computer Library Center) provides seminars, workshops, and online training in digital projects, preservation, copyright, and other topics related to digitization.
- www.nedcc.org/education/introduction.php—Northeastern Document Conservation Center.
- www.imagepermanenceinstitute.org/shtml_sub/education.asp—Image Permanence Institute.
- <http://images.library.uiuc.edu/projects/mym/>—*Metadata for You and Me*, a collaboration between the University of Illinois Library and Indiana University, funded by IMLS.

General

- www.bcr.org/cdp/best/index.html—The Collaborative Digitization Program's Web site (born as the Colorado Digitization Project) offers many digitization resources that include information about copyright, metadata, digitization standards, and administrative concerns.
- <http://memory.loc.gov/ammem/about/techIn.html>—*Building Digital Collections: Technical Information and Background Papers*, Library of Congress American Memory Project.
- www.archives.gov/preservation/technical/guidelines.html—*Technical Guidelines for Digitizing Archival Materials for Electronic Access: Creation of Production Master Files—Raster Images*, by Steven Puglia, Jeffrey Reed, and Erin Rhodes, U.S. National Archives.
- <http://library.amnh.org/diglib/index.html>—The American Museum of Natural History's Digital Library Project Web site has information on and links to resources on many topics, such as planning, standards, and digital resources management.
- <http://sunsite3.berkeley.edu/imaging>—Digitizing Images and Text, the Berkeley Digital Library portal, links to resources on digitization projects, resources, and tools.
- www.mainememory.net/cp/cp_resources.shtml—The Maine Memory Network provides guidance and resources for its contributing cultural institutions such as libraries, museums, archives, and historical societies.
- <http://images.library.uiuc.edu/resources/links.htm>—The University of Illinois at Urbana-Champaign Digital Imaging Media Technology Initiative provides resources about many digitization topics, including a listing of current imaging programs, organizations, and committees.
- www.chin.gc.ca/English/index.html—The Canadian Heritage Information Network has information on creating and managing digital content.
- <http://nedcc.org/oldnedccsite/digital/tofc.htm>—The Handbook for Digital Projects: A Management Tool for Preservation and Access, a Northeast Document Conservation Center site, offers nine chapters from a handbook on project management, scanning, copyright issues, technical topics, best practices, vendor relations, and longevity. Includes many links to related sites.
- www.diglib.org/publications.htm—The Digital Library Federation has publications on a range of topics including digital image management and preservation.
- http://wiki.bibalex.org/DAFWiki/index.php/Main_Page—Bibliotheca Alexandrina provides Digital Assets Factory (DAF) digitization workflow tools.
- www.asis.org/Bulletin/Jun-04/index.html—*The Bulletin of the American Society for Information Science and Technology*, vol. 30, no. 5, June/July 2004, contains a special section about online museum information.
- <http://lists.mdch.org/bin/listinfo/digistates>—DigiStates online discussion list for people working on collaborative statewide projects for the digitization of cultural heritage resources.
- www.gdfr.info/—Global Digital Format Registry.
- www.clir.org/pubs/reports/index.html—Council on Library and Information Resources (CLIR) has published more than 125 reports on topics relating to preservation, digital libraries,

economics of information, trends in information use, international developments, and the changing role of the library.

Metadata

- www.niso.org/standards/resources/Metadata_Demystified.pdf—*Metadata Demystified*, by Amy Brand, Frank Daly, and Barbara Meyers (Sheridan Press and NISO Press, 2003).
- www.getty.edu/research/conducting_research/standards/—*Data Standards and Guidelines*, Getty Standards and Digital Resource Management Program, Getty Research Institute.
- www.oclc.org/programs/ourwork/past/culturalmaterials/RLG_desc_metadata.pdf—*Descriptive Metadata Guidelines for RLG Cultural Materials*, by the OCLC Research Library Group.
- <http://webservices.itcs.umich.edu/mediawiki/oaibp/?PublicTOC>—*Best Practices for OAI Data Provider Implementations and Shareable Metadata*, by the Digital Library Federation/National Science Digital Library.
- www.pbcore.utah.edu/PBCore—*PBCore: Public Broadcasting Metadata Dictionary*, for public broadcasters' television, radio, and Web activities.
- www.loc.gov/standards/—Library of Congress Digital Library Standards.
- www.diglib.org/standards.htm—*Digital Library Standards and Practices*, Digital Library Federation.
- www.bcr.org/cdp/digitaltb/index.html—Digital toolbox for the Bibliographic Center for Research's (BCR) Collaborative Digitization Program (CDP).
- www.openarchives.org/—Open Archives Initiative, OAI-PMH and OAI-ORE.

Preservation of Digital Material

- www.icpsr.umich.edu/dpm/—*Digital Preservation Management: Implementing Short-term Strategies for Long-term Problems*, a tutorial by the Cornell University Department of Preservation and Collections Maintenance.
- www.dlib.org—*D-Lib Magazine* has many articles on preservation of digital materials.
- www.ims.gov/collections/resources/care_dig.htm—*Care for Collections: Digital Materials*, Connecting to Collections Guide to Online Resources, Institute of Museum and Library Services.
- www.dcc.ac.uk—Digital Curation Centre.
- www.ariadne.ac.uk/issue50/pennock-rvw/—Review of *Digital Preservation* (edited by Marilyn Deegan and Simon Tanner), *Ariadne*, Issue 50, January 2007.
- www.digitalpreservation.gov/—Digital preservation site of the Library of Congress.
- www.digitalpreservation.gov/partners/resources/tools/index.html—This is a list of tools and services designed, developed, or used by *National Digital Information Infrastructure and Preservation Program* (NDIIPP) partners during their projects, on the Digital Preservation Web site of the Library of Congress.

Intellectual Property

- www.umuc.edu/distance/odell/cip/cip.shtml—Center for Intellectual Property, University of Maryland University College.
- www.copyright.iupui.edu—Copyright Management Center (CMC), Indiana University—Purdue University Indianapolis.
- www.copyright.cornell.edu/—Cornell Copyright Information Center.
- <http://creativecommons.org/>—Creative Commons.
- <http://librarycopyright.net/digitalslider/>—Digital Copyright Slider.
- www.dfc.org/—Digital Future Coalition.

- www.digitalpreservation.gov/library/resources/pubs/docs/digital_preservation_final_report2008.pdf—*International Study on the Impact of Copoyright Law on Digital Preservation*, Library of Congress.

Universal Access

- www.w3.org/WAI—The World Wide Web Consortium’s guidance and resources on Web accessibility for people with disabilities.
- <http://trace.wisc.edu/world/web>—The Trace Center’s *Designing More Usable Web Sites* presents resources on universally accessible Web guidelines, compliance with Section 508, and forums for discussing accessibility issues.
- <http://webaim.org/>—WebAIM is a nonprofit organization within the Center for Persons with Disabilities at Utah State University.

**PREPARING AND SUBMITTING
AN APPLICATION**

GRANTS.GOV INFORMATION AND INSTRUCTIONS

Organizations that are applying under the March 16, 2009, deadline for the 21st Century Museum Professionals program must submit their applications through Grants.gov, the federal government's online application system. The Grants.gov system will accept applications through 11:59 p.m. eastern time on March 16, 2009. The deadline date remains the same from year to year. Should the deadline fall on a Saturday, Sunday, or federal holiday in a given year, the deadline will be extended to the next business day.

While the deadline is March 16, 2009, IMLS recommends strongly that applicants REGISTER EARLY and COMPLETE AND SUBMIT THEIR APPLICATION EARLY. All applicants who are using Grants.gov must register with Grants.gov before submitting their application. The multistep registration process generally cannot be completed in a single day. Applicants who are not already registered should allow at least two weeks to complete this one-time process. **DO NOT WAIT UNTIL THE WEEK OF THE APPLICATION DEADLINE TO REGISTER.**

Find Grant Opportunities

www.grants.gov/applicants/find_grant_opportunities.jsp

- **Search opportunities**
 - Basic search
 - Browse by category
 - Browse by agency
 - Advanced search
- **Email subscription**
 - All grants
 - Advanced criteria
 - Specific Funding Opportunity Number (FON)
 - Unsubscribe

Get Registered

www.grants.gov/applicants/get_registered.jsp

- **Step 1: Register your organization**
 - Request a D-U-N-S number
 - Register with the Central Contractor Registry (CCR)
 - Organization registration checklist
- **Step 2: Register yourself as an Authorized Organization Representative (AOR)**
- **Step 3: Get authorized as an AOR by your organization**

Apply for Grants

www.grants.gov/applicants/apply_for_grants.jsp

- **Step 1: Download a grant application package**

**Use one of the following identifiers to locate the
21st Century Museum Professionals Grants package:**

**CFDA No: 45.307
Funding Opportunity Number: 21MP-FY09**

IMLS applicants must download two packages to get all of the necessary forms and instructions:

1. *Download Application Instructions:* This package contains the grant application guidelines (which include instructions for completing the application) and the IMLS forms for budget, program information, and any others related to this specific program.
2. *Download Application Package:* This package has the Face Sheet (SF-424S, "Application for Federal Domestic Assistance/Short Organizational Form"), Abstract, and the Attachments form.

- **Step 2: Complete the grant application package**

- **Step 3: Submit the completed grant application package**

Important deadline information: Applications must be received by 11:59 p.m. on March 16, 2009, in the Grants.gov system. Within 48 hours of submitting a grant application, applicants will receive two email messages from Grants.gov:

- The first will confirm receipt of the application by the Grants.gov system.
- The second will indicate that the application has either been successfully validated by the system prior to transmission to the grantor agency OR has been rejected because of errors.

Only applications validated by the Grants.gov system will be available to IMLS for the grant review process.

Applicants are encouraged to not wait until the final hours before the deadline to submit their applications. Submitting early may enable an applicant to deal with unexpected problems.

- **Step 4: Track the status of a submitted grant application package**

Within 30 working days after the application deadline, IMLS will e-mail applicants an acknowledgment form with an application log number. Applicants who do not receive this form in the stated time should contact IMLS to ensure that their application was successfully logged.

Grants.gov Help

For direct assistance with Grants.gov, contact the Grants.gov help desk via e-mail at support@grants.gov, or call Grants.gov at 1-800-518-4726 from 7:00 a.m. to 9:00 p.m. eastern time, Monday through Friday, excepting federal holidays.

The Grants.gov help desk will assign a case number to each inquiry. This number only documents the inquiry to the help desk and is in no way related to the tracking number that

Grants.gov will assign to an application once it has been successfully submitted.

Help is also available on the Grants.gov Web site at www.grants.gov/help/help.jsp.

- User manual for applicants: www.grants.gov/assets/ApplicantUserGuide.pdf
- Frequently asked questions (FAQs): www.grants.gov/help/faq.jsp
 - General FAQs
 - Applicant FAQs
 - Submit Application FAQs
 - Adobe and PureEdge FAQs
- How to convert documents to PDF format: www.imls.gov/pdf/PDFConversion.pdf
- Download PureEdge and/or Adobe software: See Step 1 at www.grants.gov/applicants/apply_for_grants.jsp
- Glossary: www.grants.gov/help/glossary.jsp
- D-U-N-S help: <http://fedgov.dnb.com/webform/displayHomePage.do>
- D-U-N-S FAQs: <http://fedgov.dnb.com/webform/displayFAQPage.do>
- CCR help:
 - CCR Handbook: www.ccr.gov/doc/CCR_Handbook.pdf
 - CCR FAQs: www.ccr.gov/FAQ.aspx

NOTE: Once an organization has registered with the CCR, the registration must be renewed each year. Go to: www.ccr.gov/Renew.aspx.

For additional hints on working with Grants.gov, please see the list of ten tips on the last two pages of these Grant Program Guidelines.

PREPARING AN APPLICATION

Application Components

An application requesting funding from the 21MP grant program must include the materials listed below. Each component is in one of the following formats:

- **Grants.gov form:** These forms are available only in the package downloaded from Grants.gov. Applicants will need the PureEdge viewer to fill out these forms.
- **IMLS form:** These forms are available in both Microsoft Word document and Fill-in PDF formats, and are located in both the downloaded Grants.gov file and the IMLS Web site. While the Word versions of the forms are provided for convenience, please note that **completed forms must be submitted as PDF's**. For assistance in converting documents to PDF, visit www.imls.gov/pdf/PDFConversion.pdf.
- **Text document:** Applicants should create these documents using their own word processing or other software. Again, they **must be attached to the application as PDF's**.

Component:

1. Face Sheet: the Application for Federal Domestic Assistance/ Short Organizational Form (SF-424S)
2. Abstract
3. Program Information Sheet
4. Explanation of budget surplus or deficit
5. Organizational profile
6. Narrative (not to exceed seven pages)
7. Schedule of completion
8. Detailed Budget, replicated for each year of the project
9. Summary Budget
10. Budget justification, a narrative of up to two pages to describe expenses as listed in the budget forms
11. Specifications for projects that develop digital products (if applicable)
12. Partnership Statement form (if applicable)
13. List of key project staff and consultants and brief (no more than 2 pages per person) resumes for key project personnel
14. Letters of commitment (if applicable)
15. Proof of nonprofit status (if applicable)
16. Current federally negotiated rate for indirect costs (if applicable)
17. Supporting documentation (not to exceed 20 pages)

Format:

Grants.gov form
Grants.gov form
IMLS form
Text document
Text document
Text document
Text document
IMLS form
IMLS form
Text document
IMLS form
IMLS form
Text document
Text document
Text document
Text document
Text document

Attachments: Naming the Files and Their Sequence

The IMLS forms and text documents that are part of the application must each be saved as a PDF that is named according to the list below. **Note:** IMLS will not convert files for applicants and will not accept file formats other than PDF. For assistance in converting documents to PDF, visit www.imls.gov/pdf/PDFConversion.pdf.

Append all of the documents to the Attachments form in the prescribed sequence. If there are more attachments than will fit on one Attachments Form, please use the Optional Attachments form for the remaining ones, following the same naming convention.

The Face Sheet (SF-424S) and the Abstract are Grants.gov forms that will automatically be saved as PDFs. Please see page 30 for further instructions on how to compose and submit the Abstract. The table below is for all of the other application components that are appended to the Attachment form.

Document	File name to use	Attach in this order
Program Information Sheet	Programinfo.pdf	1
Explanation of budget surplus/deficit	Surplusdeficit.pdf	2
Organizational profile	Organizationalprofile.pdf	3
Narrative	Narrative.pdf	4
Schedule of completion	Scheduleofcompletion.pdf	5
Detailed Budget form (by year, as appropriate)	Detailedbudgetyear1.pdf Detailedbudgetyear2.pdf Detailedbudgetyear3.pdf	6a 6b 6c
Summary Budget form	Summarybudget.pdf	7
Budget justification	Budgetjustification.pdf	8
Specifications for Digital Products	Digitalproducts.pdf	9
Partnership Statement form (with short form of partner name, as appropriate) (if applicable)	PartnerName1.pdf PartnerName2.pdf PartnerName3.pdf Etc.	10a 10b 10c etc.
Project staff and resumes	Projectstaff.pdf	11.
Letters of commitment (if applicable)	Lettersofcommitment.pdf	12a 12b 12c etc.
Proof of nonprofit status (if applicable)	Proofofnonprofit.pdf	13
Indirect cost rate form (if applicable)	Indirectcostrate.pdf	14
Supporting documents (numbered, as appropriate)	Supportingdocument1.pdf Supportingdocument2.pdf Supportingdocument3.pdf Etc.	15a 15b 15c etc.

SF-424S (Face Sheet)

The IMLS Face Sheet is the equivalent of the “Application for Federal Domestic Assistance/ Short Organizational Form (SF-424S)” on Grants.gov.

Note: Items 1–4 are automatically filled in by Grants.gov.

5. Applicant Information

a. Legal Name: Enter the legal name of the organization that is making the application. Please see “Institutional Eligibility” for eligibility details. If the eligible entity does not have the authority to apply directly to IMLS for funding, enter the name of the parent organization that is submitting the application on behalf of the eligible entity. Enter the name of the eligible entity in the space provided for “Organizational Unit” on the Program Information Sheet, Question 1b.

b. Address: Use Street1 for the organization’s street address or post office box number, whichever is used for its U.S. Postal Service mailing address. Street2 is not a required field and should be used only when a Suite or Room Number or other similar information is part of the address.

In the Zip+4/Postal Code box, enter the **full nine-digit** Zip code assigned by the U.S. Postal Service. An organization’s full Zip code can be retrieved at www.usps.com/zip4.

c. Web Address: Enter the Web address of the legal applicant.

d. Type of Applicant: Select the one code that best characterizes the applicant organization from the menu in the first dropdown box. Leave the other boxes blank. The following types of applicants are not eligible to receive 21MP Grants:

- Individual
- Public/Indian Housing Authority
- For-profit organization
- Small business
- Nondomestic (non-U.S.) entity

e. EIN/TIN: Enter the nine-digit number assigned by the IRS; do not use a Social Security number.

f. Organizational DUNS: All organizational applicants for federal funds must have a DUNS number.

Ensure that the number entered here agrees with the number (either 9 or 13 digits) that was used with the CCR (Central Contractor Registry) as part of the Grants.gov registration.

g. Congressional District: Enter the number of the congressional district in which the applicant organization is located. Use the following format: two-letter state abbreviation, followed by a hyphen, followed by the three-digit district number. For example, if the organization is located in the 5th Congressional District of California, enter “CA-005.” For the 12th district of North Carolina, enter “NC-012.” For states and territories with “At Large” congressional districts—that is, one representative or delegate represents the entire state or territory—use “001,” e.g., “VT-001.”

If an organization does not have a congressional district (e.g., it is located in a U.S. territory that does not have districts), enter “00-000.” To determine an organization’s district, visit the House of Representatives Web site at www.house.gov and use the “Find Your Representative” tool.

6. Project Information

a. Project Title: Provide a brief descriptive title.

b. Project Description: Briefly describe the specific project, not the applicant organization. Use clear language that can be understood readily by readers who may not be familiar with the discipline or subject area.

c. Proposed Project Start Date/End Date: Enter the beginning and ending dates for the requested period of support, that is, the span of time necessary to plan, execute, and close out the proposed project. 21st Century Museum Professionals Grants projects must begin between October 1, 2009, and December 1, 2009. Start dates must be the first day of a month and end dates must be the last day of a month.

7. Project Director

Provide the requested information for the project director, who will be responsible for carrying out the project and who will serve as the key contact person with IMLS regarding the progress achieved under the grant. Leave the Social Security number blank. Select a prefix (even though this field is not required on Grants.gov).

8. Primary Contact/Grants Administrator

Provide the requested information for the individual who should be contacted on all matters involving this application and the administration of any grant that may be awarded. For colleges and universities, this person is often a sponsored research, sponsored programs, or contracts and grants officer. In some museums, the person could be the development director. Leave the Social Security number blank. Select a prefix (even though this field is not required on Grants.gov). In some organizations, particularly smaller ones, this individual may be the same as the Project Director. If this is the case, check the “Same as Project Director” box. (If the Primary Contact/Grants Administrator is the same as the Authorized Representative, please complete all items under both 8 and 9 even though there will be some repetition.)

9. Authorized Representative

Enter the name and contact information of the person who has the authority to apply for federal support of the applicant’s activities and enter into legal agreements in the name of the applicant. The authorized representative should not be the same person as the project director. By checking the “I Agree” box at the top of Item 9, this individual certifies the applicant’s compliance with relevant federal requirements (the “IMLS Assurances and Certification” section). All written correspondence will be addressed to the Authorized Representative.

For Grants.gov applications, the “Signature of Authorized Representative” and “Date Signed” boxes will be populated upon submission of the application. Submission of the application by the Authorized Representative certifies compliance with relevant federal requirements as the signature does on a paper application.

Abstract

A project abstract not exceeding one single-spaced page must be provided. Insert the text into the Abstract form provided in the package downloaded from Grants.gov.

Information in the abstract should cover the following areas as related to the proposed project:

- Who is the lead applicant and who are the formal partners (if applicable)?
- What is the time frame for the project?
- Who is the intended audience for the activities?
- What will be the project's activities, outcomes, and tangible products?
- What are the intended outcomes for audience members in terms of measurable changes in knowledge, skills, attitudes, or behavior?

This abstract may be used by IMLS for public information purposes, so it should be informative to other persons working in the same or related fields and insofar as possible understandable to a technically literate lay reader. The abstract must not include any proprietary or confidential information.

Program Information Sheet

1. Applicant Information

a. Legal Name: Enter the legal name of the applicant.

b. and c. Organizational Unit and Address:

If the eligible entity cannot apply for grants on its own behalf, then enter the name and address of the entity in these spaces. For example, if a museum that is part of a parent organization, such as a university, is applying, the university would be the legal applicant, and the museum would be entered as the organizational unit. Be sure to include the four-digit extension on the Zip code.

d. Web Address: If an organizational unit is listed, enter its Web address here. If not, enter the Web site of the entity listed at Legal Name.

e. Type of Institution: Select the one that most accurately describes the applicant.

2. Grant Program or Grant Program Category

Select a. 21st Century Museum Professionals

3. Request Information

a. IMLS Funds Requested: Enter the amount sought from IMLS.

b. Cost Share Amount: Enter the amount here. Applicants must provide cost sharing of at least one half of the total project cost. See page 15 for further information.

4. Museum Profile (Museum Applicants only)

Museum applicants must answer all questions in this section.

5. Partners Names

In the space provided list all organizations that are official partners of the project.

6–8

Applicants for 21st Century Museum Professionals Grants should skip these sections.

Explanation of Budget Surplus/Deficit

If an applicant indicates a budget surplus or deficit for the two previous fiscal years on the Program Information Sheet, a one-page explanation must be provided.

Organizational Profile

Provide an organizational profile of no more than one page. Include the following information: (1) the applicant's mission;(2) its service area (audience served, including size, demographic characteristics, and geographic area); and (3) a brief history of the institution or organization. This information will give the reviewers an understanding of the applicant organization.

Narrative

Limit the narrative to seven single-spaced, numbered pages. Applicant's name must appear at the top of each page.

All pages should have at least 0.5 inch margins on all sides, and the font size should be no smaller than twelve point type. Use the Optional Attachments to provide supplementary material.

The following pages provide guidance in preparing the narrative component of the 21MP grant application. There are four sections to the narrative. Applicants must address each section and related review criteria separately, and in the same order in which they are listed below. Review criteria are listed with each section of the narrative. These criteria describe what the reviewers are instructed to consider as they evaluate the proposal. A well-designed proposal narrative is thorough and succinct while addressing the bullet points under each section as well as the review criteria.

IMLS reviewers base their evaluations only on the information presented in the application. This makes it very important for applicants to prepare a clear, concise, well-organized document.

1. Statement of Need

Discuss the development of the project concept. Include information such as:

- the intended audience for the project;
- the methodology for identifying the needs of the targeted audience;
- how the project design will benefit this audience of museum professionals;
- how it will improve the abilities of museum professionals to deliver services to their communities.

Review Criteria: Evidence that the applicant has identified an audience, performed a formal or informal assessment of its needs, and designed this project as the best solution to address those needs. Evidence that the project addresses issues that concern the museum field and will positively impact museum professionals.

2. Project Design

Describe the scope of the project. Include information such as:

- the project goals and objectives;
- action steps and activities to implement the project;
- specific skills, knowledge, and experiences that will build staff or institutional capacities;
- project management;
- how the project will be promoted to the intended audience;
- the design, integration, and implementation of an assessment method that will measure project results, findings, or products;
- (for proposals that involve partnerships) the role and commitment of the partnering organization(s).

Review Criteria: Extent to which the project proposes efficient, effective, and successful approaches to accomplish clear goals and objectives. Evidence that the methodology and design are appropriate to the scope of the project. Extent to which the project will meet IMLS program goals. Evidence that the project activities will successfully reach the targeted audience. Evidence that assessment will provide reliable information on which to judge impact or base actions.

3. Project Resources: Time, Personnel, Budget

Describe project resources, both those funded by the grant and those funded by the organizational cost share. Include information such as:

- the timeline for specific activities to implement the project and its justification;
- the key staff and their qualifications and commitment to the project while maintaining their other, ongoing responsibilities;
- information about consultants involved in project activities and the associated selection process;
- integration of necessary facilities, equipment and supplies to support the project;
- qualifications of personnel assigned to manage project finances;
- source(s) of matching funds and/or in-kind contributions;
- source and use of revenues to be derived from the project, if applicable;
- (for proposals that involve partnerships) contributions to and benefits from the project for both the applicant and the partner organization(s).

Review Criteria: Evidence that the applicant will complete the project activities in the time allocated through the effective deployment and management of resources. Evidence that the project personnel demonstrate suitable experience and expertise and can commit adequate time to accomplish project activities. Evidence of sound financial management coupled with an appropriate and cost-efficient budget. *Note: Reviewer evaluation will include Resumes, Budget Forms and Budget Justification.*

4. Impact

Discuss the extent to which the project will have a lasting impact on the targeted audience of museum professionals. Include information such as:

- specific outcomes that will result from the project;
- benefits from the project for professional development in multiple institutions;
- specific knowledge, skills, and abilities that will impact practicing or future museum professionals and their institutions;
- efforts to support the continuation of project activities and/or benefits beyond the grant period, if appropriate;
- dissemination of project products or findings, if applicable.

Review Criteria: Identification of specific outcomes that will be used to evaluate the impact and success of the project. Evidence that the project will result in increased staff capacities, leading to improved practice. Extent to which the project is likely to contribute to results or products that will benefit multiple institutions and diverse constituencies.

Schedule of Completion

The applicant must provide a Schedule of Completion that shows when each major project task will be undertaken, marks the milestones for each grant activity, and designates how grant funds are to be spent throughout the project. The Schedule of Completion must also correspond to the activities described in the narrative and the project dates on the SF-424S and budget pages. One way to plot this information is in a graph or chart that lists project activities and the corresponding months when these activities will take place during the project. This document may be created as a narrative or spreadsheet, and should be no longer than one page per year. See page 41 for an example.

Budget

The application requires three elements to describe the costs of a proposed project:

- Detailed Budget
- Summary Budget
- Budget Justification

Detailed Budget

Applicants need to fill out a copy of the Detailed Budget Form for each year of the project. The first copy of the Budget Form should begin on the project start date and end 12 months later. Applicants using the PDF can fill out the form for one year, save it, then fill it out again for the remaining years. Applicants will notice that the columns total automatically.

The budget should include the project costs that will be charged to grant funds as well as those that will be supported by the applicant or third-party in-kind contributions (cost sharing). In-kind contributions include the value of services or equipment that is donated to the project free of charge. Remember to include costs for evaluation, which, like many costs, may fall under any or all of these categories. All of the items listed, whether supported by grant funds or cost-sharing contributions, must be reasonably necessary to accomplish project objectives, allowable in terms of the applicable federal cost principles, auditable, and incurred during the grant period. Charges to the project for items such as salaries, fringe benefits, travel, and contractual services must conform to the written policies and established practices of the applicant organization. When indirect costs are charged to the project, care should be taken to ensure that expenses included in the organization's indirect cost pool (see "Indirect Costs" below) are not charged to the project as direct costs.

"Method of Cost Computation" can refer to a percentage of a person's time devoted to the project, a number of days, a quantity of items, and so on. This column should clarify how the applicant arrived at the costs indicated.

1. **Salaries and Wages:** Indicate both temporary and permanent staff by noting "temp" or "perm" in parentheses after each staff member listed.
2. **Fringe Benefits:** Fringe benefits may include contributions for Social Security, employee insurance, pension plans, and so on. Only those benefits not included in an organization's indirect cost pool may be shown as direct costs.
3. **Consultant Fees:** List the individuals or groups who will provide consultative services on the grant and their fees, and explain the method of computation for the fees.

4. **Travel:** Applicants must include \$2,000/year for travel to attend IMLS-designated meetings. For partnership projects, include \$4,000/year for such travel. The lowest available commercial fares for coach or equivalent accommodations must be used, and foreign travel must be undertaken on U.S. flag carriers when such services are available.
5. **Supplies and Materials:** In general, list the costs of material purchased specifically for the proposed project. Permanent equipment is defined as nonexpendable personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more.
6. **Services:** List the costs of project activities to be undertaken by a third-party contractor, including a partner, under this budget category as a single line item that shows the amount that will be charged to IMLS grant funds and the cost sharing that will be contributed by the third party. Attach a complete itemization of these costs to the IMLS Budget Form. If there is more than one contractor, list the cost of each contract separately on the IMLS Budget Form and include an attached itemization.
7. **Student Support:** Ignore this section. It does not apply to 21MP.
8. **Other Costs:** Please do not use the “Other Costs” section to list items that did not fit in the number of lines allotted for another section. If more lines are needed, the information should be summarized in the Detailed Budget Form and further explained in the Budget Justification.
9. **Total Direct Costs:** Add up the subtotal amounts from the previous sections.
10. **Indirect Costs:** Indirect costs are project costs that an organization incurs that cannot be easily assigned to an individual project. They are also called “overhead” or “administrative costs.” Examples of indirect cost type items are charges for utilities, insurance, use of office space and equipment owned by the applicant, local telephone service, and the salaries of the management and administrative personnel of the organization.
11. **Total Project Costs:** Complete the first line; ignore the second line, which is specific to another IMLS grant program.

Organizations that do not have a federally negotiated indirect cost rate and do not wish to negotiate one may charge an administrative fee to the project of up to 15 percent. IMLS will pay this administrative fee only on that portion of direct project costs that are supported by IMLS funds. This fee may also be applied to the direct project costs that will be supported by the applicant and may therefore be counted as part of the applicant’s cost sharing. If an applicant chooses this option, it must be careful to exclude all indirect-cost type items from the budget and the fee **may not be applied to more than the first \$5,000 of distorting costs** such as equipment purchases or subcontracts.

If an organization has a federally negotiated indirect cost rate that will be current on the date of award, as cited on the award notification, this rate may be used to determine total project costs, as long as the rate is applied in accordance with the negotiated agreement and a copy of the negotiation is forwarded to IMLS with the application.

However, IMLS will pay indirect costs only on the portion of the direct costs that are supported by IMLS funds. Indirect costs that are related to the direct project costs that will be supported by the applicant may be included in the budget only as a part of the applicant's cost sharing. IMLS will not accept an indirect cost rate that is scheduled to expire before the award is issued. Institutions must use a federally negotiated indirect cost rate appropriate to the type of project proposed. For example, a rate for research may be used only for research projects.

An organization that is in the process of negotiating an indirect cost rate with a federal agency may apply the proposed rate of estimate total project costs as long as it follows the instructions in the previous paragraph in applying the rate and includes the indirect cost proposal in the application material. IMLS will not pay any indirect costs until a rate is negotiated and a copy of the final agreement is submitted to the IMLS Office of Grants Administration. It is possible that the amount of the award will be reduced if the final negotiated rate is less than the rate that was used in the application budget. However, the amount of the award will not be increased if the negotiated indirect cost rate is higher than the rate proposed in the application. Once an indirect cost rate is accepted by IMLS, the rate shall be considered fixed for the duration of the award even if, during the course of the award, the grantee negotiates a new indirect cost rate.

If a grantee has one or more predetermined rates negotiated at the time of the award, e.g., 30 percent the first year and 32 percent the second year, these rates may be used in the project budget. However, in the example given above, if the grant period ran more than two years, the last predetermined rate would apply not only to the second year of the grant but also to any subsequent years.

The cost of student scholarships, fellowships, other stipends, and/or tuition may not be included in the amount on which indirect costs are requested.

These instructions also apply to an organization that will function as a partner in undertaking grant activities.

Summary Budget

The Summary Budget should clearly identify the amount requested from IMLS and the amount provided as in-kind contributions by the applicant, by any partners, and from any other sources.

Budget Justification

The Budget Justification is a text document that explains all elements of the Detailed Budget. For example, the Budget Justification should explain the role that each person listed in the project budget will play. It should also provide justification for all proposed equipment, supplies, travel, services, and other expenses. The application should provide specifications for all hardware and software for which IMLS funding is requested. The text document may not exceed two pages in length.

IMLS encourages applicants to contribute as cost share the salaries of permanent staff to be employed on a project in proportion to the amount of time they will spend on the project. If IMLS funding is requested for salaries of permanent staff, the proposal should explain why funds are requested for this purpose and how the regular duties of these individuals will be performed during the grant period. The Budget Justification should explain the role of any outside consultants and third-party vendors to be employed on the project and how each was identified and selected. Costs for third-party service providers should be documented by bids or otherwise justified. The cost of project activities to be undertaken by a third-party contractor, or a partner, should be listed under "Services" on the Detailed Budget as a single line item that shows the

amount that will be charged to IMLS grant funds and the cost sharing that will be provided by the third party. A complete itemization of these costs should be included as part of the Budget Justification. If there is more than one contractor, the cost of each contract must be listed separately on the IMLS Budget Form and an itemization must be included as part of the Budget Justification.

Specifications for Projects that Develop Digital Products

For a list of resources on digitization projects, see pages 18-21. This list is intended to help applicants learn more about digitization projects and is neither exhaustive nor an endorsement of any particular resource. Some of the questions on this form may not apply to all projects, but please answer all that are applicable.

Part I.

Complete the appropriate sections. Select Box A, B, or C, or any combination of these boxes, depending on the original material and the digital products to be developed.

Box A. Converting Nondigital Material to Digital Format

1. Explain the type of original **nondigital** materials to be selected for digitization, such as text, photographs, three-dimensional art objects, archaeological artifacts, maps, motion pictures, video, etc., and give the quantity of each type. (For audio, video, and motion picture materials, give the total number of minutes or hours to be digitized.) Describe the original format of each type of material to be digitized.
2. Identify all use or access restrictions covering the original material to be digitized. Check the intellectual property condition and give the corresponding percentage of the original material that will be digitized.
3. Describe the terms of access and use that will apply to the newly digitized material being created by the project. Identify and explain any restrictions that will apply to the digitized material, and specify what percentage, if any, of the total material will be subject to restrictions. (Examples are copyright, no downloading, registration, etc.)
4. Explain what equipment and software will be used and include specifications that are relevant to the work of the project (such as cameras with zoom capability, scanners, servers, motorized object rigs, etc.). Equipment and software must be described whether the digitization is to be done in-house or outsourced to a contractor or partner.

Box B. Repurposing Digital Content

1. Explain the original materials whose **digital** form will be repurposed, such as digital text (e.g., oral history transcripts), photographs, video, audio, Web files, etc., and give the number of each type. Describe the **digital format** and the amount of the material that will be repurposed.
2. Identify copyright and other potential restrictions with regard to the original digital material. Check the intellectual property condition and give the corresponding percentage of the digital material to be repurposed.
3. Describe the terms of access and use of the newly repurposed digital material. Identify and explain any restrictions that will apply to the repurposed digitized material, and specify what percentage, if any, of the total material will be subject to restrictions. (Examples are copyright, no downloading, registration, etc.)

4. Explain what equipment and software will be used and include specifications that are relevant to the work of the project. Equipment must be described whether the repurposing will be done in-house or outsourced to a contractor or partner.

Box C. Creating New Digital Content

1. Explain the types of digital content that will be created, such as digital text (e.g., oral history transcripts), photographs, video, audio, Web files, etc. and give the quantity of each type.

2. Describe plans to obtain releases/ permissions from project content creators (such as filmmakers) and subjects (such as oral history interviewees).

3. Describe the disposition of ownership and use rights of the new product.

4. Explain what equipment and software will be used and include specifications that are relevant to the work of the project (e.g., camera, audio recording equipment, video recording equipment, encoding software, server). Equipment must be described whether the content will be created in-house or outsourced to a contractor or partner.

Part II. Answer all questions.

5. Specify the file formats to be produced and the anticipated quality of each format (e.g., minimum resolution, depth, tone, pixel dimensions, file size, sampling rate). If watermarks or other features will be used, explain. For other media, (for example, audio, video, or motion pictures), provide appropriate specifications. Provide information for Master, Access, and Thumbnail versions.

6. Describe the medium that will deliver the digital material (e.g., Internet streaming or download, broadcast, DVD).

7. Describe the underlying software to manage and/or present the content (e.g., DSpace, Fedora, ContentDM).

8. Describe plans for ensuring the quality of the digital product.

9. Explain how descriptive and administrative metadata will be produced and used to describe and manage the content. Include the standards that will be used for data structure, content (e.g., thesauri), protocols, preservation and administrative information, and communication of the content (e.g., MARC, EAD, Dublin Core, PBCore, VRA Core Categories, or Categories for the Description of Works of Art).

10. Describe plans for preserving and maintaining the digital material during and after the grant period. The plan should cover storage systems and media to be used, migration plans, maintenance responsibilities, and commitment of institutional funding support.

11. If content will be provided on the Internet, indicate agreement to submit collection level records for digital products to the IMLS Digital Collection and Content Registry. State reasons for selecting alternative approaches.

12. Provide URL(s) for applicant's previously digitized collections, if applicable. If the

proposed digital collection will differ substantially in look and feel from collections previously digitized, explain what the difference will be.

Partnership Statement

Complete a Partnership Statement for each formal partner involved in the proposed project. Applicants should save each Partnership Statement with a distinct file name that includes the word “*Partner*” and a short form of the partner’s name—e.g., PartnerName1.pdf or PartnerName2.pdf. Then add each document to the Attachments form, following the sequence in the Application Checklist. At the top of the Partnership Statement, enter the legal name of the applicant organization. This information should match that provided on the SF-424S and the Program Information Sheet.

1–5 (if applicable)

Provide all of the information requested for the partner organization. If the partner organization does not have a DUNS number, refer the partner to page 12 within these guidelines for information and instructions on how to secure one. To obtain a full Zip+4 postal code, visit www.usps.com/zip4.

6. Governing Control of Partner (if applicable)

Check one box to indicate the partner’s governing control.

7–9.

Provide the information requested for each of these items. The limits on the amount of text allowed are given in the item statement on the form. The applicant must ensure that each partner also provides a signed original version of the Partnership Statement to the applicant, and that the applicant will make this form available to IMLS if requested by IMLS.

List of Key Project Staff and Consultants and Resumes

1. Provide a one-page list of the key project staff and the consultants who will be directly involved in the program.
2. Add resumes or curriculum vitae of no more than two pages each for all key personnel (both staff and consultants). Resumes that exceed the two page limit will have the remaining pages removed by IMLS staff. Add a page break at the end of the list of personnel, and then add page breaks at the end of each of the resumes/vitae.

Note: If the key project personnel have not been selected by the application deadline date, then submit position descriptions instead of resumes.

Letters of Commitment

Applicants must submit a letter of commitment for each project consultant named in the List of Key Project Staff and Consultants. The letter should include confirmation that the consultant will work on the project if funded, dates of service, scope of work, and fee structure. The information in this letter must correspond to the information in the application narrative.

Proof of Nonprofit Status

If the applicant organization is a private, nonprofit organization (for those who selected “Private Nonprofit” or “Other” in item 5d of the SF-424S):

- The applicant must submit a copy of the IRS letter indicating the organization’s eligibility for nonprofit status under the applicable provisions of the Internal Revenue Code of 1954, as amended.
- IMLS will not accept a letter of state sales tax exemption as proof of nonprofit status.

Federally Negotiated Indirect Cost Rate Agreement

If the institution has a federally negotiated indirect cost rate agreement that will be current at the time the project will begin then the applicant may submit this document and claim the approved rate on the IMLS budget forms.

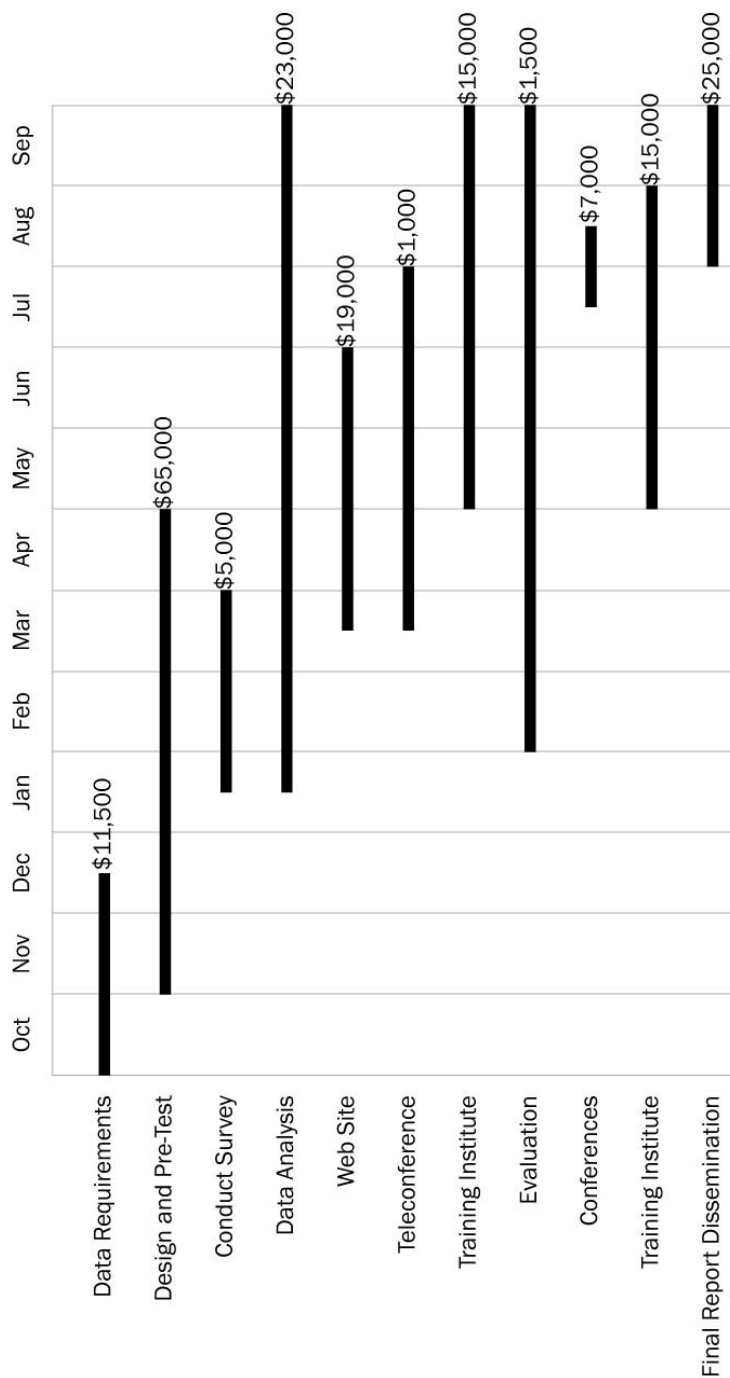
Supporting Documents for 21MP Applicants

Supporting documents should specifically relate to the justification for the project. IMLS encourages applicants to include only information that will supplement the narrative and support the information provided in the application. Applicants should not use attachments to answer narrative questions. IMLS strongly encourages inclusion of needs assessments (formal or informal documentation used to evaluate and plan projects, which can include surveys, reports, etc.); reports from planning activities; products or evaluations from previously completed or ongoing projects of a similar nature; or other documents for the evaluation of the proposal. Other attachments could include letters of support from partners or other groups that the museum works closely with on this project, collections, technology, or other departmental plans for the institution as applicable to the proposed project. Where possible, within the application narrative, applicants may provide Web links to relevant online materials.

Note: When attaching these documents give each one a specific title that clearly identifies what type of document it is. All supporting documentation should include dates of creation and authorship. Total number of attachments must not exceed 20 pages. IMLS will remove any supplemental materials above the 20-page limit. They will not be sent to field reviewers as part of the application, and cannot be returned.

Sample Schedule of Completion

This is a sample format for a Schedule of Completion (see page 34). Applicants may prepare theirs in a similar manner, but this format is not required. Whatever format is selected, be sure to list each major project activity addressed in the application narrative and the date each activity begins and ends. It is critical that the dates on the Schedule of Completion correspond to the project dates on the Application for Federal Domestic Assistance/Short Organizational Form (SF-424S; also known as the Face Sheet). If the proposed activity is part of a larger project, make sure the IMLS-funded portion is clearly identified.



**IMLS ASSURANCES AND
CERTIFICATION**

IMLS is required to obtain from all applicants certifications regarding federal debt status, debarment and suspension, nondiscrimination, and a drug-free workplace. Applicants requesting more than \$100,000 in grant funds must also certify regarding lobbying activities and may be required to submit a "Disclosure of Lobbying Activities" form (Standard Form LLL). Some applicants will be required to certify that they will comply with other federal statutes that pertain to their particular situation. These requirements are incorporated in the Assurances Statement below. The authorized representative must review the statement and provide the certification in item 9 on the Application for Federal Domestic Assistance/Short Organizational Form (SF-424S).

Assurances Statement

By signing the application form, the authorized representative, on behalf of the applicant, assures and certifies that, should a grant be awarded, the applicant will comply with the statutes outlined below and all related IMLS regulations, which are found in 45 CFR Chapter XI. These assurances are given in connection with any and all financial assistance from IMLS after the date this form is signed, but may include payments after this date for financial assistance approved prior to this date. These assurances shall obligate the applicant for the period during which the federal financial assistance is extended. The applicant recognizes and agrees that any such assistance will be extended in reliance on the representations and agreements made in these assurances, and that the United States government has the right to seek judicial enforcement of these assurances, which are binding on the applicant, its successors, transferees, and assignees, and on the authorized official whose signature appears on the application form.

Certifications Required of All Applicants

Financial, Administrative, and Legal Accountability

The authorized representative, on behalf of the applicant, certifies that the applicant has legal authority to apply for federal assistance and the institutional, managerial, and financial capability (including funds sufficient to pay the nonfederal share of project costs) to ensure proper planning, management, and completion of the project described in this application.

The authorized representative, on behalf of the applicant, certifies that the applicant will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 (31 U.S.C. § 7501 et seq.) and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."

The authorized representative, on behalf of the applicant, certifies that the applicant will comply with the provisions of applicable OMB Circulars.

Federal Debt Status

The authorized representative, on behalf of the applicant, certifies to the best of his or her knowledge and belief that the applicant is not delinquent in the repayment of any federal debt.

Debarment and Suspension

The applicant shall comply with 2 CFR Part 3185. The authorized representative, on behalf of the applicant, certifies to the best of his or her knowledge and belief that neither the applicant nor any of its principals:

- (a) Are presently excluded or disqualified;

- (b) Have been convicted within the preceding three years of any of the offenses listed in 2 CFR section 180.800(a) or had a civil judgment rendered against it or them for one of those offenses within that time period;
- (c) Are presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses listed in 2 CFR section 180.800(a); or
- (d) Have had one or more public transactions (Federal, State, or local) terminated within the preceding three years for cause or default.

Where the applicant is unable to certify to any of the statements in this certification, he or she shall attach an explanation to this application.

The applicant, as a primary tier participant, is required to comply with 2 CFR Part 180 Subpart C (Responsibilities of Participants Regarding Transactions Doing Business With Other Persons) as a condition of participation in the award. The applicant is also required to communicate the requirement to comply with 2 CFR Part 180 Subpart C (Responsibilities of Participants Regarding Transactions Doing Business With Other Persons) to persons at the next lower tier with whom the applicant enters into covered transactions.

Nondiscrimination

The authorized representative, on behalf of the applicant, certifies that the applicant will comply with the following nondiscrimination statutes and their implementing regulations:

- (a) Title VI of the Civil Rights Act of 1964, as amended (42 U.S.C. § 2000 et seq.), which prohibits discrimination on the basis of race, color, or national origin;
- (b) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 701 et seq.), which prohibits discrimination on the basis of disability;
- (c) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§ 1681–83, 1685–86), which prohibits discrimination on the basis of sex in education programs; and
- (d) the Age Discrimination in Employment Act of 1975, as amended (42 U.S.C. § 6101 et seq.), which prohibits discrimination on the basis of age.

Drug-Free Workplace

The authorized representative, on behalf of the applicant, certifies, as a condition of the award, that the applicant will or will continue to provide a drug-free workplace by complying with the requirements in Subpart B of 45 C.F.R. Part 1186.

This includes: making a good faith effort, on a continuing basis, to maintain a drug-free workplace; publishing a drug-free workplace statement; establishing a drug-free awareness program for its employees; taking actions concerning employees who are convicted of violating drug statutes in the workplace; and identifying (either with this application or upon award, or in documents kept on file in the applicant's office) all known workplaces under the award.

Certification Regarding Lobbying Activities (Applies to Applicants Requesting Funds in Excess of \$100,000)

The authorized representative certifies, to the best of his or her knowledge and belief, that:

- (a) no federal appropriated funds have been paid or will be paid by or on behalf of the authorized representative to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of

- a federal contract, the making of a federal grant, the making of a federal loan, the entering into of a cooperative agreement, or the extension, continuation, renewal, amendment, or modification of a federal contract, grant, loan, or cooperative agreement;
- (b) if any funds other than appropriated federal funds have been paid or will be paid to any person (other than a regularly employed officer or employee of the applicant) for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the authorized representative shall request, complete, and submit Standard Form LLL, "Disclosure of Lobbying Activities," in accordance with its instructions; and
 - (c) the authorized representative shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

General Certification

The authorized representative, on behalf of the applicant, certifies that the applicant will comply with all applicable requirements of all other federal laws, executive orders, regulations, and policies governing the program. IMLS grant regulations may be found at 45 C.F.R. Chapter XI, Subchapter E (Institute of Museum and Library Services).

Certifications Required of Some Applicants

The following certifications are required if applicable to the project for which an application is being submitted. Applicants should be aware that additional federal certifications, not listed below, might apply to a particular project.

Subcontracts

A grantee may not make a subgrant (for more details, see 45 C.F.R. Chapter XI, Subchapter E [Institute of Museum and Library Services]). Applicants who plan to use awards to fund contracts and subcontracts should be aware that they must receive the following certifications from those who bid on contracts:

1. certification of compliance with the nondiscrimination statutes from institutional applicants and contractors, and
2. certification regarding debarment and suspension from potential contractors and subcontractors who will receive \$100,000 or more in grant funds. Applicants are also required to include without modification the following wording in solicitations for contracts that are expected to equal or exceed \$100,000:
 - (a) The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
 - (b) Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Native American Human Remains and Associated Funerary Objects

The authorized representative, on behalf of the applicant, certifies that the applicant will comply with the provisions of the Native American Graves Protection and Repatriation Act of 1990 (25 U.S.C. § 3001 et seq.), which applies to any organization that controls or possesses Native

American human remains and associated funerary objects, and which receives federal funding, even for a purpose unrelated to the Act.

Historic Properties

The authorized representative, on behalf of the applicant, certifies that the applicant will assist the awarding agency in ensuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. § 470f), Executive Order (E.O.) 11593, and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. § 469 et seq.).

Environmental Protections

The authorized representative, on behalf of the applicant, certifies that the project will comply with environmental standards, including the following:

- (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969, as amended (42 U.S.C. § 4321 et seq.) and E.O. 11514;
- (b) notification of violating facilities pursuant to E.O. 11738;
- (c) protection of wetlands pursuant to E.O. 11990, as amended by E.O. 12608;
- (d) evaluation of flood hazards in floodplains in accordance with E.O. 11988, as amended;
- (e) assurance of project consistency with the approved state management program developed under the Coastal Zone Management Act of 1972, as amended (16 U.S.C. § 1451 et seq.);
- (f) conformity of federal actions to State (Clean Air) Implementation Plans under section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. § 7401 et seq.);
- (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (42 U.S.C. § 300f et seq.); and
- (h) protection of endangered species under the Endangered Species Act of 1973, as amended (16 U.S.C. §§ 1531–1543).

The authorized representative, on behalf of the applicant, certifies that the project will comply with the Wild and Scenic Rivers Act of 1968, as amended (16 U.S.C. § 1271 et seq.), related to protecting components or potential components of the national wild and scenic rivers system.

The authorized representative, on behalf of the applicant, certifies that the applicant will comply with the flood insurance requirements of the Flood Disaster Protection Act of 1973, as amended (42 U.S.C. § 4001 et seq.), which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.

Research on Human and Animal Subjects

The authorized representative, on behalf of the applicant, certifies that the project will comply with 45 C.F.R. Part 46 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance. The authorized representative, on behalf of the applicant, certifies that the project will comply with the Laboratory Animal Welfare Act of 1966, as amended (7 U.S.C. § 2131 et seq.) pertaining to the care, handling, and treatment of warm-blooded animals held for research, teaching, or other activities supported by this award of assistance.



For further information on these certifications, contact IMLS, 1800 M Street, NW, 9th Floor, Washington, DC 20036. Or call 202/653-IMLS (4657).

TEN TIPS TO WORK SUCCESSFULLY WITH GRANTS.GOV

1. **Register early!** Go to www.grants.gov/applicants/get_registered.jsp. This process may take up to two weeks to complete, and may take longer if your organization does not have a DUNS number. You must have a DUNS number to register with Grants.gov. If you registered last year, please note that you must renew each year. Go to www.ccr.gov/Renew.aspx.
2. You may wish to designate more than one **Authorized Organization Representative (AOR)** for your organization when you register. This will help to avoid last minute crises in the event that a single AOR is unavailable when you are ready to submit your application. This person might not be the same person that you list as the Authorized Representative for IMLS.
3. **Log onto Grants.gov and start working on your grant application NOW.** Do not wait until the last week before the application deadline to begin the submission process, particularly if you are not familiar with Grants.gov. It may take up to 48 hours to receive notification that your application has been both received **and** validated after submission. Give yourself enough time to make corrections, if necessary, and resubmit before the grant deadline.
4. Download the most recent version of Adobe Acrobat Reader onto your computer for best results. For optimal performance, Grants.gov recommends using version 8.1.3. If you are working with a “track changes” tool while writing your application, be sure to **accept** all changes and save the document before submission to Grants.gov.
5. All documents must be submitted in **PDF format**. Follow the instructions in the IMLS Grant Guidelines to convert your MS Office documents like Word and Excel to PDF: www.imls.gov/pdf/PDFConversion.pdf. Start practicing the conversion of Word, Excel and other types of documents into the PDF format. If you are new to this process, you may need time to learn how to do this smoothly and avoid frustration as the deadline nears.
6. Avoid scanning your documents when possible—this creates a very large file that makes your application more cumbersome to manage, and the large files may not be processed properly. Whenever possible, use the “conversion to PDF” instructions noted above.
7. Use Internet Explorer for your browser when submitting the application to Grants.gov. Mozilla Firefox is not currently compatible with this process.
8. Do not email, fax, or mail applications or any part of an application to IMLS. We can only accept application documents that are submitted and successfully validated by Grants.gov.
9. The IMLS Grant Program Guidelines contain extensive instructions and hints to help you with this entire process. Please make time to read through these materials as well as the information provided at www.grants.gov. You will be more likely to receive the assistance you need, if you begin by taking the time to familiarize yourself with the basic instructions and guidance provided through these sources.

10. Contact Grants.gov help (www.grants.gov/help/help.jsp or 1-800-518-4726) for assistance with the following:

- Hardware and software issues
- Registration issues
- Technical problems with attachments

Contact IMLS Senior Program Officer Christopher Reich at creich@imls.gov or (202) 653-4685 or Program Specialist Twinet Kimbrough at tkimbrough@imls.gov or (202) 653-4703 for assistance with the following:

- Guidelines
- Eligibility questions
- Content, budget, timeline (schedule of completion) questions

NOTE: Grants.gov help and IMLS Program staff assistance are not available on weekends.

